

Her Majesty's Inspectorate of Constabulary



Northumbria Police

Baseline Assessment

October 2006



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Appendix 1 Glossary of Terms and Abbreviations

Introduction to Baseline Assessment

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

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

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

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

Priority Frameworks

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

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

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- leadership and direction.

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

Force Amalgamations

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

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

The Grading Process

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

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Service delivery grade

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

Excellent

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

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

Good

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

Fair

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

Poor

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

Direction of Travel Grade

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

Improved

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

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Stable

This denotes no significant change in performance.

Declined

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

Good Practice

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

Future HMIC Inspection Activity

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

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

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

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

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

Force Overview and Context

Geographical Description of Force Area

Northumbria is the sixth largest police force in England and Wales covering an area of some 2,000 square miles, including the urban areas of Tyne and Wear and the more rural county of Northumberland. The force area is divided into six basic command units (BCUs) or 'area commands', based on local authority boundaries: Newcastle, Gateshead, South Tyneside, North Tyneside, Sunderland (all predominantly urban) and Northumberland (which comprises both urban and rural areas). All area commands have been divided into community policing areas that match local authority structures.

Demographic Description of Force Area

- The approximate population of the Northumbria police force area is 1.4 million in 606,369 households based on 2001 census data.
- The average employment rate is 70%, and the average local authority deprivation index is 53 (ranging from 20 to 207).
- Just over half of the total population are female.
- Up to 38% of the population have no formal qualifications.
- About 97% of the population are white European, with a force-wide ethnic population of approximately 37,000.
- Percentage ethnicity ranges from 0.67% in rural Northumberland to just over 25% in parts of Newcastle.
- Currently 1.38% of police officers are from minority ethnic communities. The force aims to increase this to 1.75% during 2006/07 and to 2.0% by March 2009. In order to achieve this, targets have been set in relation to increasing minority ethnic recruitment from 3.31% to 5% by March 2009.
- At present 20.49% of police officers are female.

Structural Description of Force including Staff Changes at Chief Officer Level

Two recent appointments have been made to the chief officer team. From 3 April, the team consists of Michael Craik, Chief Constable, a deputy chief constable, four assistant chief constables (ACCs) for management services, area operations, crime and central services, and a director of finance and resources.

Northumbria Police comprises six area commands and eleven headquarters support departments. A public service and performance review in 2004 led to changes in the structure of the force and it became coterminous with local authority boundaries. This was deemed to be the most appropriate way to deliver local, joined-up policing services, ensuring that partnership work was fully integrated into service delivery.

Each area command is headed by a chief superintendent who operates at a strategic level, working with and influencing partners. They are backed up by a minimum of an operations superintendent, community chief inspector, criminal justice chief inspector, a detective chief inspector and a business manager supported by a team of senior police staff including finance and personnel advisers.

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Total staffing levels in area commands range from just over 1,000 to 450, and police officer numbers from more than 800 to 350. There are currently 133 police community support officers (PCSOs) and the force intends to recruit a further 671 PCSOs by March 2008. Future PCSO allocation will be subject to a deployment model which is under development.

Strategic Priorities

The vision of Northumbria Police is to build trust and confidence in the community and reduce crime and disorder.

The force strategic priorities for 2006 to 2009 are to:

- increase public confidence within our diverse community;
- reduce crime and anti social behaviour;
- increase the number of offences brought to justice;
- increase the number of crimes that are detected;
- increase safety and reduce criminal activity on our roads;
- tackle serious and organised crime and terrorism; and
- create a diverse, effective and flexible workforce.

Impact of Workforce Modernisation and Strategic Force Development

Workforce modernisation (WFM) sets a challenging agenda for Northumbria Police in relation to operational, financial and workforce planning in coming years. The force is working to ensure that operational effectiveness is optimised with the implementation and extension of workforce modernisation initiatives and that the resources released are utilised to address the most urgent needs within the force. The identification of mainstream funding to continue initiatives currently undertaken with Home Office finance provides a particular challenge to the force.

There are a number of workforce modernisation initiatives in place or anticipated that will fundamentally change the way that the different staff groupings within the force are strategically managed.

Throughout the force PCSOs are integrated within, and perform their role in, neighbourhood policing teams. The number of PCSOs is set to grow to 671 by 2008 across all six area commands.

The force front-line focus project is an innovative way of developing and re-modelling the workforce and advancing the modernisation agenda. The project aims to free police officers to concentrate on the key objectives of public reassurance and crime fighting and get greater job satisfaction in doing so; to reduce bureaucracy for officers; to continue employment for disabled officers; to provide meaningful roles for disabled, restricted and recuperative officers; and to enhance team dynamics by changing the skill mix. The project will improve performance, increase available expertise and accommodate individual capabilities by combining civilianisation, task bundling and capability management.

Northumbria Police has been running a management of offenders project, which is a major Home Office-sponsored pilot concerned with replacing traditional police officer roles in custody suites with police staff, thereby freeing up police resources. Due to the success of the pilot, the force will roll out these measures force-wide by the end of 2006. These measures include:

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- detention/escort officers with responsibility for welfare, supervision of all detainees and supporting the investigation process through fingerprint taking, DNA sampling, drug testing and the issue of fixed penalty notices for disorder;
- custody investigating officers with responsibility for interviews and file preparation for volume crime issues, as well as providing further investigative support to operational officers for house searches and identification parades;
- case management officers with responsibility for assisting police officers building certain cases, including obtaining CCTV tapes, performing disclosure functions and minor statement taking. This role has improved the quality and timeliness of files submitted to the Crown Prosecution Service (CPS); and
- offender management officers, a unique concept, with responsibility for monitoring prolific and priority/registered sex offenders and for ensuring compliance with bail and curfew restrictions.

The force is an applicant for the role of 'demonstration site' from the development of the ACPO 'Blueprint' for workforce modernisation, for which the Chief Constable is the ACPO national portfolio lead. A clear force vision for a modernised BCU will be implemented within the Sunderland area command. It is also intended to develop the role of non-warranted case workers and investigators in the Northumberland area command.

Northumbria Police is committed to improving the regional capability in the area of protective services, while maintaining the high level of local policing that is currently delivered to the residents of Northumberland and Tyne and Wear.

In early summer 2006, the force held a conference with the theme of managing change. Senior managers, police authority members and officers, and staff association representatives were joined for the first time at such an event by operational staff representatives from area commands and departments. They were informed about the major drivers for change and the conference provided an opportunity for managers and practitioners to be consulted and to identify key issues. Extensive use was made of external facilitators and advice.

Major Achievements

Reducing Crime

For more than 15 years the force has successfully reduced overall crime and the aim is to continue with this trend. There are achievements in the overall reduction of crime with burglary, fraud and forgery, robbery, violent crime and racist crime down. Tyneside, Wearside and Northumberland are among the safest places in the country to live.

These continuous decreases in crime can be attributed to targeting known offenders, accurately identifying crime and disorder hotspots and focusing on potential victims in conjunction with partners and other criminal justice agencies. Alongside these, specific initiatives contribute to the fight against crime. For example, taxi-marshalling schemes at peak periods in busy city centres have provided reassurance to the public and prevented potential problems occurring, reducing violent crime. In addition, licensing partners dealt with unlicensed operators and unfit cabs. Independent evaluation of the Newcastle scheme showed that the public, in particular females, was more inclined to attend a taxi rank that had a marshal in place.

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Investigating Crime

Overall, detection rates dropped slightly in 2004/05 and this led to the force conducting a thematic inspection. The adoption of recommendations from this inspection, combined with a strong focus at area command level, has led to significant improvements in detection rates bringing them back to the levels seen in 2003/04.

Between April and December 2005, detections in Northumberland topped 40% – an unprecedented level – while crime dropped by 16%. The area command was identified by the Home Office's crime reduction and community safety group as one of only six BCUs in England and Wales to be worth a special mention for performance in reducing and detecting crime.

Northumbria has developed a volume crime investigation plan that is a force-wide response to tackling every type of crime, with the exception of those identified as serious category crimes which result in bespoke investigation plans. The plan sets a series of investigation standards designed to improve detection rates and customer service, which must be applied to all areas of volume crime investigations from the initial reports to the ending at court. This further enhances capability to tackle low level and signal crimes in relation to neighbourhood policing activity.

The force has set up six new teams of financial investigators with the potential to make a huge impact on the profits of crime. Each team, a mixture of officers and police staff, will work in the six area commands to target money launderers, drug traffickers or anyone with cash believed to be obtained from, or intended for, criminal activity.

Promoting Safety

Northumbria is not complacent and consultation has identified that top priorities for local people are anti social behaviour, particularly by young people, drug availability and the fear of becoming a victim of violent crime. As a result, Northumbria has introduced the Total Policing concept, developed and led by the Chief Constable and supported by the police authority. This is an uncompromising pursuit of offenders, coupled with a commitment to continually increase the number of crimes detected and offenders brought to justice while simultaneously delivering the high standard of service that the public rightly expects from the police.

The success of the four-month The Party's Over campaign in Northumbria resulted in the Chief Constable being tasked by the Prime Minister's Office to lead on a national AMEC campaign to reduce drink-related violence and disorder. The Chief Constable sat on the first cross-government strategy group, at permanent secretary level, to provide real-time partnership nationally at the highest level, including the Home Office, ODPM, health service and the Police Standards Unit.

The Party's Over campaign, was judged by the police standards unit to be the 'best example of sustained performance' when compared with the other forces in England and Wales.

Criminal damage was tackled with the Wipe Out campaign leading to an 18% fall in offences for a similar period (3,976 to 3,232) and savings of £372,000. This supports the continuing reduction in incidents of criminal damage since 2002.

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Within the Total Policing philosophy, the Don't Spoil the Party campaign targeted drunken behaviour and ran from November 2005 to January 2006. This campaign helped cut crime and reassure the public, and supported a co-ordinated national campaign leading to the summer campaign, The Party's Over.

During the campaign:

- officers targeted drunken offenders;
- Northumbria became the first force in the country to have a decision to close a pub under the new Licensing Act backed by magistrates in South Tyneside; and
- the force worked with partners on initiatives ranging from taxi marshalling to test purchase operations.

The results of the initiative, compared with the same period in 2004/05, were:

- arrests for disorder rose from 241 to 445, an increase of 85%;
- arrests for drunkenness rose from 1,238 to 2,023, an increase of 63%;
- serious assaults fell from 162 offences to 146, a reduction of 10%;
- minor assaults fell from 1,923 offences to 1,760, a reduction of 8.5%; and
- overall crime fell from 21,232 offences to 19,523 a reduction of 8%.

During the campaign the number of public order offences dealt with at magistrates courts in Northumbria rose by 64% when compared with the same period in 2004/05. Convictions for those offences rose from 86% to 90%.

Citizen Focus

The force has very successfully planned and policed major security and public events without any interruption to service delivery in neighbourhood policing.

The policing of the Labour Party spring conference in February 2005 and the European Justice Ministers Convention in September 2005 enabled Northumbria Police to demonstrate its capability to deal with large-scale, high-profile security events. Extensive planning took place that ensured the event and a number of associated demonstrations passed without incident, and innovation in the use of resources meant that officers in reserve police support units (PSUs) were based in their home area commands supporting local policing until required.

The Tall Ships race and the myriad of associated events in July 2005 were also successfully policed primarily, for the first time, through the use of stewards supported by police.

For the last two years the force has provided updates to all victims and witnesses from the point of charge regardless of the category of crime. In addition the force has developed training to reinforce the importance of victim care to the successful investigation and sanction process.

Better information has been provided to call takers, in the form of a frequently-asked-questions database, enabling them to provide better advice to the public.

Joint working with partners has taken place to establish systems to introduce the '101' single non-emergency number (SNEN). Northumbria is one of five national pilot areas chosen because of existing good practice and service delivery. This will improve the delivery of non-emergency services and provide community safety advice by ensuring a co-ordinated response by local agencies, while freeing up the 999 service to handle emergency

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incidents. Northumbria Police and the 12 local authorities will work together across Northumbria to deliver services and handle calls.

Resource Use

By improved resource use in the occupational health unit (OHU) and providing earlier interventions, the force has continued to reduce police officer absence levels and medical retirements.

The Gender Agenda has been driven forward; Northumbria being one of ten forces to deliver a Gender Agenda workshop. The Gender 8, Dismantling Barriers, Maximising Potential professional development day was held in November 2005 for all Northumbria Police employees. The aim of the day was to promote awareness of and identify strategies to encourage personal development, primarily, but not exclusively, on female issues within the force.

Northumbria has launched a new initiative called the ASPIRE programme to improve the development of police staff through a structured process, enabling the assessment and development of identified police staff to meet the current and future known requirements of the force.

The core leadership development programme (CLDP) has been established to help both police officers and police staff to develop leadership skills and to provide continuous professional development opportunities.

Northumbria Police, in conjunction with Durham Constabulary, has established a North East centre for policing skills where new police recruits receive their initial 31 weeks' training. Around 250 probationary officers per year are expected to pass through the centre which is based at Aykley Heads in Durham.

Providing Assistance

The force is taking a leading role nationally with the introduction of the SNEN, and developing a new single call resolution model (SCRM) which will deliver further public satisfaction with contact management.

A new philosophy and business model in contact management has been developed as a direct result of the introduction and implementation of guidance and recommendations from national call-handling standards (NCHS), the First Contact thematic review and the in-force BVR of communications.

Call-handling targets continue to exceed national targets for both emergency and non-emergency calls.

Other major achievements over the last 12 months include:

- implementing the final stages of an internal restructure of the force which are coterminous with local delivery mechanisms, enabling effective delivery of neighbourhood policing services in conjunction with continuing decreases in crime levels;
- the establishment of 38 community policing teams that match local authority structures;

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- currently recording the highest number of offences brought to justice in the most similar forces (MSF) group;
- being recognised as the country's highest performing metropolitan police force in October 2005; and
- successfully piloting the new BCU inspection methodology, Going Local 3.

Major Challenges for the Future

- Ensuring that Northumbria Police's protective services are fit for purpose.
- Further developing neighbourhood policing strategies together with the effective, continuing integration of mixed economy policing teams.
- Effectively managing the workforce modernisation agenda.
- Continuing to deliver effective service against a background of decreasing financial support.

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

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

The force strives to ensure that commitment to diversity is instilled in all staff and is communicated to external customers. This commitment is reinforced by the Chief Constable who has set diversity targets within his performance development review (PDR) as agreed by the police authority. The Chief Constable has also ensured that all his chief officers have PDR diversity objectives.

The force places high importance on communication and consultation with internal and external stakeholders. Area commands retain community contact lists and the community engagement department has a database that contains some 500 contacts from diverse and vulnerable groups. These are used to build and maintain links within communities. The contact database has been used to help establish and maintain the force’s three-tier approach to independent advisory groups (IAGs), members of which reflect the diversity of the force area and include all sections of the community, minority and majority groups. The structure consists of a group at strategic level, six groups at area command level and a group to assist in critical incidents. The strategic IAG is chaired by the ACC (management services) and meets at least every quarter.

The ACC (management services) is the chair of the diversity strategy group (DSG) which agrees the force diversity priorities/action plan. Gender and ethnicity employment monitoring information is examined and reported to DSG and positive action initiatives to address any adverse impact are actioned by the retention and progression working group.

The force published its revised race equality scheme (RES) in May 2005 and a working group was established to review all policies, procedures and guidance to assess their impact on race equality. A prioritised list has been identified and all must be monitored for any negative impact which will include completion of an equality impact assessment (EIA). This activity will be monitored by the diversity action group (DAG).

The force has a hate crime action plan developed and approved by the ACPO lead and has undertaken to monitor racially aggravated crime on an area command basis to identify emerging trends. Area commands have hate crime liaison officers, asylum seeker officers and link workers to engage with and educate vulnerable minority groups to reduce offender opportunity. Early indications are that the uptake of the True Vision positive action initiative is good.

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The community engagement department has two sections based on neighbourhoods and vulnerable groups. On the vulnerability side, the department is shifting the agenda to accommodate as many aspects as possible. The aim is to tailor services to particular needs avoiding the 'one size fits all' approach which can lead to unintentional discrimination.

Strengths

- The force's commitment to reducing racially aggravated crime is demonstrated in all area commands, which have dedicated hate crime liaison officers to engage with and educate vulnerable minority groups and reduce offender opportunity. The force's performance management framework for hate crime exceeds the requirements of the ACPO hate crime manual, and the True Vision positive action initiative is proving successful.
- The force has a performance indicator on positive action rates for hate incidents (53%). The area command liaison officers are directly responsible to area commanders for the accurate recording, investigation and clear-up of hate crime incidents.
- Northumbria's EIAs cover all six strands of diversity. In addition, the EIA procedure has been revised, taking into consideration Commission for Racial Equality (CRE) guidance, the ACPO impact assessment template and the views of staff. This eight-stage model has been adopted by a number of other forces throughout the northern region.
- EIAs have shown to be effective in the area of stop and search. Where public concern was identified, an EIA was carried out to identify any adverse impact. Internal and external working groups were established, contact was made with the wider community in order to increase public confidence, the public were fully consulted and findings reported back to them.
- A disability equality scheme working group has been established with representation from members of staff with disabilities. A member of the disability support association will be seconded into the diversity unit to help with the production of the scheme.
- Northumbria is represented at both the regional and national race and diversity practitioners group and regularly links in with the national diversity team. Tayside Police identified the Northumbria RES as good practice and invited the force to work with them on prioritising its policies, procedures and guidance for impact assessment.
- A diversity unit and DAG are in place to ensure delivery of the diversity action plan. The plan was commissioned by the ACC (management services) and covers recommendations outlined in a wide range of reports, such as the race equality programme, CRE final report, the race and diversity learning and development programme and in delivering a quality service. The diversity unit is headed by a Chartered Institute of Personnel and Development (CIPD) qualified personnel manager (diversity), and includes an equality scheme co-ordinator, two personnel advisers and a police constable, who deal specifically with positive action initiatives and policy development. The force has received a CIPD award for diversity practices and the Queen's Award for innovation in diversity training.
- The use of link workers to engage vulnerable minority groups in the Newcastle and North Tyneside areas has proved very effective and has been well received.

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- The community engagement department produces asylum-seeker welcome packs with a view to educating potential victims to reduce offender opportunity. Packs are also produced for visible minority groups who attend local universities.
- Northumbria police authority conducts a survey of victims of hate crime and produces an annual report to highlight areas of noteworthy practice and development. Performance is reviewed through the force policy and performance group (PPG) and PPAF.
- A fortnightly report on hate crime highlighting the community tension report is fed into the level 2 tasking and co-ordination group (TCG). The Government Office for the North East (GONE) prepares quarterly community tension reports, which include hate crime information.
- Demographic profiles of each area command are prepared and distributed. Profiles are used for reference including the selection of IAG members and operational purposes, eg planning policing tactics, stop/search data and monitoring/evaluation of RES.
- Fortnightly information from the National Asylum Support Services detailing new asylum seekers to the area is cascaded to the area commands. The information is utilised in community tension reports and assessments, community reassurance, crime prevention initiatives and NIM processes.
- The community impact assessment process is utilised before and after major incidents, critical incidents, serious crime investigation and planned major events. Assessing the potential impact of an incident improves the quality of decision making around the management of that incident. Between September 2005 and May 2006 there have been 28 community impact assessments in the Sunderland area command alone. A quick, early proactive assessment is about informing an effective and proportionate response. Community inspectors are becoming more confident with the process, in particular in conducting a quick review to determine whether a full impact assessment is required. This initial review is very important as there may be some sensitivity around an issue that could actually be inflamed by intensive consultation, which can form part of a full impact assessment. A major benefit of the community impact assessment approach is the audit trail supporting decision making.
- Community impact assessments are very much a bottom-up process with the principles being adopted at different levels; the benefits filter up. This approach informs tasking and co-ordination and weekly tension monitoring. Tasking and co-ordination is informed by international, national and local issues. The IAG is very important and is a significant factor when seeking to retain trust and confidence in communities.
- Northumbria Police has a good record of robust reporting in respect of domestic violence. Third party reporting is increasing.
- Witness care units are located within criminal justice units within area commands. The units add value through increased attendance at court and improve the witness experience. The work of public protection units (PPUs) links into the offender management scheme (OMS). Co-location of these functions is very important. Offender managers assist with the offender visits and their supervisor manages the risk assessments. OMS members of staff operate to a good standard and feed into the PPU and intelligence systems.

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- Witness care units have been established in all areas and are sufficiently resourced. The administrative support provided to witnesses has allowed front-line staff to concentrate on the victim focus element of their work and therefore provide a better quality of service. The force is developing a victim and witness data warehouse.
- The percentage of victims of racist incidents satisfied with overall service provided is significantly higher than the MSF average. In respect of hate crime the number of racially or religiously aggravated offences decreased in 2005/06, while the percentage of offences detected increased. Latest data shows both indicators to be significantly better than the MSF average. This is excellent performance.

Work in Progress

- EIAs are not routinely monitored. More formal training is required for those with responsibility for policy writing and for those who undertake EIAs. Reference material is now available on the instructional information system (IIS) to guide authors, and members of the policy support team are available to give one-to-one tuition. A guidance document is being produced in relation to carrying out EIAs and dip sampling will take place by a quality adviser.
- A BVR on neighbourhood policing identified areas for improvement in the force's approach to community intelligence. The intelligence steering group is reviewing the approach, in line with the National Centre for Policing Excellence (NCPE) guidance. Presently community intelligence is analysed in conjunction with all other available forms of intelligence, primarily at area command. There is insufficient community intelligence being submitted because of a lack of knowledge in this area. A training package is being developed to address this.
- The review of neighbourhood policing also identified a need to effectively map communities. A review of commercially available products, such as MOSAIC has been actioned. The force geographical information system is also being upgraded to accommodate the use of such data. Neighbourhood profiles will be produced aimed at identifying all communities.
- Northumbria has identified the need for better collection of 16+1 data in crime recording and improved collection mechanisms for stop and search activity. Work is under way to assess recording practices for ethnicity detection rates.

Area for Improvement

- Sanction detection rates for violence against the person where victims are from black and minority ethnic (BME) communities has risen; however, where the victims are white, sanction detections have increased at a higher rate. This has had the effect of increasing the difference between the BME and white victim violence against the person detection rates and that difference is now greater than the MSF average.

1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Position

Neighbourhood policing is a national programme and its expectations are based on national research. This framework is different to other frameworks because the grade awarded reflects the force’s ability to progressively roll out neighbourhood policing, year on year, until its implementation date of April 2008. This focus on programme delivery, and the need for continual improvement, is reflected in the grades. Therefore, it is significantly more challenging for a force to maintain the same grade as last year.

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

Contextual Factors

The Chief Constable has set a clear vision, which encapsulates the force’s commitment to neighbourhood policing. The aim is ‘to build trust and confidence in the community and reduce crime and disorder’ a vision which implicitly stresses ‘sensitivity to victims and communities’, ‘fulfilling public expectations’ and ‘responsiveness to community need’. The commitment is reflected in the strategy plan 2006-09 which has as strategic aims, to ‘reduce crime and anti-social behaviour’ and ‘increase public confidence within our diverse communities’. They will be delivered through the Chief Constable’s Total Policing concept which has neighbourhood policing and partnership working as key building blocks. This approach is clearly illustrated in the force strategic management framework, which directs the activity of the area commands and departments.

The force has undertaken a chief officer-led BVR of neighbourhood policing predicated upon the ten key principles of ACPO/Centrex draft practice advice on professionalising the business of neighbourhood policing, together with the national community safety plan 2006-09 and the Metropolitan Police model Safer Neighbourhoods.

The BVR process was used to develop the plans to implement neighbourhood policing ratified by the police authority in January 2006. There were 4 recommendations and 42 key initiatives around neighbourhoods, teams, performance management and citizen focus. A gap analysis of the BVR with the neighbourhood policing readiness assessment was carried

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out, informing the implementation plan and ensuring compliance with the NCPE practice guide.

The deputy chief constable and the ACC (area operations) have established structured processes to develop citizen focus and neighbourhood policing, engaging area commanders and departmental heads. The neighbourhood policing implementation board chaired by the ACC (area operations) reports to the overarching citizen focus board chaired by the deputy chief constable.

In 2003, the force restructured with a goal being to deliver more citizen-focused services. Area command boundaries were realigned to be coterminous with those of local authorities to improve partnership working. Some 15% of area command resources are now dedicated to neighbourhood policing, with performance targets defined in local policing plans and PDRs. A neighbourhood policing performance framework is under development.

Each area command now has a chief inspector with specific responsibility for community policing. An additional 25 inspector posts were created across the 6 area commands to ensure that each of the policing sectors identified through the review had a designated community inspector to manage the community teams and work with partners to solve community problems. This ensures that each identified community is given the appropriate level of senior management with sole responsibility for crime fighting and achieving public reassurance in designated communities across all area commands. PCSOs are also being introduced into these teams and the special constabulary has now been restructured to operate within the community policing model.

Problem solving is embedded in the force culture. Multi-agency tasking and co-ordination is at an early stage of development. Intelligence products are used effectively to address problems and level 2 assets deployed through the NIM to create an impactive response to community issues where need is identified. Neighbourhood teams are tasked via NIM and the force command and control tasking model is being refined to ensure neighbourhood policing issues are embedded into mainstream activity and so receive a more customer-focused response.

Neighbourhoods will be identified and mapped by October 2006 taking account of community identity, police ability and whether the area lends itself to partnership working. This will form an additional level below the existing 38 sectors. The force has resisted the temptation to draw the map at the beginning of the project preferring to make sure it gets things right. Northumbria is producing a profile of the force which will inform the resource deployment model to accommodate the needs for policing services in different areas. This will include a definition of the mix of resources appropriate to different areas, including role definition of various neighbourhood resources and taking account of workforce modernisation principles.

The Chief Constable is developing a strategic meeting at the chief executive level to ensure effective progress in respect of local area agreements (LAAs) and on safer and stronger community issues. LAAs are being developed around children and young people, safer and stronger communities, healthier communities and older people under the local strategic partnership. In Gateshead and Northumberland specifically, the area commanders represent the force on the LAA working groups to develop safer and stronger community strands.

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There is a 14-strong partnership (including the 12 local authorities) fully committed to the SNEN project, which is due to go live in stages from July 2006. This has been subject to a favourable letter from the Home Office.

The force intends to support work being undertaken at the national level to develop a performance management framework which takes account of the requirements of neighbourhood policing. Northumbria has a strong culture of performance against crime reduction and detection but now wishes to develop a broader set of performance indicators to better reflect neighbourhood policing and community engagement. Nationally determined performance indicators to encapsulate quality outcomes and engagement are needed. The force is conscious that it should not develop too many performance indicators in this area only to find that they are inconsistent with subsequent national requirements. The force accepts that pursuit of existing performance indicators designed for response officers and the criminal investigation department (CID) may not be helping support community engagement. Purely quantitative performance indicators are not seen as the best way to drive forward improvement.

In respect of community contact and knowledge of community beat managers (CBMs), the force favours community inspectors as the focal point and is considering how this can be best progressed.

Work is in progress to develop the links from neighbourhood policing through specialist support into the management of strategic prevention issues which impact on the investigation of serious crime, the management of critical incidents and which improve capability in counter terrorism and domestic extremism activity. The force has a strong focus on performance and, while retaining that emphasis, it is building a framework to support improved strategic risk management.

The formation of a new force information and intelligence department aims to improve the flow of intelligence from the ground upwards. The development of neighbourhood policing is seen as a major opportunity in this regard. The training of officers and members of staff working within communities is a fundamental issue and the development of community intelligence will feature strongly.

The force is developing a communication strategy as a key piece of work to support neighbourhood policing within the citizen focus framework. The marketing budget for the force has grown from £100,000 in 2005/06 to £300,000 in 2006/07. Key individual networks will feature strongly, proactively seeking opinion, and supported by computer software to map the issues on a geographical basis. This community profile will feed NIM processes at the strategic and tactical levels. The force is looking to develop marketing and media activity in a way that improves the organisation's ability to manage the public's expectations, improves the flow of useable intelligence from communities and which ultimately allows the force to deliver an improved quality of service.

Strengths

- There are strong governance arrangements in place to manage the development of neighbourhood policing with a programme board chaired by the ACC (area operations) and all the active leads who meet every six weeks and account for progress on all the key initiatives. The GONE, the police authority and key stakeholders are represented on the programme board. Project management is provided by the head of the community engagement department using project management principles. Each of the area commands has a single point of contact to oversee development. Area commanders

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are encouraged to wait for products to be properly tested before implementation in their area. All area commands have neighbourhood policing development actions included in their business plans.

- There is strong commitment and leadership from chief officers and area commanders on neighbourhood policing with citizen focus being an integral part of the force vision.
- The Chief Constable provides a clear lead on anti social behaviour encapsulated in both his philosophy of Total Policing and the proactive stance pioneered to tackle drunkenness, violence and disorder (DVD). This approach has received national acclaim and was influential in the development of the national AMEC3 campaign, which the Chief Constable was chosen to front.
- All community (to become neighbourhood) teams incorporate PCSOs and special constables, working alongside regular officers and dedicated to specific areas. CBMs have good facilities and training in the skills required to carry out their role.
- Community teams are currently aligned to geographical areas and officers have individual areas of responsibility and a mandate to engage with local communities. This is achieved through a number of means ranging from basing the teams within communities (primary schools in Sunderland), surgeries, residents meetings, local MAP meetings and by high visibility patrol. Teams are consequently identifiable and accessible. Local intelligence officers are aligned to geographical areas.
- The force has identified a number of areas of good practice including website and local media (eg individual officer details published on website, organised open days and the Chief Constable opened a community engagement event with partner agencies/representatives from minority groups, attended by around 20,000 visitors).
- The tasking process in operation at area command includes the geographic inspectors or their chief inspector. All tactical assessments contain geographic specific content, which is contributed by officers. In all area commands there is active support provided to address local problems. At level 1, hotspots are identified as part of the NIM process and community teams are tasked accordingly. Level 2 assets are also employed to support neighbourhoods. An example would be the Special Branch area command support teams that have been created to improve ability to identify community tensions.
- Neighbourhood teams respond to community needs via the tasking and co-ordination process and from issues raised at MAP meetings. Accountability is demonstrated in the requirement to report results at subsequent meetings. The increased profile of neighbourhood policing will in 2006/07 see the inclusion of anti social behaviour targets within the local policing performance assessment framework (PPAF) domain and area command plans. The area commands are performance oriented and emerging neighbourhood problems are addressed in daily morning tasking meetings, and level 1 tactical TCG meetings.
- All community teams are subject to performance meetings as part of the force's performance management framework and which provide clear expectations for neighbourhood officers up to the rank of inspector.
- Joint training is apparent across all area commands ranging from MAP seminars (Gateshead/Newcastle); youth offending team training of PCSOs (South Tyneside); joint street warden and community cohesion training; joint training for security staff at

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Eldon Square shopping centre; and local universities and joint truancy patrols training (Newcastle).

- The CDRP in Sunderland has been recently restructured along NIM principles with the board using a strategic assessment to identify priorities for action. The structure has been identified as good practice by the GONE. The CDRP board has also commissioned other NIM products such as problem profiles to support partnership activity. The sharing of information benefits and feeds from Northumbria Police assessments at both force and area command level. However, this arrangement does not operate consistently force-wide and the implementation plan seeks to address this.
- The Sunderland Echo devotes a full page of their paper on a weekly basis to neighbourhood policing issues. Media training is delivered to community inspectors.
- In Newcastle, joint working occurs in the Safer Communities programme. A multi-agency analyst works with the partnership and attends area command tasking and co-ordination meetings to facilitate sharing of partnership information. The arson taskforce is another partnership, which is made up of fire service and police personnel to ensure a combined approach is taken.
- Reducing anti social behaviour is a strategic aim of the force and consequently it features in every strategic and tactical assessment, at level 1 and level 2, and is currently a priority within the force control strategy. Performance measures regarding anti social behaviour have been developed to populate the local domain of PPAF in response to consultation with the public.
- The force's approach to tackling anti social behaviour is underpinned by a strategy developed in conjunction with partners, which advocates a graded response. As the name implies, responses range from informal pro forma letters to parents, to applications for Anti-Social Behaviour Orders (ASBOs) and dispersal orders. Clear links have been developed between this strategy and the neighbourhood policing implementation plan. In addition the Northumbria Safer Estates agreement, a force-wide protocol on information sharing for anti social behaviour, supports the strategy. The force continues to be involved in national campaigns with three of the six area commands playing an active role in the national Together campaign and the force and its partners securing a place in the SNEN pilot.
- Engagement with the media and an effective use of marketing complement the position taken by the force in relation to anti social behaviour. Significant marketing activity, using radio and poster campaigns, has been used to bolster publicity achieved through press releases and the force website. A survey undertaken on the force's behalf indicates that 79% of respondents were aware Northumbria is working to reduce DVD.
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police and their treatment by staff was slightly higher than the MSF average. The percentage satisfaction with respect to the overall service provided was in line with the MSF average.
- The British Crime Survey (BCS) shows the percentage of people who think their local police do a good job in Northumbria is higher than the MSF average. Using the BCS data, the risk of personal crime/household crime is lower in Northumbria than the MSF average.

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- Using the BCS data, the perceptions of anti social behaviour in Northumbria is also lower than the MSF average.

Work in Progress

- There is no consistent deployment policy to determine the appropriate allocation of resources to certain categories of incident. The head of communications has been tasked with developing an appropriate deployment model, including roles and responsibilities for operational management. There is tension between neighbourhood policing teams and response as a consequence of inconsistent deployment decisions.
- There is evidence of good work taking place with partners around anti social behaviour and quality of life issues supported by effective partnership structures at the local level. NIM processes need to develop to provide a consistent framework across the force for co-ordinating this effort, working to appropriate standards and developing community intelligence. The creation of the force information and intelligence department underpins the force's commitment to this objective.
- The quality and the maintenance of the force website is an issue. The force recognises that the process to maintain this facility to an acceptable standard is an area for development, and has commissioned consultants to provide a fresh review of service provision.
- Processes around neighbourhood police contact are variable, eg team voicemail procedures are not always accompanied with policies which mandate the consistent recovery and monitoring of the information from the facility. This is currently being examined by the communications department. There is inconsistency regarding the use of mobile phones to enable the community to contact neighbourhood teams.

Areas for Improvement

- Apart from the pathfinder BCU at Newcastle the other area commands are still working to a framework consistent with the community team structure which emerged from the force restructure. This ensures a degree of compliance with the neighbourhood policing requirements across the board. The force acknowledges that as a consequence there are different styles of policing being employed; however, the standard of delivery within those styles is consistent. The Chief Constable and the ACC (area operations) are to engage in a series of planned meetings with each of the neighbourhood teams to promote effective working and the balance between sufficiently robust corporate infrastructures to effectively support neighbourhood policing matched with local flexibility.
- The role of the PCSO has been defined within the integrated competency framework and guidance is available on the IIS to highlight the distinction in roles between PCSOs and police officers. While this has leant itself to a better understanding across the force in relation to the PCSO role, some variance in interpretation of the PCSO role exists. The force needs to readdress this to encourage consistent service delivery, support and training.
- Community policing team members of staff do not feel engaged in the development of neighbourhood policing. Members of staff believe that the process is very much a top-down approach and that opportunities are being missed.

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- The percentage satisfaction of victims of domestic burglary, violent crime and vehicle crime with respect to action taken by the police and being kept informed of progress was slightly below the MSF average.

1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

Northumbria recognises the advantages of maintaining and improving good customer services. This is reflected in being above the MSF average satisfaction rates for initial contact and treatment by staff, but the force acknowledges that it needs to improve other levels, in particular keeping people informed.

With a project management approach, there is a clear plan to be quality of service commitment (QoSC) compliant by the national deadline, but the force wishes to broaden the scope of its quality of service by participating in a consortium (supported by the PSU) to research contact and case management and community consultation, through the BVR of communications recommendations.

Accessibility of policing services begins with the estates strategy considering community needs in buildings redevelopment, while the BVR of public reassurance addresses public needs like police station opening hours. Various initiatives enhance community access to services, eg partnership community access points. Initial contact details are publicised in widely distributed police publications and the development of an SCRM facilitates better access to services.

The force has a comprehensive approach to members of staff providing a high quality of service starting with staff training linked to national occupational standards, QoSC recommendations and national vocational qualifications (NVQs). Thereafter, supervisors monitor staff working and provide feedback linked to PDR. Independent monitoring is done by the newly established quality assurance unit within communications. To improve further, implementation of the level 2 review into communications concentrates on the QoSC and a force project is set to identify weaknesses in customer services and to market the shift towards a greater customer-focused culture within the force.

The force has a structure of local accountability meetings called MAPs. MAPs exist across the force area; however, Sunderland area command has been identified by the GONE as an area of good practice where MAPs feed into area partnerships and area committees and then into CDRP business groups through a multi-agency TCG.

The deputy chief constable is taking the lead on a major change programme on citizen focus. The programme aims to make the connections between fairness, equality, neighbourhood policing and quality of service. The issues cut across a number of chief officer portfolios and the board will feed actions and influence workstreams in the performance, policy and business management committee structure.

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Marketing is a key area for development linking quality, community expectations, perceptions and service delivery. The strategic assessment process will accommodate performance issues across all the PPAF domains using a balanced scorecard approach where quality will feature strongly. Northumbria is developing processes in order that public perceptions and expectations influenced by marketing activity can be matched to the organisation's ability to deliver.

Strengths

- There is clear leadership from the Chief Constable and the deputy chief constable to develop the quality of service agenda which impacts on service delivery at all levels of the organisation and achieves business benefits.
- The QoSC implementation plan was agreed by the police authority in April 2005 and will take the force to compliance by November 2006. Northumbria has joined a consortium study by the European Centre for Business Excellence to take it beyond the basic requirements of QoSC. The study will research, identify and implement the enablers of excellence in the field of citizen focus, looking at contact management, case management and customer/community consultation.
- Northumbria has established a project team whose remit is to identify weaknesses in the way in which the force delivers customer service and marketing, and to map out a strategic route to better provision. The report presents six principal products: new empirical evidence concerning public perceptions of the service delivered by the force; an analysis of persistent shortcomings and commentary on the systemic reasons for them; an analysis of the existing provisions for improvements in customer services and marketing and identification of the gaps still remaining; a robust case for a shift of organisational culture to place customer service at the heart of its business; and to increase investment in marketing and a proposed new customer services and marketing vision.
- The Your Views Count questionnaire is delivered to every household in the force area and seeks to establish the local priorities.
- The force has a customer service charter in recognition of its high-quality customer services. The current charter details the standards of service the public can expect. Details on service provision are available in 16 languages. Systematic reports are sent to area commands which prompt performance improvement action, where appropriate, regarding complaints and misconduct. The complaints committee of the police authority receives regular reports which enable them to scrutinise this action.
- The force continually seeks to improve accessibility. There are a number of initiatives to maintain community contact in rural and urban areas and an SCRIM is being developed to improve access to services.
- Members of staff provide a professional and high-quality service through robust training, supervision and monitoring of performance, but the force has still initiated a major project to identify weak areas in customer services to further improve provision.
- Force policies dealing with public demands are regularly reviewed taking account of customer feedback. The widely publicised force charter details service standards which

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are monitored through user satisfaction surveys and website feedback. Additionally, a residents survey and household questionnaires provide information about public perceptions, police priorities and areas to improve. Analysed information is provided to area commands and the police authority. As an example, through performance monitoring, differences in detection rates for minority ethnic groups generated a force thematic inspection.

- Callers are kept informed about cases, how they will be dealt with and possible delays. Generic force systems in incident and crime recording, criminal justice matters and property ensure equitability and continuity of service.
- Established public and staff surveys, as well as BVR surveys, are used as customer feedback mechanisms, the results of which are used in decision making, eg creating new performance indicators for the local PPAF domain. The force is progressing improvements in aspects of service at area command level to increase satisfaction ratings.
- Exemplary quality of service work is recognised through bonus payments, certificates of good attendance and in PDR logs, and performance is managed strategically through PPG and organised crime gang meetings.
- Northumbria has a comprehensive call-taker training programme that ultimately leads to an NVQ qualification. The force aims to develop this training with a soft skills input, a collaborative venture with Sunderland College. This is being developed in line with the recommendations of the QoSC.
- Within the communications department, training officers deliver training to help staff understand the impact of their behaviour on public confidence and satisfaction and a quality assurance unit has been established in support of national standards.
- The force has exceeded the national standards for providing information to victims and witnesses. Improved volume crime investigation reinforces victim focus. Building on a foundation of comprehensive witness support, an action plan to implement the victims' code includes officer training, a new victims bureau, enhanced crime recording and monitoring by the criminal justice department (CJD). For the last two years, Northumbria has delivered more than the national requirement by providing updates (by letter, email or text) on cases and disposal information to all victims and witnesses from the point of charge regardless of the category of crime. In addition the force has developed a strategy for improving investigative standards in volume crime, integral to which has been training to reinforce the importance of victim care to the successful investigation and sanction process. Evaluation of Northumbria No Witness No Justice (NWNJ) has concluded their compliance with national standards in terms of the level and quality of contact with victims.
- The Local Criminal Justice Board (LCJB) victim and witness subgroup provides a multi-agency and inter-force department approach to the management of victim care. This approach ensures victim care is integral to force policies. The subgroup is addressing issues stemming from a gap analysis to ensure cross-agency full compliance.
- The percentage satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police and their treatment by staff was slightly higher than the MSF average. The percentage

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satisfaction with respect to the overall service provided was in line with the MSF average.

Work in Progress

- The estates strategy recognises that some of the force's buildings are in the wrong location relative to the communities' need to access policing services. The strategy addresses this in a number of ways, including piloting the introduction of community access points; developing a presence in public sector buildings; establishing accessible police presence in leased premises near to community need; and the use of mobile police stations in the rural areas.

Areas for Improvement

- The force is looking to broaden the scope of quality of service feedback and to improve satisfaction ratings, especially in keeping people informed and for the overall services received. The percentage satisfaction of victims of domestic burglary, violent crime and vehicle crime with respect to action taken by the police and being kept informed of progress were all slightly below the MSF average.
- The force has identified a gap in the satisfaction levels for different ethnic groups, and to that end further work is under way around performance gaps between detection rates for different ethnic groups. This was identified via internal performance monitoring and baseline 2005 gap analysis.
- Mechanisms for communicating standards for service delivery to vulnerable groups and monitoring impact are unclear.
- The force aims to develop performance management processes which link volume crime to reassurance, looking at who is accountable and what will be the desirable outputs and outcomes. These issues will influence the specification for management information. The force will encourage a dialogue and an evidence-based approach to inform decisions about the best operational delivery models to achieve the best performance.

1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

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

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

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

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

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

The force strategic plan sets out the crime reduction priorities that drive delivery, including the use of NIM. Northumbria sets targets that are stretching and are both linked to upper quartile performance with the MSF and to achieving an improvement in the PPAF grading assessment. This approach to force targets is replicated at local level where targets are set to meet or surpass MSF upper quartile at area command or CDRP level, whichever is the most challenging. Targets are specific, measurable, achievable, realistic and timely (SMART) and a minimum improvement is required even where performance is best in the MSF group by a considerable margin.

There is a strong chief officer lead and performance is monitored in accordance with the performance management framework by the chief officers at the PPG, and area commanders and departmental heads are made accountable through the operational performance group. The framework highlights deteriorating performance and ensures best practice is disseminated.

Northumbria has seen sustained reduction across all indicators and achieved its volume crime reduction targets. The force is first in its MSF for all key indicators. The force has received an Excellent grading for its performance in relation to the NCRS and it has also received Green light status for the way in which it manages ‘no crimes’. There are robust audit processes in place to monitor compliance, based on PSU audit models.

Volume crime reduction is mainstreamed into the NIM strategically and tactically at force and local levels. Reduction initiatives are linked to the strategic assessment and the seasonality of crime profiles. Recent successes include initiatives to reduce criminal damage, arson and violence. Campaigns planned include domestic violence and thefts from vehicles. These campaigns bring together partners and the emphasis is on local delivery with central co-ordination and marketing. Initiatives are evaluated and the findings are fed into the NIM process. Northumbria has been at the forefront of tackling alcohol-related violence and disorder through The Party’s Over and Don’t Spoil the Party campaigns.

Problem solving has been integrated into the NIM. The force structure and systems support problem solving. The structure provides inspectors with geographic responsibility and identified CBM cover in neighbourhoods; this, coupled with systems such as the problem-solving database and the NIM, provides a strong problem-solving culture.

There is a strong and purposeful relationship with CDRPs. The strategic lead for policy and research is provided by community engagement while the area command structures ensure that the police have appropriate representation at strategic and tactical levels. There are many examples of joint working including joint performance analysis, the adoption of the Washington Intervention Programme (based on the Tower Project) to proactively divert offenders and the partnership approach to alcohol crime and disorder in Northumberland through the highly successful Enough campaign.

Strengths

- There is a clear strategic lead for policy, research and structures in area commands that provides clear accountability for performance in implementing initiatives and against force and CDRP targets.
- Performance information is shared with CDRPs, and joint working to prepare responses to statutory requirements is embedded in working practice. Community safety officers' work with the force statistician has been beneficial.
- There is a clear strategic steer from chief officers that in working in partnership the police focuses on the areas that require police delivery. Joint force-wide, co-ordinated campaigns with partners to reduce volume crime have been successful across a range of crime types, including criminal damage, arson and violence.
- Northumbria has achieved another year of sustained crime reduction, performing at the top of the MSF, and most of the 11 CDRPs are better than peers across the range of volume crime types.
- Robust IT systems are in place to record alcohol-related crimes and incidents and are published on the force intranet forming part of the monthly performance monitoring process.
- The force's crime targets for the next three years are based upon the future attainment of upper quartile performance within its MSF. The PPAF grading assessments offer an additional and usually more demanding threshold, the trigger point to achieve an improvement in grade. The targets are subject to lower and upper limits of 2% and 5% for crime reduction, and 0.5% and 1.4% for detection rates.
- The force adopts an identical approach to achieve suggested minimum crime reduction targets individually at the area command and CDRP level, and detection targets for area commands. For each area command, the targets are based on meeting or surpassing its most recent MSF upper quartile value within three years at the area command or CDRP level (whichever is the most challenging), subject to realistic floor and ceiling improvements. Historically these have been 2% and 10% for crime reduction, and 1% and 5% for detections. Using the CDRP families as well as area command families ensures that CDRP and area command targets are continually aligned. These minimum targets can be hardened, as required, according to local priorities.
- Volume crime reduction forms a major part of the NIM tasking process. At a strategic level, it features in all strategic assessments, which are required to provide a detailed assessment of the key areas. Volume crime features on the force and all area

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command control strategies. At force level, the current priorities include criminal damage, theft from a motor vehicle and violence.

- Each area at force and area command level has a nominated owner, responsible for the co-ordinated delivery of a plan aimed at reducing the volumes and preventing any re-occurrence. As a result of the above, the tactical assessments provide fortnightly coverage, enabling the relevant command team to remain informed as to progress.
- Force-wide initiatives over the past year have included criminal damage (Wipe Out), arson (Good Guy) and violence (DVD). All have been assessed as successful following their evaluations. Although resulting in initial increases in the respective offences, all went on to reduce volumes as they progressed.
- The introduction of the NIM model has ensured that problem solving has been fully absorbed into NIM processes. Awareness training has been given to all operational officers and the communications strategy was implemented to support this. An operational guide is included on the force intranet site to highlight good practice in relation to problem solving. Good practice continues to be identified and shared through the chief officer-led operational performance group.
- Area commands work with partners through the CDRP in support of the government's alcohol harm reduction strategy, utilising PSU good practice to develop a problem-solving culture to address the causes of alcohol-related crime and disorder. Activity is led through local TCGs to ensure efficiency and effectiveness of the NIM.
- The Chief Constable has personally led two hard-line DVD campaigns. Results compared with the same periods in 2004/05 identified that arrests for disorder rose by 86%, arrests for drunkenness rose by 63%, serious assaults fell by 10%, minor assaults fell by 9% and overall crime fell by 8% (highlighted in the local press).
- Don't Spoil the Party included greater partnership working, ie North Tyneside officers worked with hoteliers to educate visitors on their behaviour. Three of the top six area commands recognised nationally by the PSU for sustained performance were from Northumbria.
- Using the BCS data, the risks of personal crime/household crime are lower in Northumbria than the MSF average. Domestic burglary, violent crime, robbery, vehicle crime and total crime all decreased during 2005/06 and latest data for the last three months of the year shows performance better than the MSF average in all areas. The percentage reduction in overall crime (PSA1) against baseline is significantly higher in Northumbria than the MSF average. This is excellent performance.

Work in Progress

- Planned initiatives for the coming year include criminal damage, arson, violence, domestic violence and vehicle crime.

Area for Improvement

- The BVR of neighbourhood policing has identified the NIM as the key delivery mechanism in the area of neighbourhood policing. The implementation of its

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recommendations should enhance and improve the existing ties the force has with partners and their role within the tasking process.

GOOD PRACTICE

TITLE: ‘The Party’s Over’

PROBLEM: ‘The Party’s Over’ was a corporate initiative to cut drunkenness, violence and disorder in communities throughout the Northumbria Police area. Part of Chief Constable Mike Craik’s pledge for ‘Total Policing’ to tackle crime and disorder at all levels, it ran for four months in summer 2005.

SOLUTION:

Mr Craik believed that early intervention to lock up people who were drunk and disorderly would prevent more serious offences occurring.

The campaign aimed to reduce drunkenness, violence and disorder in public places in order to build trust and confidence amongst communities, increase awareness of operational activity, engage with all segments of the target audience, target hotspot areas and increase non-patrol visibility of Northumbria Police via marketing methods.

Compared with the same period in 2004:

- arrests for offences disorder were up by 72%
- arrests for drunkenness up by 31%
- serious assaults down by 18%
- minor assaults down by 9%
- overall crime down by 8%.

A dip sample for August alone showed charges for drunk and disorderly went up by 44% and Section 5 disorder by 69%. At court the same month, convictions for drunkenness were up 40% and disorder by 38%.

The force’s biggest ever initiative to clean up the region’s image spelt out a clear message that drunken yobs would be locked up. It was backed up by on-street drinking bans; a crackdown on selling drink to under 18s; new guidelines to custody suites to ensure a consistent approach in how people were dealt with; a range of targeted action by area commands after local hotspots were identified.

Publicised with huge billboards, posters and radio advertising, ‘The party’s over’ caught the mood of the public and media instantly with broadcasters from as far apart as Canada, Australia and Russia seeking interviews. The advertising equivalent value of the newspaper coverage in the first week alone was calculated to be £750,000 while TV and radio airtime was estimated to double this.

Independent market research before and after the campaign indicated that confidence in policing, already very high, improved after the campaign and people’s worry about becoming a victim of crime fell. The campaign marketing reached its target audiences.

- *Before* the campaign 75% of respondents said they felt reassured by the work of Northumbria Police - *afterwards* this rose to 79%
- Asked if they thought Northumbria Police was working to reduce drunkenness, violence and disorder: *before* 69% said yes, *afterwards* 81%.
- 77% of those who noticed the advertising were aged 16-24 (target audience)
- 39% of all respondents recognised the radio commercials

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- 58% of people recognising the radio commercials were aged 16-24 (target audience)

OUTCOME(S): At the end of the summer Mr Craik warned 'The Party's Over' was just a kick start and there would be no let-up in the offensive against drunkenness, violence and disorder. Subsequently he was appointed spokesman for the ACPO and Government national campaign against binge drinking over the festive period 2005. Several police forces used the imagery from the 'The Party's Over' in their initiatives.

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3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

Northumbria has policy and guidance that is widely understood across the force. A force review introduced trained critical incident managers and critical incident commanders who provide command and control to effectively manage a range of critical incidents. Implementation of the review has increased the capability of the force to respond to critical incidents.

There are robust structures and processes including 24/7 firearms response, call-out systems for key roles including chief officers and roles linked to terrorism, major crime, disaster and public order. There are structures in place for the mobilisation of resources and these are regularly tested.

The force strategic assessment considers critical incident and major crime issues to identify risks, threats and demand. This leads to the formulation of the control strategy and intelligence requirement. The force analytical resource identifies trends and patterns around major crime and prepares problem and network profiles for the TCG to identify reduction strategies. Northumbria will soon deliver the cross-regional information-sharing project (CRISP), which will improve the inter-operability of intelligence systems.

NIM processes are in place for community intelligence, including intelligence about vulnerable and minority communities. Area commands have community section staff in each intelligence unit and a recent initiative has a Special Branch officer in each area command to improve intelligence flows. At force level a community tension report is produced and links into the TCG.

Preventative strategies link to the strategic assessment and a range of tactics are used to deal with problem locations, vulnerable victims and to deal with offenders. There is effective engagement with partners to initiate preventative and enforcement action including CDRPs and public protection agencies.

Intelligence sources, including community intelligence, provide an insight into the impact of events or incidents on the community and monitor tension. The force is active in identifying potential critical incidents and has considerable recent experience of intelligence gathering to support contingency planning for major events. Community impact assessments are part of the force culture. They are used to inform decision making at tactical and strategic levels.

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IAGs provide advice to support critical incident management and deal with community tension at area command and force level. There are many examples of IAGs providing advice in support of investigations, policing events and at force level in relation to policy.

There are robust risk management processes which are used in the business, NIM and operational contexts. Plans incorporate risk management, including contingency plans, trigger plans, major incident plans and strategic risk assessment.

Northumbria has considerable dedicated specialist-trained assets across major crime areas, including firearms specialists and dedicated homicide management teams. All senior investigating officers (SIOs) are appropriately trained and are supported by dedicated HOLMES resources. There is a profile of the resource requirements of specialist support (family liaison officers (FLOs), etc) and a structured approach to tier five interview advisers. The force categorises major crime investigation and links this to resource requirements and staffing. The investigative development unit provides a corporate response to the review of major crime, with clear policies on review of critical incidents and major crime. The force actively reviews serious sex offences.

Strengths

- The force strategic assessment assesses the risks/threats posed by homicide, firearms, public protection issues, organised crime and counter terrorism, which all feature on the control strategy and the intelligence requirement through the NIM. There is also coverage within the area command assessments. A 2005 assessment of the impact of firearms identified their reducing use and a low level of serious firearms incidents.
- The development of homicide management teams and support has provided resilience and expertise. The force has dedicated resources in terms of the management of major crime investigations; specialist crime team resources give the force capability in terms of surveillance and major crime investigation which includes kidnap and product contamination/extortion cases. A specialist operations department and dedicated source units deal with covert law enforcement techniques. A standalone serious incident squad provides HOLMES specialist support.
- The sharing of good practice between scientific support staff and with the regional pathology unit ensures the force maintains and improves quality and shares lessons.
- Northumbria is compliant with MIRSAP cold case review policy, reviews being undertaken at 7 days and 28 days. A cold case review team has been tasked with reviewing historic undetected homicides. There are recently agreed new protocols for cold case reviews in respect of these homicides. The force has taken a national lead on cold case investigation and has experienced a number of successes. Funding has been secured to purchase analytical support for development of familial techniques and to provide consultancy for other forces. A structured approach is being adopted involving a green, amber and red framework. Work is being carried out with the PSU to explore forensic evidence opportunities with other forces.
- The homicide team maintains a database of all deaths, which records the type of death and outcome and includes deaths in prison and other institutions.
- Considerable work has been undertaken on business continuity and critical incident management by the head of specialist operations, with the head of communications reporting through the ACC (crime). These are reflected in the new critical incident management arrangements.

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- The crime department is looking to support the force strategic vision of building trust and confidence by reducing harm to communities. The aims of the department are delivered through the management of a number of areas that link to the development of protective services. The centrally based crime department is about developing policy and guidance and providing specialist services.
- The ACC (area operations) is championing the communications function across the force and led the critical incident management board. Critical incident management has been fully reviewed and trained inspectors now provide an effective silver command capability initially. Superintendents and selected chief inspectors are trained to command protracted or the more demanding critical incidents. The management and resolution of critical incidents is considered much improved; unnecessary delays have been eliminated and there is an improved focus on ‘golden hour issues’. The role of force critical incident manager has been proactively marketed across the force to attract high-quality staff.
- The capability and capacity building for critical incident management has been a notable success for the organisation. This involved cultural changes around responsibility for operational management. Recent events have enabled the force to bring together all the elements of critical incident management. The organisation has then taken the knowledge gained from the process and re-assessed the risk to the business in those areas. Actions have been put in place to manage those risks.
- The introduction of CRISP is seen as a key way of accessing information across a range of data sets and improving the intelligence picture. The initial rollout of CRISP is focused upon intelligence and PPU staff through the primary IMPACT areas (crime, custody, intelligence, firearms, domestic violence and child protection). CRISP is seen as the key means of providing access to all information in these areas to all appropriate personnel, tied to their role.
- The force intelligence plan includes standing actions to develop access by the intelligence staff to internal, partner and community intelligence/information, all supported as necessary by the appropriate MOU/protocol. A recently completed protocol related to sharing information with the immigration service in connection with the use of Newcastle airport by illegal immigrants.
- Northumbria has PPUs at force and area command level that deal with the broad range of protection issues, including child protection, domestic violence, multi-agency public protection arrangements (MAPPA) and missing persons. Non-MAPPA procedures ensure that those with no convictions who are believed to present a danger are also robustly managed in a partnership approach. Domestic violence specialists manage and monitor the risk to victims and support perpetrator intervention; missing person investigations are co-ordinated by PPUs.
- The Violent and Sex Offenders Register (ViSOR) is accessible via public protection offices or the communication centres. Access to probation risk assessment records is available through police/probation co-location. Access is also available to the domestic violence database.
- In relation to child protection, a serious case review procedure is established and co-ordinated within local safeguarding children’s boards (LSCBs). Independent reports are prepared and issues raised are progressed which may assist with prevention and

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development of improved procedure and practice. Northumbria is also supporting a child death review project, due to be evaluated in October 2006.

- The policing operation to support the Labour Party spring conference and the European Justice Convention prompted development of a major incident planning team which ensured effective policing of both events.
- The force has recently implemented a review of major incident facilities in the force and as a consequence has improved capability.
- The force has adopted the national definition of critical incidents. A critical incident steering group is chaired by a designated chief officer together with a critical incident working group. These groups develop a strategic approach to critical incidents and ensure that policy, procedure, guidance and resources are properly co-ordinated.
- The force has robust on-call arrangements for a range of critical incident situations, including crimes in action, terrorism, public order and homicide. The call-out rota is extensive and is frequently used.
- Recent events have tested the arrangements for critical incident management, which stood up to the examination. 'Golden hour' principles were applied and have functioned well in terms of scene management, critical incident issues, duty SIO call-outs, scientific support, risk assessments, community impact assessments, independent advice, media management and family liaison. Operational deployment decisions were made on the basis of maintaining trust and confidence.
- Post-incident evaluation is carried out and learning points identified. The implications for the organisation are assessed and action is taken to rectify any gaps which could impact on future performance. To assist in the process, external reviews are conducted by other forces with experience in the type of investigation in question.
- There is a structured approach to debriefing undetected, detected acquittal and serious crime investigations.
- The force has a mobilisation programme which is regularly tested and lessons from the process are integrated into improvement plans.
- To support the development of capability in the management of critical incidents, a cross-fertilisation is taking place to develop skills in all areas of operational support, eg family liaison skills within criminal and serious road accident investigations.
- An integral part of the force's command and control system is the ability to identify, using an incident code, incidents involving high risk or vulnerable groups. This is easily accessible to all staff through address history, CIS and VIS. The force has applied command and control structures effectively to several major events recently. It has a dedicated gold facility.
- A structured critical incident training programme has been implemented following an in-depth training needs analysis. This includes the key roles of critical incident manager, critical incident commander and all communications department staff and supervisors.
- The force has made significant investments in the professionalising the investigation process (PIP). The driver was a decline in detection rates which has now been addressed. Level 1 of PIP is the standard required of all new police officer entrants by

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the end of their probationary period. Constables, sergeants and inspectors have all had a one-day familiarisation course. The SIOs and the head of the department are all undertaking the A1 assessors' process. Northumbria has PIP-trained SIOs who have taken part in an in-development programme conducted with other forces in the region.

- The crime department adopts a balanced framework approach consistent with that used across the organisation for business planning.
- Robust policy and procedures exist to identify, assess and deal with risks and opportunities. The use of resource reviews by the Audit Commission will focus on business risk and feed more into the baseline assessment.
- An initiative by Special Branch has deployed officers into each area command to increase understanding of counter terrorism and increase intelligence flows.
- The community engagement department maintains a system of community tension monitoring fed by force information systems and through key individual networks maintained within the department. This system generates weekly tension monitoring reports specific to each area command.
- Northumbria Police has an IAG framework with a strategic IAG at force level and additional IAGs at area command level. Advisory groups are formed around specific critical incidents using the community contacts directory. A quick, early, proactive impact assessment is about informing an effective and proportionate response. Community inspectors are becoming more confident with the process, in particular in conducting a quick review to determine whether a full impact assessment is required. This initial review is very important as there may be some sensitivity around an issue that could actually be inflamed by intensive consultation, which can form part of a full impact assessment. Between September 2005 and May 2006 there have been 28 community impact assessments in the Sunderland area command alone.
- Community impact assessments are very much a bottom-up process with the principles being adopted at different levels; the benefits filter up. In turn this approach informs tasking and co-ordination and weekly tension monitoring. Tasking and co-ordination is informed by international, national and local issues. The IAGs are very important and are a big factor when seeking to retain trust and confidence in communities. A major benefit of the community impact assessment approach is the audit trail supporting decision making.
- Life-threatening crime and gun crime per 1,000 population decreased during 2005/06 and remains significantly below the MSF average.
- Offences of murder, attempted murder, rape, blackmail and kidnap were all below the MSF average in 2005/06. The percentage of offences detected in respect of murder, rape, blackmail and kidnap were all above the MSF average.

Work in Progress

- The force has undertaken neighbourhood profiles at area command level. The need to further map communities is supported by a recent level 2 review where enhanced neighbourhood mapping is part of the implementation plan. A review of commercially available geo-demographic data has commenced. Once available, neighbourhood

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profiles are then proposed down to ward level, aimed at identifying communities and enhancing the approach to prevention and harm reduction.

- The communications department is developing a system to regularly analyse and feed critical incidents into the strategic framework of the force.

Areas for Improvement

- A NIM problem profile on homicide has been recommended by the force strategic assessment to improve the understanding of homicide including the drivers, and the requirement for a homicide prevention strategy.
- Future developments in CRISP include broadening data access to scenes of crime data, custody and other operational databases.
- A review is to take place of the use of specialist databases as part of the force intelligence plan to maximise compliance. SCAS submissions (rape and abduction) in 2005/06 have met the 28-day submission requirement. This has improved over the past two years, although the volume submitted following the criteria change has reduced. An action to review the support to specialist databases, ie SCAS has been raised within the force intelligence plan to ensure compliance is maximised.
- Northumbria is supporting the child death review project due to be evaluated in October 2006.
- The force has recently commissioned a thematic report into apparent disparity between stop and search and arrests based on ethnicity. A working party has been established chaired by a chief officer.
- In respect of business continuity and critical incident management, the head of specialist operations has identified that his department and other headquarters departments have effective structures and processes in place. The situation at area command level is less certain and this is to be assessed and progressed by specialist operations on behalf of the force shortly.
- The percentage of offences detected in respect of attempted murder and manslaughter were below the MSF average in 2005/06.

3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

Northumbria Police incorporates activity against serious and organised crime as a priority within the force strategic plan to ‘reduce crime and make communities safer’. A major aim is to develop further an intelligence-led and target-based approach to policing.

At the time of assessment, the force crime department was structured operationally in three areas: intelligence, operations and investigation. The crime department undertook a level 2-style review to examine its structures and resource allocation in 2005 to ensure it was fit for purpose. As a result of this review, there was significant resource re-allocation into the intelligence field, primarily from the investigative assets. The review also incorporated a skills assessment to ensure that resources were fit for purpose. A yearly training needs analysis is now conducted to identify any skills training required to maintain efficiency.

The main responsibility for tackling serious and organised crime sits within the intelligence and operations strands of the department. Members of staff within these sections possess a broad range of skills in relation to surveillance, intelligence gathering, covert policing techniques, the protection of vulnerable persons and counter terrorism activities.

A dedicated witness protection unit has operated within Northumbria since 1994 and is now regarded nationally as a centre of excellence. This, of course, will develop further in line with the criminal justice agenda and the placing of ‘Queen’s evidence’ on the statute books. The force has a highly regarded, nationally accredited covert policing unit, which is able to deliver on a regional and national basis.

The intelligence function is led by the ACC (crime) who is the NIM champion and active in a number of other areas at a regional and national level. The key intelligence products include an assessment of serious and organised crime, the tackling of which currently sits within the force control strategy.

All operational activity is sanctioned by the force TCG. Potential targets for operational activity are assessed against a matrix which examines a number of areas, including the impact upon the community the criminal activity will have in terms of harm. Those individuals or organised crime enterprises that pose a greater threat to the community are more likely to attract an operational response.

The crime operations section provides the operational response to serious and organised crime as well as the force response to kidnap and extortion. The section also provides a service to area commands requiring a surveillance or test purchase capability. There is

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ample evidence of success against organised crime enterprises involved in a range of criminality.

There is evidence of frequent collaboration and joint operations with the National Crime Squad and HMRC both within and beyond the force at level 2 and level 3. Cross-border collaborations between the three North East forces include REFLEX (organised immigration crime), the exploitation of illegal immigrants in the sex trade (Operation Pentameter) and Class A drugs supply (Operation Logan). The first involved the creation of a regional team with staff drawn from Northumbria (force intelligence officer) and Cleveland (analyst), together with accommodation in Durham. The latter involved an agreement to target a Cleveland nominal, impacting primarily upon the other two North East forces, where Northumbria will react to any identified actionable intelligence.

The crime department works in partnership with a number of other agencies and partners to combat serious and organised crime. The advent of SOCA will require the force to review some of its partnership working arrangements. The department has worked to produce a corporate balanced framework to encompass a range of performance areas. Performance indicators to support this process have been developed to ensure departmental activity, including tackling serious and organised crime and supporting delivery with PPAF and HMIC baseline.

The force has exploited POCA to disrupt serious and organised crime using the rewards of the incentivisation scheme to recruit 14 new financial investigators to work in targeting level 1 criminality and counter terrorism. A more proactive use of suspicious activity reports is providing further opportunities for disruption.

Strengths

- The force has developed a strategic management framework, which provides direction for the development of comprehensive departmental performance management frameworks. The approach has provided an opportunity to revise existing performance indicators/management information. All crime department units have their own newly devised framework.
- There is a clear strategic emphasis on tackling serious and organised crime by intelligence-led policing. The application of the NIM business process, both strategically and operationally, is worthy of particular note. The process itself is further enhanced by the standardised matrix, which includes a community impact assessment. This approach has been recognised by the NCPE and national protective services review as good practice.
- Those responsible for delivery of operational response to serious and organised crime also provide a service to area commands requiring a surveillance or test purchase capability. Undercover operations within area command are supported by crime operations through the provision of an SIO, staff in key roles and case management.
- The force has well-established relationships with a number of law enforcement agencies and there is evidence of collaboration with the regional asset recovery team (RART), regional drug intelligence unit (RDIU) and latterly HM Immigration with the creation of a reflex intelligence officer. A crime department overview group looks at all the issues that cut across different aspects of headquarters crime management. Representatives from SOCA attend this group and in the near future representatives from the RART will also be invited.

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- There is a clear link at a senior level between the crime department and the force professional standards department. Confidentiality agreements and intelligence-sharing protocols further enhance integrity and operational security. There is evidence of joint working with each department supporting the other's operations.
- The HMIC report *Closing the Gap* highlighted the need to monitor performance across the range of protective services, including tackling serious and organised crime. The crime department has acknowledged this by the development of a strategic performance framework.
- The debriefing process and use of the NIM performance framework in respect of dismantlement/disruption contribute to the ethos of continuous improvement running through the department.
- The force maintains a network profile (updated quarterly) built upon standardised area command equivalents, which identifies and maps out the nature of local organised crime enterprises and how they link to other force areas. The original focus was upon Class A drugs and the force continues to develop processes to enhance coverage across the entire range of criminality. This is evidenced by the range of criminality presently targeted at level 2, which also includes handling organised immigration crime, organised prostitution, money laundering and intellectual property theft. An assessment of cross-border criminality (within Northumbria, Durham and Cleveland) and its impact upon local communities has been completed. Northumbria Police is developing dynamic network profiling across all organised criminality to support SMART targeting, based on impact upon the community.
- The force is becoming more focused on clear objectives in operations. There are clear and achievable objectives which are flexible to take account of emerging opportunities where appropriate.
- The network profile supports the majority of level 2 target selections, and hence target operations. The selections are made by way of a standardised matrix that includes an assessment of the impact upon the community. The approach has been recognised by the NCPE and the national protective services review as good practice. Ongoing assessments of terrorist groups for links into organised criminality are undertaken as a matter of course and fed into the NIM process. The force is working towards an improvement in harm indicators to focus more on outcomes for serious and organised crime.
- Each proposed subject is reviewed by the crime department oversight group and the crime department TCG, as an initial stage of the force TCG sanctioning process. Supported proposals are then submitted to the force TCG for authorisation. All proactive investigations are subject to this process. Targets will usually go to the force intelligence bureau (FIB) for intelligence development, although where appropriate they may be passed straight on to crime operations for enforcement activity. At the enforcement stage, all are subject to the application of the regional tasking and co-ordination group (RCTG) disrupt and dismantle criteria.
- At level 2, a range of specialist support services is provided to area commands, particularly in relation to surveillance and test purchase/undercover operations. In such instances crime operations provide support to the area command by providing an SIO, staff in key roles and case management up to final disposal at court. In addition, the

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force has a nationally accredited covert unit and exports their undercover officers for deployment in other force areas in support of level 2 and 3 operations.

- The force uses an events calendar fed by the FIB into the level 2 tactical TCG to market policing activities on the basis of intelligence on PSA1 target issues.
- During 2005 Northumbria reinvested monies received as part of the Home Office incentivisation scheme and employed 14 new financial investigators. The majority (12) work in the area commands targeting level 1 criminality.
- A dedicated witness protection unit has been operating since 1994 and provides a single point of contact to investigating officers. The force also has a secure witness facility, which has been used on a number of occasions by other forces nationally to debrief witnesses, normally outside of the prison system. The witness protection unit is seen as a centre of excellence and has a seat on the national working party in connection with witness protection matters.
- Life-threatening crime and gun crime decreased during 2005/06 and remain significantly below the MSF average. Violent crime also decreased and latest data shows performance better than the MSF average.

Work in Progress

- The force is aware of potential gaps created by the introduction of SOCA and has made progress in this regard. It is further developing its preparedness for specific areas, such as kidnap and extortion and certain covert policing techniques.
- The force recognises the need to embrace performance within the organised crime arena. The existing framework will benefit from further development in relation to harm reduction outcomes and cost benefit analysis. The use of the strategic management framework balanced scorecard system to ensure continuous improvement, efficiency and effectiveness was piloted within crime, and is now becoming embedded within the department.
- The force is looking to improve at level 2 by being faster, smarter and more audacious in moving towards outcomes aimed at reducing harm to communities. The force improved intelligence processes at level 1 and now looks to replicate that improvement at level 2 with a sensible view on performance in that area. The force is looking to shorten the time taken to achieve appropriate outcomes.
- The operational debrief process identifies good practice and areas for improvement. Operational activity is assessed using the NIM performance framework dismantlement/disruption matrix. This process is being developed further to show the cost/benefits against the operational activity in an effort to further improve performance, effectiveness and efficiency.

Areas for Improvement

- Collaboration at a regional level is evident, with the force control strategy reflecting the regional control strategy set at the RTCG. Further improvement within this collaboration would better feed the national intelligence picture and contribute towards the transition to a strategic force.

- Trafficking in controlled drugs increased during 2005/06; however, the percentage detected also increased and latest data shows performance better than the MSF average. The number of Class A drug supply offences brought to justice is below the MSF average.

3C Volume Crime Investigation

Grade	Direction of Travel
Excellent	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

Providing quality investigation, improving detection of volume crime and developing partnerships to improve the way the force identifies and brings offenders to justice are part of the strategic priorities for Northumbria Police. The force sets challenging targets both at force and area command level, linked to upper quartile performance in the MSF and with an aim to achieve an improvement in the PPAF grading assessment. The force is exceeding its targets in relation to volume crime investigation; it is top of the MSF for overall detection and in the top quartile for burglary, vehicle crime and violent crime. A high proportion of detections are sanction detections.

There is a clear chief officer lead and performance is monitored through the performance framework at force level by chief officers and local level by area commanders and departmental heads. The framework process highlights deteriorating performance and ensures best practice is disseminated. There are robust audit processes to monitor compliance with NCRS based on PSU audit models.

The force has introduced the investigative development unit as part of the crime department. The unit is headed by a detective superintendent and leads in developing a range of investigative standards, thematic reviews (vehicle crime), the audit of standards and development of PIP. In January 2006 the unit launched the ‘volume crime investigation plan’ which sets corporate standards for all areas of volume crime investigation from ‘report to court’ in order to raise investigative standards and impact on performance. Training has been delivered to all officers up to the rank of inspector and material is accessible on the force volume crime website together with Home Office toolkits and best practice guides. A training programme is ongoing to ensure all members of staff understand the application of the victims’ code.

Volume crime investigation is mainstreamed into the NIM strategically and tactically at force and local levels. The force control strategy includes volume crime types (violence, theft from vehicles and criminal damage) to ensure that there are strategic and tactical links in service delivery through the TCG process. There are clear bidding processes for central support including covert, technical and surveillance support. Each area command has its own technical support specialist.

There are a range of initiatives which involve working with partners to improve investigation; examples include Operational Avinit (an initiative with the Forensic Science Service (FSS) to combat vehicle crime), the arson taskforce and the introduction of forensic

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investigation teams. Another initiative is improving the investigator's ability to access data via IT systems (Socrates).

Asset recovery resources have been substantially increased and financial investigators now operate at area command and force levels. Financial investigation is an integral part of the investigative process and forms part of operational planning. The force has a resource dedicated to SARS and these are actioned through the NIM process.

Roads policing units are tasked at level 2 by the ACC and a strategic calendar is maintained of national campaigns and intended higher level planned events. AANPR capacity is maintained in all area commands and operational headquarters departments (crime and specialist operations). There are, in effect, three levels of AANPR across the force: partnership AANPR systems including a 'ring of steel' arrangement tied into CCTV in Sunderland (which may be extended if successful); level 1 AANPR systems used by area commands and tasked through tactical tasking and co-ordination processes; and strategic level 2 CCTV systems within the operational headquarters departments. The force has ensured that all such systems comply with technical specifications to ensure that they can be effectively co-ordinated and used in the event of a serious incident where this is appropriate.

Strengths

- A clearly defined strategic performance framework is in place which is constantly reviewed.
- Strategic direction is provided through the TCG, which is compliant with NIM, both at a force level 2 and locally in area commands at level 1, with central support given to local initiatives.
- Following the review of the crime department, a new section was introduced (investigative development unit) headed by a detective superintendent. The section has two core functions: to develop investigative standards through volume crime, serious crime, hate crime and major crime; and to carry out a range of review functions (cold case, thematic and live case review). The unit has recently carried out a review of vehicle crime investigation and is currently reviewing TIC (offence taken into consideration when admitted in court) performance against others in the family of forces to identify best practice. The unit is responsible for the development and co-ordination of investigative skills/interviewing. Training is cascaded to all front-line officers backed with the volume crime website.
- Performance levels exceed set targets with a strategic impetus for further success in areas of crime reduction and detection. The close inter-relationship between force tasking and the performance regime ensures that, in addition to the requirements of the control strategy, tasking and its associated meetings retain a close scrutiny on investigative activities. Where areas of weak performance are noted, the relevant area command is required to comment on the performance and identify what improvements are planned, based at least in part on their local tactical assessment.
- Northumbria has an identified champion for PIP. The force is compliant for level 3 new-to-post and existing staff, level 2 new-to-post (ICDP) and will be fully compliant for existing staff by 2010. Level 1 new-to-role members of staff are compliant by virtue of the Initial Police Learning and Development Programme (IPLDP) and a scoping party has been formed to assess the most appropriate way to progress level 1 existing staff.

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NCPE workstreams regarding investigation and investigative interviewing are fully adhered to with representation on the regional working group. The force has been at the forefront of the development of investigative interviewing and a Northumbria officer currently chairs the regional group.

- Northumbria has an asset recovery plan with a team in each area command supported by the centre. To reinforce awareness in respect of POCA, a series of awareness days were actioned within area commands. In addition the detective superintendent (crime support) chairs the LCJB POCA subgroup to ensure that the police and CPS are co-ordinated in their efforts to increase the numbers of people charged with money-laundering offences.
- There is an AANPR initiative in each area command tasked through the TCG process to deny criminals the use of the roads; it is able to respond locally or at a force level on a mutual aid basis in conjunction with central support. Northumbria has a central Spectrum vehicle based at headquarters and each of the area commands has their own AANPR-equipped vehicle. Intercept capability is provided either by the central support unit and/or local resources. Deployment of AANPR vehicles is via the tactical TCG process. Generic operation orders are available for use in the deployment of mobile AANPR vehicles within an area command, force-wide and in response to a catastrophic or serious incident (Operation ANNAPURNA).
- The force has a volume crime investigation plan with clearly defined corporate investigative standards. The ACC (crime) personally commissioned the development of the plan which includes standards for all key areas of activity from 'report to court'. This includes scene attendance, deployment, forensic assessment and numerous other investigative activities. The plan is accessible via a website on the force instructional information system.
- The central crime recording bureau is being developed as a 24/7 facility and there is a recognised need to improve the process of officers reporting crime, as this was having a detrimental impact on the accessibility and visibility of police services. The central information bureau ensures compliance with NCRS and feeds back information in accordance with the victims code.
- Northumbria Police crime targets for the next three years are based upon the future attainment of upper quartile performance within its MSF family. The PPAF grading assessments offer an additional and usually more demanding threshold: the trigger point to achieve an improvement in grade. The targets are subject to lower and upper limits of 2% and 5% for crime reduction, and 0.5% and 1.4% for detection rates. The force adopts an identical approach to derive suggested minimum crime reduction targets individually at the area command and CDRP level, and detection targets for area commands.
- The Make It Count project was introduced in Northumberland in April 2004. The purpose of the project is to narrow the gap between the sanction detection rate and the overall detection rate by ensuring offenders receive an appropriate sanction wherever possible. This followed a month-long marketing period and consultation with appropriate partner agencies, particularly the CPS. The project directs front-line staff to seek to ensure that such sanctions are applied regardless of the victim's wishes. The outputs from this include: the taking of DNA and fingerprints when these would otherwise not be achieved; the harvesting of intelligence to a greater depth; and improving interview techniques (previous average interview times were around four minutes and this is

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perceived to have improved). The results are commendable and include increases in sanction detection rates between April 2004 and April 2006 for three key target areas: criminal damage, wounding and common assault. The net change has been that while the overall detection rate in Northumberland has increased, the sanction detection rate has seen a greater increase.

- The number of offences brought to justice increased during 2005/06. The percentage of notifiable offences resulting in sanction detection also increased and was significantly higher than the MSF average.
- The percentage of domestic burglaries, violent crime, robbery, vehicle crime, racially or religiously aggravated offences and total crime detected all increased during 2005/06 and all were above the MSF average. Again this is excellent performance.
- The Audit Commission review of crime recording data for 2005/06 assessed the force as Excellent for both management arrangements and data. Northumbria was the only force nationally to receive such a high grading.

Work in Progress

- Following a successful pilot, the force is developing the crime bureau to deliver further service improvements. This is part of a comprehensive strategy to ensure compliance with the victims' code of practice and has involved the delivery of additional police officer training in the victims' code.

Area for Improvement

- The force is developing a balanced scorecard approach to performance measurement by the crime department including a key area of measuring customer service.

GOOD PRACTICE

TITLE: 'Make it Count'
PROBLEM: An examination of a number of Complainant Declines to Prosecute files across Northumbria Police revealed the following :- <ul style="list-style-type: none">• A tendency for officers to use Complainant Declines to Prosecute when other methods of disposal such as caution, TIC or penalty notice would equally apply.• CPS decision making tended to lean toward charge or NFA. Opportunities to caution were not being taken.• Some offenders were not arrested thereby losing the opportunity to take DNA, fingerprints and harvest intelligence.• Scope existed to improve the investigative and interviewing skills of officers and staff.
SOLUTION: <p>In December 2004 Northumberland Area Command launched 'Make It Count' with the aim of improving performance on sanction detections and thereby bringing more offenders to justice.</p>

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A partnership approach between Area Command personnel, Force Criminal Justice Dept, Youth Offending Team and the CPS was employed and key task managers identified.

Training input was delivered to all operational officers, staff and supervisors and an aide memoire card distributed to all staff.

Change was implemented and driven by intrusive supervision and rigorous challenge of inadequate investigation and/or missed opportunities, ensuring clarity of performance.

Performance was monitored through iQuanta, Area Command profiles and sector review performance meetings.

'Make It Count' has contributed to Northumberland's sanction detection rate becoming the best in force and securing the Area Command's position as number one in its Most Similar Families since August 2005 to present (iQuanta)

In December 2004 Northumberland's sanction detection rate for all crime was 24.3%. By February 2006 it stood at 38.4%.

Particular categories of offences have seen significant improvements i.e.; common assault, wounding and criminal damage.

The table below shows improvements in 3 offence types.

Northumberland			Force			
Offence Category	Proportion of sanction detections pre-initiative	Proportion of sanction detections post initiative	Percent change	Proportion of sanction detections pre-initiative	Proportion of sanction detections post initiative	Percent change
Common assault	36.5%	70.9%	48.6%	46.7%	65.1%	28.2%
Other wounding	67.4%	89.4%	24.5%	68.7%	78.3%	12.3%
Criminal damage	81.4%	93.2%	12.6%	84.6%	90.8%	6.8%

What does it mean?

Significant gaps in quality and performance have been addressed. More offenders are being charged and cautioned than by any other BCU in the force or family of BCUs, enabling the courts to deal with re-offending more robustly.

Victims have the satisfaction of knowing their report was successfully investigated and action has been taken against the offender, adding real value to the outcomes delivered to the community.

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OUTCOME(S):

The Home Office have written a letter highlighting the 'strong performance' of Northumberland Area Command, with particular comment being made about the sustained detection rate.

The contribution of 'Make It Count' toward the strategic aims of increasing trust and confidence of communities and reducing crime and disorder, has led to force-wide adoption of 'Make It Count', visits from other forces and positive media coverage e.g.; Police Magazine.

By focusing upon offences commonly committed by persons whose disposals are often Drunk and Disorderly or Breach of the Peace and exploiting opportunities to seek a more meaningful sanction it is believed that force objectives and performance in relation to positive action and outcomes at incidents of domestic violence and public order can be further enhanced.

FORCE CONTACT: Chief Inspector Peter Farrell 01661 872555 Ext 63573

3D Improving Forensic Performance

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

The reduction of crime and the increase in detections is a strategic priority for the force. The effective application of forensic techniques has enabled the force to achieve success in the investigation of crime and forensic detections are responsible for a significant contribution to the force performance in respect of burglaries and vehicle crime. This is supported by the publishing of minimum standards for dealing with forensic hits. A forensic performance pack is produced bimonthly and circulated at the force operational performance meeting. In respect of the PSU performance indicators, the force performs well.

A forensic steering group has been formed with wide representation and a force forensic plan has been developed. There are forensic plans at area command level.

Northumbria is one of a few forces that are running a pilot utilising DNA-specific funding in partnership with the Home Office and the FSS, (Operation Avinit). The force also makes high use of NAFIS, contributing to good practice and supporting several working groups. The force is to pilot the taking of footwear impressions in order to evaluate the benefits of new legislation to support front-line policing.

The force has reached agreement with the FSS in key areas of forensic work, utilises internal guidelines and employs a performance adviser to maximise the efficient use of the forensic spend. There are regular meetings with service providers to monitor timeliness, efficiency and value for money. Scientific support staff are routinely involved in the tasking and co-ordination process and in the planning of policing operations. Considerable work has been undertaken to ensure that forensic services are adequately resourced with due regard to the workforce modernisation principles.

All key forensic processes are available to staff via the force intranet system. To develop awareness further, there are two scientific support trainers who deliver training to probationer courses, CID courses and all sergeants and inspectors. Performance data is collated and circulated to managers and, when necessary, additional training has been delivered (eg taking fingerprints).

There are stringent processes to ensure that DNA samples are loaded on to the national database with the minimum of failures. All issues that are identified are acted upon. DNA samples are taken from all police recruits and loaded on to the police elimination database within the first ten weeks of their service.

Strengths

- The forensic lead is the ACC (crime) who is active in all strategic decision making for forensic issues. The force has a forensic steering group with standing agenda items of forensic performance and forensic and project management plan monitoring. Each area command has a local forensic plan with agreed targets and tactics for maximising forensics within the work of the area command.
- Northumbria has implemented a number of initiatives that are intended to improve performance. These are managed through the forensic steering group, which has made wide representation including area commanders. To monitor performance, a forensic performance pack is produced bimonthly and this is circulated at a strategic level. In addition the force has a scientific support performance adviser in place. To maximise force-led detections, Northumbria has now issued minimum standards for dealing with forensic hits which is published on the IIS. Within the department's performance review there is a clear focus upon actionable forensic hits.
- In the key volume crime sites of burglary dwelling and stolen vehicles, Northumbria has two initiatives promoting an increase in crime scene attendance: burglary dwelling – mandatory scientific support attendance; stolen vehicles – Operation Avinit now extends to most area commands. The burglary dwelling scene initiative is designed to direct scientific support officers to scenes known to be productive and the car crime initiative involves the uplifting of all stolen/abandoned vehicles to a garage with a forensic bay for examination, thereby creating the best possible conditions for maximising the results of an examination. Northumbria firmly believes that a targeted approach is the way forward in DNA and fingerprint sampling, hence recovery rates will never be the highest, but positive results will be high.
- The importance of forensic awareness has been emphasised through a training programme including formalised attachments. At area command level, scientific support members of staff are routinely involved in the tasking and co-ordination processes. There is increasing awareness among planners that a forensic element is required in many operations. As required, scientific support staff, including the scientific support detective inspector, are involved in operational planning. Such involvement is routine in the planning of cold case reviews, murder reviews and major crime re-investigations.
- Agreements are in place with FSS for the provision of forensic services. Forensic awareness training has been provided for all inspectors and sergeants as part of PIP. A basic forensic awareness training strategy exists to provide a framework; however, local forensic planning training is tailored to local needs. Some training is provided locally in specific areas. A new formalised two-day attachment has been developed that includes forensic awareness testing at the start and finish of the process.
- Accommodation for scientific support practitioners is either Good or Satisfactory and fit for purpose. Exploratory meetings have taken place and 'options' papers prepared to consider any move to share accommodation with the FSS on a regional basis (new facility at Washington is now open).
- The fingerprint bureau has contributed to NAFIS good practice by developing effective methods of using the operational response database and also by being among the first forces to populate the police eliminations database. The bureau has also demonstrated the value of using NAFIS for cold case review and re-searching of older cases to obtain identifications.

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- The force utilises Live-scan to capture more than 70% of arrestee fingerprints, which will rise to 100% with the national Live-scan project. Northumbria also contributed valuable knowledge by running a Live-scan Lite pilot study for taking fingerprints at major events such as football matches and other locations. The force is an early adopter of technology to link custody to Live-scan and NAFIS in order to streamline and improve the taking of arrestee fingerprints, and provide more timely information to the custody process.
- The technical support unit (TSU) was reviewed as part of the crime department review in 2005. As an outcome of the review, the supply of technical support across the force has been substantially changed to ensure that Northumbria is in line with ACPO guidance on the deployment of technical equipment. This has resulted in the introduction of a new IT system (Consolidaire) to effect proper inventory control over equipment, wherever based, and the setting of minimum standards regarding the resourcing, purchase, use and control of technical equipment, including staffing. Area command technical officers have completed their national training course and have commenced servicing the local needs, with the central TSU there to support and provide additional expertise.
- The percentage of primary detections from DNA matches/fingerprint identifications for total crime, burglary and vehicle crime were all higher than the MSF average. The percentages of total detections were also above or in line with the MSF average with the exception of DNA matches from motor vehicles.

Work in Progress

- A review of the use of CCTV/digital imagery has been commissioned to include the technical capability to make use of any product, ie in a security or counter terrorism scenario. It is anticipated that this review will clearly identify and evidence any gaps in ability to maximise opportunities regionally. An evaluation is ongoing of the regional capability to deal with digital images and telecoms data to explore the options for regional collaboration.
- Northumbria Police is taking every opportunity to enhance forensic returns and is working with a number of partners, ie SOCA. The force is developing opportunities in respect of footwear and is intending to visit Lancashire Constabulary which is seen as a leader in this area.

Areas for Improvement

- Further work is required to fully integrate forensic intelligence into the NIM.
- Following the application of the scientific support work improvement model, recommendations were made that need to be developed.

3E Criminal Justice Processes

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

Performance is driven by a dedicated ACC supported by the criminal justice department (CJD) and area command infrastructure. The CJD embodies all processes from arrest through the criminal justice process to post-sentence supervision in the community. The force works hand in hand with its partners, fully engaging in strategic groups (eg LCJB), practitioner groups (eg PTMP) and through direct contact with partners. Driven by bodies such as the LCJB operations group and the force criminal justice group, this partnership and performance culture has been instrumental in the force: achieving the offences brought to justice target; exceeding the internal timeliness and quality of files targets; reducing attrition by 64%; and demonstrating significant reductions in ineffective trial rates.

Performance against the departmental plan is robustly reviewed on a monthly basis to ensure key deliverables are achieved, which has ensured the implementation of initiatives such as witness care teams and the co-location with the CPS in all sites; the introduction of statutory charging; and the implementation of electronic warrant transfers to a centralised team.

Within this environment, Northumbria has centralised custody services. This has provided dedicated, trained and experienced staff with a management structure monitoring operational performance and delivery. The structure provides the basis for the progression of the safer detention guidance and the expansion of the drugs intervention programme during 2006.

The force has placed victims and witnesses at the centre of the criminal justice process over a number of years. The force’s approach to implementation of the victims’ code involves additional training; enhanced 24/7 and telephony-based crime reporting; and the creation of a victim bureau providing support from the point of crime to successful detection. This initiative has again drawn interest at a national level.

The force is at the heart of the modernisation agenda with the management of offenders project. This introduces a ‘mixed economy’ of non-warranted police staff, including detention officers, custody investigating officers, case management officers and offender managers within the criminal justice process.

Relationships with partner agencies are recognised as being positive with some areas open to further improvement. The force has been invited to give a presentation at the national charging conference on this subject.

Strengths

- There is clear vision and direction from the chief officer lead. Criminal justice policy and performance is addressed through the monthly criminal justice group chaired by the ACC (criminal justice). Dedicated area command criminal justice chief inspectors are accountable to the committee for performance improvements and delivery. At a local level, they act as focal points for both communication and issue resolution.
- As the CJD has continued to evolve and assume responsibility for end-to-end criminal justice processes, further opportunities to reinvest or redeploy existing resources have been identified providing improved operational benefits. This has included the creation of case managers, the centralisation of warrants activity, tape summary units and bail management support.
- There are clear supporting business plans to drive the business forward. The business of the CJD is driven by the annual departmental plan, which is directly derived from the overall force plan that documents the key objectives and required actions. Workshops have been held with staff and managers to ensure completeness of the product and to secure buy-in to deliver the plan. Clear organisational charts are in place outlining the structure of the CJD and the supporting area command criminal justice structure. These are available to all staff through the intranet. The area command criminal justice chief inspectors are the driving force to ensure criminal justice issues are understood and prioritised within the area command management teams.
- Key developments in criminal justice processes and structures are discussed at the criminal justice group and communicated force-wide as part of the *Grapevine* newsletter and the instructional information system. A dedicated CJD intranet site exists, hosting key departmental data; policy and guidance covering key aspects of the CJD process is included on the intranet. This is reviewed at key checkpoints for continued relevance and accuracy.
- There has been a change in emphasis introduced to make the CJD more supportive of area commands. A management information package is supplied that shows progress in many areas. New areas of performance management have been added to the package, eg the speed with which identification tapes are shown to witnesses (this has reduced from a baseline position of around 45 days to a current performance of 13 days, moving towards a target of 7 days). There has been an improvement from 49% of identification parades being positive to the current position of a 65% success rate. Additionally, compliance around victims' personal statements has increased to 94%. The devolvement of criminal justice staff to area commands has allowed those staff to support front-line police officers more readily thereby releasing their time, leading to an increase in operational availability.
- Crosscutting criminal justice strategies are driven by the LCJB plan with clear ownership assigned to lead individuals including the ACC (criminal justice). This plan is available on the Internet along with clear structures and accountabilities within the LCJB.
- LCJB performance is strong, with targets being achieved in narrowing the justice gap; crown court ineffective trials/timeliness; priority young offenders pledge; fail to appear warrant execution; fine enforcement and community penalty breach; and sanction detection rates. Work has been undertaken to reduce the ineffective trial rate. This is

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particularly focused on police officer attendance at court where discontinuation of trials through non-attendance has been reduced by 50% (from 6% to 3%).

- The force-wide DVD campaigns prevent re-offending in key areas of volume crime – the CJD has worked in partnership with the CPS and courts to ensure mutual co-operation in managing the capacity required to deliver this initiative.
- The force works as part of a multi-agency approach to the development of acceptable behaviour agreements and ASBOs. Where offender manager roles exist, these have been integral to both evidence gathering and enforcement stages. This involves extensive partnership working with a dedicated CPS ASBO lawyer.
- The force is at the forefront of the modernisation and efficiency agenda. The ACC (criminal justice) takes a strong lead, has the national ACPO lead for criminal justice performance and is a member of the national Office of Criminal Justice Reform performance board. The force is leading nationally on the workforce modernisation agenda – the Home Office funded OMS is integral to this agenda.
- The OMS has been introduced to three area commands and will be rolled out to the remaining three by the end of 2006. Among the benefits have been an increase in the proportion of time available for front-line policing and a reduction in the time spent on administration. There has been more time devoted to crime investigation; performance has improved in response times and there has been an increase in the quantity and the quality of intelligence flows with management officers contributing in excess of 10,000 items since the project began, mainly from the offender management officers. Police officers are reporting better job satisfaction, spending more time outside of the police station on visible policing. File quality has improved and there has been an increased detection of breach of bail offences, increased sex offender supervision, increased detainee supervision with a reduction in custody complaints by 50%, and relative improvements in public satisfaction.
- The work of the PPU links into the OMS. Co-location of these functions is very important. Offender managers assist with the offender visits and their supervisor manages the risk assessments. OMS members of staff operate to a good standard and feed into the PPU and intelligence systems.
- The PPU in the Northumberland area command works in partnership with victim support. Non-criminal justice actions are allocated to victim support outreach workers.
- Witness care units are located within criminal justice units within area commands. Witness care units add value through increased attendance at court and improve the witness experience.
- Custody is centrally managed with effective use of staffing, technology and estates to deliver operational benefits. The CARE protocol is in place and available to all staff on the intranet, which provides clear corporate standards defining resource levels against levels of cell occupation/detainees. Custody officers and inspectors ensure CARE standards are complied with. A new computerised cell management system enables real-time and force-wide management of cell space. Inspectors ensure maximum usage of cell capacity across the force.
- The area of bail management has previously been identified as an area for improvement. Performance issues have been identified and procedures developed to

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improve control over bail decisions. Where information has not been supplied, the position is escalated to the area command chief inspector to address with the officer in charge of the case. While in the early stages, performance is improving from a baseline of 60% re-bail, to a level of 22%.

- Following a period of embedding the centralised custody model, a fundamental review is being undertaken to develop a series of relevant performance indicators to cover the custody operation. This will enhance the existing performance monitoring arrangements that are in place as a result of the OMS evaluation (eg self-harm and complaints performance). The force is realising performance and operational benefits from national initiatives such as co-location, NWNJ and statutory charging.
- Northumbria is in a strong position to implement the victims' code. Performance in NWNJ lead sites was identified from the public, victim and witness surveys in both the quality and level of support provided. This confirmation ensured that the existing model was rolled out to all sites maximising best practice.
- The introduction of a victim bureau has consolidated improvements in performance. This has been mainly funded from efficiency savings in the elimination of the need for a crown court criminal justice unit, a 25% reduction in the number of cases being placed before the courts as a result of the introduction of statutory charging and the centralisation of tape summarisers. These have all freed up staff to comprise the victim bureau.
- Northumbria has developed a strategy for improving investigative standards in volume crime, integral to which has been training to reinforce the importance of victim care to the successful investigation and sanction process. NWNJ teams provide needs assessments and support packs for witnesses. Evaluation has concluded their compliance with national standards in terms of the level and quality of contact with victims.
- The sharing of the CPS adverse case reports with the police has allowed the CJD to access information that has previously not been available. This resource now allows a more comprehensive examination of how and why cases have failed at court.
- The force has worked in partnership with the courts which has ensured full electronic transfer of warrants. All warrants are graded against the ABC system and controlled using IT. Priority offenders are flagged at area command level through the NIM TCG and published via the IIS. The force is working closely with court fine enforcement officials on a potential pilot to identify their priority community breach offenders. Where these offenders match force priorities, the force will become involved in the enforcement action. Work with warrants has been successful with Operation Payback and Operation Cleanup being highlighted.
- All area commands have dedicated police officers working within a prolific and other priority offender unit. Priority offenders are flagged on the force IT system and targeted through the TCG.
- In respect of PNC, the force performance against arrest/summons targets has dipped in the last few months due to undertaking Criminal Justice Act powers; however, there are signs of improvement. The force consistently hit court resulting targets and is acknowledged to have good processes.

Work in Progress

- The force has acknowledged the need to progress safer detention guidance within custody. An impact analysis is being undertaken to benchmark existing standards against the draft safer detention guidance. This analysis indicated that in significant areas (such as the flexibility of estates and training and professionalism of staff) current standards match those proposed but a detailed action plan is being developed to ensure compliance in all areas.
- A number of reviews in respect of custody provision are ongoing, including a review of the needs of diverse groups and a review of medical services support for custody. The availability of police doctors within custody units has been particularly problematic within the Northumberland area command. Northumbria has been actively reviewing the provision of FME services. Initially the force was considering contracting out to a private company; however, a more broad approach has been initiated which includes using primary care trusts (PCTs). A service level agreement is being agreed with South Tyneside PCT to ensure continued provision of FMEs and to include mental health issues.
- The force has eight dedicated custody suites across six area commands maximising capacity and resource deployment. These suites are staffed with dedicated custody officers, police staff detention officers and custody investigation officers. Constables are no longer routinely used within the custody suites. A review of resources against demand is being undertaken to ensure optimum performance. Northumberland area command has a project to review rural custody and recommend a workable service delivery model.
- A strategy and action plan has been developed to implement the victims' code which provides additional training to police officers; creates a new centralised victim bureau providing leaflets to victims/witnesses and updates throughout the case until and after the point of arrest; and provides an enhanced centralised 24/7 crime-recording section to receive Airwave-based crime reports.
- Information exchange protocols are now being developed as there is experience of previous difficulties in this area both between courts and between the courts and other agencies. Concern has been expressed within the force over the time taken to make progress with cases through the criminal justice system. This situation can create vulnerability. Consistent and effective working arrangements with criminal justice partners is an area for development.

Areas for Improvement

- There is a need to develop a comprehensive drug treatment strategy. Currently, the drugs action teams lead in the area commands but the criminal justice unit has responsibility in custody in respect of drug testing and the drug workers there. There needs to be a more joined-up approach by partners as to what happens to detainees once they are released from the custody units.
- All operational members of staff were issued with a booklet *A Guide to Using PNC* in 2004. While usage has increased overall, the main searching capabilities of PNC are considered under-utilised. Action for improvement has been identified as follows: set-up of a force PNC user group; completion of PNC audits; improved awareness and validation of training; improved control over warning markers; and review of existing warning markers.

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- The community engagement department has completed a review of both youth offending teams and youth issues officers with recommendations to link both roles into one, placing the youth offending team officer into a support role for neighbourhood policing teams. Currently, the criminal justice unit has responsibility for the persistent and priority offender strategy and works with various agencies including the youth offending service. Community engagement currently has responsibility for youth offending teams containing police officers working closely with the youth offending service. These officers carry the reprimands and final warnings responsibility within their portfolio. There is a need to develop all youth justice issues together within criminal justice.
- The force has been slow to progress local partnership infrastructure but recognises this as an area for improvement and a greater investment in work at this level is required. The establishment of a chief inspector on the area command teams with this responsibility has made initial progress. Local criminal justice groups are too police driven, many of which have a police chair.

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

The Chief Constable provides a clear lead on anti social behaviour encapsulated in both the philosophy of Total Policing and the hard-hitting stance pioneered to tackle DVD. This approach received national acclaim and was influential in the development of the national AMEC3 campaign, where the Chief Constable had a high-profile role. Northumbria’s campaign Don’t Spoil the Party was judged by the PSU to be ‘the best example of sustained performance’ during the AMEC campaign when compared with the other forces, (three of the force’s area commands were in the top six).

There has been a sustained series of force-wide DVD campaigns improving proactivity, with arrests for disorder up 72% and arrests for drunkenness up 31%. Evaluation suggests this also had a clear impact on recorded crime, with serious assaults down 18%, minor assaults down 9% and criminal damage down 20%. The initiatives are supported by significant marketing activity, using radio and poster campaigns. A survey undertaken indicates that 79% of respondents thought Northumbria is working to reduce DVD.

Reducing anti social behaviour is a force strategic aim, featuring in every strategic and tactical assessment, and currently featuring within the force control strategy. Consequently it is also an integral part of the force initiative plan addressing control strategy issues. Performance measures regarding anti social behaviour populate the local domain of PPAF in response to consultation with the public.

Clear links have been developed between this strategy and anti social behaviour with partners supporting the strategy. The force continues its involvement in national campaigns, with three of the six area commands playing an active role in the national Together and Your Call campaigns.

Community teams (some of which are multi-agency) utilise problem-solving approaches and can be tasked through local partnership arrangements. This has culminated in the development of local partnership problem-solving initiatives in response to community concerns; Operation Gryphon is one such initiative. This large-scale and long-running CDRP-led campaign tackles abusive behaviour, youth disorder, under-age drinking and vandalism.

Strengths

- There is a clear sense of purpose represented by Total Policing. The force approach to tackling anti social behaviour is underpinned by a strategy Anti-Social Behaviour: A Graded Response developed in conjunction with partners. As the name implies it advocates a graded response which can range from informal pro forma letters to parents to applications for ASBOs and dispersal orders in order that a specific and proportionate response is given to each problem. Responsibility for implementation lies not just with officers but also with PCSOs, special constables and offender management officers. It extends also to police partner agencies including the CPS, which has a dedicated anti social behaviour lawyer aligned to each area command.
- Clear links have been developed between this strategy and the neighbourhood policing implementation plan. The Northumbria Safer Estates agreement, a force-wide protocol for sharing information on anti social behaviour with partners, also supports the strategy. Locally developed protocols are reviewed by the professional standards department information security unit.
- The force has a comprehensive performance management framework in place which enables individual officers, area commands and the chief officer lead to be held to account for performance in relation to anti social behaviour. There are a series of performance meetings which fall out of this framework including specific meetings for sector-based community teams and for the area commanders. Given that anti social behaviour is now a target within the local PPAF domain, specific targets have been set for each area command for 2006/07 against which performance will be assessed. Anti social behaviour incident data is provided to all officers via the force intranet on a monthly basis down to sector level.
- Sustained force-wide DVD campaigns are backed by a marketing strategy to boost public confidence. The force continues to be involved in national campaigns with three of the six area commands playing an active role in the national Together and Your Call campaigns. The force and its local government partners secured a place in the SNEN pilot.
- Anti social behaviour is tackled locally through structured TCG meetings in conjunction with a variety of arrangements to co-ordinate activity with partners and task them. The area commands themselves are held accountable for their performance in tackling anti social behaviour through the force performance management framework.
- There is inclusion of anti social behaviour campaigns in the force-wide initiative plan. A media protocol exists in respect of anti social behaviour and there is evidence of considerable ethical use of local media outlets. Research reveals that there has been a significant number of printed articles on Don't Spoil the Party and extensive use of a specific website page.
- Northumbria has adopted a MAP approach to tackling problems. Community teams utilise problem-solving approaches and can be tasked through local partnership arrangements. This has culminated in the development of local partnership problem-solving initiatives in response to community concerns; Operation Gryphon is one such initiative. This large-scale and long-running CDRP-led campaign tackles abusive behaviour, youth disorder, under-age drinking and vandalism.
- Targets are set at force and BCU level in relation to anti social behaviour. Fixed penalty notices for disorder have seen a 55% increase since October 2005 – since November

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2005 these have included 16 and 17-year olds. Dispersal orders have been implemented where appropriate, (ie Brockwell Estate, Northumberland area command). The force has been effective in reducing calls regarding anti social behaviour and has received positive feedback from residents and traders.

- Bespoke comprehensive training on anti social behaviour is delivered to relevant staff, including training in problem-solving techniques. The force graded response strategy is also supported by an electronic toolkit for practitioners and specific guidance is published on the force intranet. PCSO training deals with the causes and effects of anti social behaviour within the community, the context and application of ASBOs as well as the practical application of powers through fixed penalty notices for disorder.
- The BCS data in respect of fear of crime relating to being worried about burglary, vehicle crime and violent crime is all lower than the MSF average. Criminal damage also decreased in Northumbria during 2005/06 and latest data shows the force to be below the MSF average.
- BCS data shows the perception of anti social behaviour in Northumbria is lower than the MSF average.

Work in Progress

- The Northumbria Safer Estates agreement is a force-wide protocol on information sharing for anti social behaviour. The implementation of the level 2 review of neighbourhood policing seeks to further develop effective multi-agency data-sharing practices, protocols and feedback mechanisms.

Areas for Improvement

- The emphasis is clearly on enforcement and more work needs to focus on diversion. There is acknowledgement that some young people would be better served by alternative interventions such as referral schemes or professional help. There is some concern that neighbourhood policing is becoming a short-term public order patrol to address youth and drinking issues and that the counterbalance of longer term problem solving is on occasions being neglected.
- The manner in which the criminal justice system tackles breaches is inconsistent, in that the punishment received for breaches of ASBOs varies depending on the local magistrates' area in which the offender appears.
- There is a requirement to map and roll out across the force the various elements of good practice that have been developed in relation to MAP.
- Statistics regarding the number of ASBOs that exist in the force area are not readily accessible; consequently ASBO details are not circulated force-wide.

4B Protecting Vulnerable People

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

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

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

Contextual Factors

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

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident could quickly become critical, and where a poor police response is both life threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade that is capped at the level of the weakest area of

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performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe. This does not mean that other areas arouse similar concern.

Since 2004 a plan to introduce PPU's in the Northumbria area has been implemented against a clear set of aims and objectives. The plan came about following a review of the crime department which in turn followed a major restructure of the force. The review included the management of vulnerability among its key considerations. A unit based at headquarters is responsible for developing policy, processes, standards (including the relevant NCPE guidance) and also monitoring compliance. Operational PPU's have been set up within each area command and are managed at that level. Quality assurance processes are being developed to support this framework. A full review of PPU's will take place in July 2006.

There is a chief officer lead in this area and the force has united the four policing areas responsible for protecting vulnerable people, ie child abuse investigation (CAI), domestic violence, MAPPAs and missing persons by the creation of PPU's in each area command. Policy compliance is monitored against a set of agreed minimum standards in priority areas. The delivery of other services must be in addition to the minimum standards required. This accounts for variations in PPU structures within the six area commands, while retaining corporacy around standards.

The force actively engages with other agencies and has developed regional procedures and protocols to ensure effective collaboration and joined up investigations into domestic violence and child abuse (eg protocols with the CPS at both local and a strategic level). In respect of CAI, these are supported by the LSCB. There is a strong commitment to domestic violence partnerships in both the voluntary and statutory sector. The force is fully committed to MAPPAs and forms a key function within the local PPU's. The probation service is co-located with the headquarters PPU. A communication structure ensures that there is a co-ordination of local activity by the headquarters PPU.

The NCPE project board (chaired by the ACC (crime)) has communication strategies in place in respect of the local area command partnership meetings which are attended by detective inspectors and detective sergeants from the PPU's. A performance management template has been upgraded to include performance indicators and quantitative statistical information which is used to monitor performance. Quality assurance is provided by robust supervision of investigations; formal quality assurance systems are being reviewed and developed.

Guidance is being produced for specialists and officers at all levels of the organisation on roles, standards and key tasks relating to the management of public protection issues. The guides are user-friendly and when complete are published on the force intranet IIS. The communication of the guidelines is supported by a training programme.

Strengths

- LSCBs have been established, coterminous with police area commands. An appropriate communication and management structure is in place to support this. Area commanders sit at the executive level of each respective LSCB, with the detective chief inspector and detective inspector with public protection responsibility representing police at subgroup level (eg policy and procedure, serious case reviews). The detective chief inspector PPU chairs a quarterly strategic group, with appropriate representation

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from the relevant LSCB partner agencies to address corporate issues. Funding in relation to LSCB is provided centrally and shared between the area commands.

- Each LSCB produces a child protection procedures manual. This draws on national documentation such as *Working Together* and is distributed to multi-agency partners and practitioners. The force, in partnership with the local authorities in GONE, has developed procedures to provide a standard and corporate approach to child protection issues. This ensures joint working and auditing between partner agencies.
- Attrition rates are monitored by area commands and the CPS. A performance management template exists to monitor performance and the quality of investigations, and with the CPS, the joint monitoring of detection and attrition rates.
- A framework exists to improve quality and match demand with capacity. The framework for performance management is being linked to the force business planning process which takes account of the key deliverables in the NCPE guidance, HMIC baseline assessment and PPAF.
- The force has a clear focus on child abuse and domestic violence and provides quarterly performance reports on these issues to the police authority, and there is scope in the future for these reports to extend into other areas of vulnerability.
- The force's commitment to protecting vulnerable people is evidenced by the specific mention of CAI and the investigation of domestic violence in the force strategic plan and control strategy.
- The force has clearly defined management structures ensuring accountability in respect of protecting vulnerable people. The structure is used to provide greater focus on aims and objectives, improve systems and match demand with capacity.
- All CAI officers are fully trained detectives and have been formally trained in other key areas (eg achieving best evidence). Further training is to be delivered this year in accordance with the NCPE guidance on CAI. In February 2006 the force commenced training domestic violence specialists in accordance with the NCPE guidance. Front-line officers have received domestic violence training via local training strategies. Multi-agency training programmes are ongoing. All PPU job descriptions are up-to-date and are part of the integrated competency framework.
- The force has a robust IT system which captures all crime data and links directly to other IT-based information systems, including intelligence, child concern, streets and premises information. The force is highly rated in relation to national standards for incident recording (NSIR) and NCRS as well as being compliant with Home Office Counting Rules (HOCR). All child concern notifications are electronically recorded and forwarded to the PPUs where they are checked and risk assessed.
- All domestic violence incidents are coded and checked by a supervisor prior to inclusion on the domestic violence database. A ten-point update is required to be completed, providing robust quality assurance. Each incident is quality checked by the communication centre prior to closure. The force performance is well above the national average and tops the MSF table for 2004/05 in respect of statutory performance indicator (SPI) 8. The force has begun to roll out the IMPACT nominal index database and complies with the minimum standards for the use of the ViSOR. (There is a ViSOR user group which identifies and promulgates best practice). All policies, guidance and

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instructions are available to staff via the force intranet. A website detailing the work of the PPU is in existence. There is liaison with local forces at the regional ViSOR group.

- Systems audits are utilised to promote good practice. A regular review process identifies gaps in service delivery and adjustments are made accordingly, eg local secondments have been arranged to reinforce domestic violence service delivery. In addition local procedures are developed to also address capacity issues, eg procedures for monitoring and co-ordinating offenders suitable for criminal/civil orders within the area command. Local sector inspectors are notified and resources allocated accordingly. An information and compliance unit has been established with strong links between vetting and PPU's.
- Following partner agency consultation, funding was secured from GONE for the preparation of the Northumberland county domestic violence strategic plan and action plan. Consultants were employed to complete the work and the plan is supported by the LSCB.
- External funding has been obtained to support the work of a domestic violence co-ordinator within the Northumberland area command who links together the activities of the unit with the domestic violence work supported by the six CDRPs that operate within the BCU framework. This position is seen as very important in bringing these elements together within a coherent framework.
- There is regular and effective communication between the PPU and partners at the operational level that also develops understanding and continuous improvement.
- The force received positive comments from the Home Office following a review of compliance of domestic violence policies against the PPAF. In particular the review complimented the robust performance regime applied across the force, the positive arrest policy and the fact that staff clearly understood their roles and responsibilities.
- The Safer Families initiative (supporting victims of domestic violence) is fully supported by officers in Gateshead and they are required to ensure victims contact this support organisation.
- It was recognised in Northumberland area command that many domestic violence cases did not result in charge. Consultation with the CPS revealed that the standard of investigation was not high resulting in cases not being progressed when the force would wish them to be. As a consequence, a guide has been developed (in consultation with the CPS lead domestic violence prosecutor) to better advise officers as to what level of evidence is required to secure a charge.
- Northumbria and the probation service are currently involved in joint training in respect of MAPPA issues. This training is being delivered to all partners working within the domestic violence arena with particular emphasis on perpetrator intervention.
- Formal training based upon the Centrex modular training programme has been agreed via the force training priorities group and is currently being developed in force to deliver to all specialist investigators within child protection and domestic violence. For MAPPA training a report is currently with the crime department to be agreed upon.
- The force is promoting victim referral, meeting on a quarterly basis with victim support managers and piloting co-location to develop more advocacy work. Within the

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Northumberland area command an agreement exists where victim support outreach workers are allocated non-criminal justice tasks that emanate from referrals.

- There are clearly defined structures and processes in place. Linkages with other functions are considered important and are managed. Officers of the rank of inspector are designated police protection officers, with clear lines of communication between partner agencies and PPUs. All cases will be referred to the CAI unit by way of a child concern notification. Neighbourhood teams are being included in domestic violence management in respect of lower level risks.
- The management of public protection is supported by a comprehensive internal and external communication strategy that acknowledges the need to achieve effective communication between the specialist areas included within the PPUs, and with partners.
- The work of the PPU links into the OMS. Co-location of these functions is very important. Offender managers assist with the offender visits and their supervisor manages the risk assessments. OMS members of staff operate to a good standard and feed into the PPU and intelligence systems. Through the workforce modernisation programme, the force is appointing an additional 32 offender management officers as OMS is rolled out to the remaining three area commands.
- A risk assessment model is in place and used on all occasions. The risk assessment identifies low, increasing and high risks and the result prompts the level of investigation or intervention. It is acknowledged that the format is due for review as it is now five years old and other forces have developed it further.
- Offenders who do not meet the criteria under MAPPA because they do not have a relevant conviction, but are still considered to represent a significant risk, are identified and managed within the MAPPA framework.
- Incident logs are reviewed on a daily basis for information relating to missing persons. High-risk (vulnerable) missing persons are actively managed at detective inspector level. Relations have been developed with local authority care home managers to facilitate formal review meetings for long-term vulnerable/persistent missing children. Managers are encouraged to identify their own cases and prepare action plans to reduce incidents of those children going missing. Review meetings commenced in April 2006 in line with the NCPE guidance on missing persons.
- The percentage of domestic violence incidents with a power of arrest where an arrest was made was significantly higher than the MSF average in 2005/06.

Work in Progress

- The development of public protection within Northumbria is still work in progress; nevertheless, significant progress has been made within a recognised project management framework. The links between specialist areas are still developing and work needs to be done to continue to improve the first line of response by officers. The development of quality assurance processes will provide the means of monitoring progress.

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- A PPU intelligence plan is currently being developed. A review is also ongoing to raise awareness of intelligence gathering within CAI units. There is an acceptance that levels of intelligence in respect of attendance at domestic violence incidents is currently low and is an area for development.
- A performance management template has been drafted including local performance indicators and domestic violence statistical information. A review is ongoing concerning information received on the domestic violence database to further enhance performance. Work is ongoing to improve the database and to link it with the force system. IS/IT is progressing on this which is linked to an NCPPE workstream. A training programme has been developed to ensure quality risk assessment is carried out.
- The management and investigation of a lot of the areas of vulnerability have been made more professional; however, domestic violence is still an issue. The force has rolled out training to domestic violence officers and training is to be delivered to front-line officers. Later in 2006 the ACC (crime) will lead a campaign to raise the profile of domestic violence within the organisation. Structures are being developed to identify and focus on those individuals who are most at risk.
- Northumbria is developing a 'vulnerable person database', however in the meantime has developed a short-term IT solution that is working well and allows searching across the force to manage missing persons. They are reviewed regularly by area command and senior detectives are involved.
- In relation to information sharing, a force working party has been established to look at all aspects of ISA. This along with policy and procedure is currently under review and will be endorsed by the NCPPE guidance on managing information.

Areas for Improvement

- The force shows relatively poor performance based on national comparisons over domestic violence repeat victimisation. The force points towards its reliable and robust recording policies and practices, and quality assurance processes as a major reason for this position. Members of staff state that it is much easier to complete the ten-point update required for all domestic violence cases than justify why an incident should not be so categorised. Members of staff consider that this is leading to over-reporting of domestic violence. The force should ensure that the underlying position in relation to domestic violence and repeat victimisation performance is clearly understood.
- The command and control system has facilities to flag to officers domestic violence-related issues but there are concerns raised by operational staff that this can be up to two weeks out of date. Civil injunctions are also included but there is an inconsistent approach to their inclusion.
- Processes for decision making between agencies are developing; however, there is still room for further development. More agencies need to be involved on a formal basis around consistent criteria for decision making. The development of effective relations to deal with vulnerable adults is a particular area for development.
- In Northumberland area command, an assessment of positive action is undertaken to identify strengths and weaknesses and vagaries across policing teams. The process

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includes challenges where positive action is not consistently applied. This is not evident in the other BCUs in the force where a simple count of arrests is undertaken without identification of trends. The culture of the force is changing regarding positive action against perpetrators of domestic violence, but there is still some way to go.

- Members of staff working with PPUs state that resource levels should be reviewed against current demand. Overspill work is allocated to non-specialist staff with different skill levels and the quality of service provided is an issue. Prior to the formation of the PPUs, police officers provided much of their own support functions, a situation that was underestimated when the units were formed. Now that all the functions have been brought together the need for administrative support has become visible and more acute.

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

As the primary means of contact with the public, the communications department is in a key position to support the Chief Constable’s vision of building trust and confidence with the community. The department’s services are delivered through six ethical policing principles, and are driven forward utilising a robust performance framework, which has delivered significant improvements in performance within the contact management arena.

The recommendations and guidance from NCHS, the First Contact thematic review of contact management, NSIR and the level 2 review of communications have all been introduced and integrated within the department, resulting in a new philosophy and business model in contact management.

Continuous improvement and excellent quantitative call-handling performance is being delivered through clear strategic leadership from the ACC (central services), a rigorous performance management framework supported by a newly established quality assurance unit, and a committed, flexible workforce using up-to-date technology situated in a purpose-built and designed contact-handling environment.

A new single call resolution model (SCRM) will deliver further performance improvement and public satisfaction with contact management. The removal of switchboard functionality and enhanced contact-handling provision will resolve customer requirements at the first point of contact, reducing the unnecessary flow of call routing across the organisation. SCRM will support and address the citizen focus agenda. New automatic call distribution and customer relationship management technology, increased staffing levels and a prioritised training programme will deliver on First Contact and NCHS requirements.

The communications department has two operational sites and a training facility which also provides business continuity. Each operational site is managed by a chief inspector with five inspectors who are trained as critical incident managers taking full initial control of developing critical and major incidents. There is clear resilience in the processes around the management of critical incidents particularly in the early stages, and there has been a considerable investment in training for this role. Equally there has been an investment in the selection and training of the silver command role for critical incident management including firearms incidents.

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The critical incident managers employed within the communications department deliver an efficient and effective force-wide initial response to major and critical incidents. A command and control philosophy is addressing resource deployment and demand across the organisation. A newly created business co-ordinator is a reflection of the depth and level of business development within the department.

The force is taking a leading role nationally with the introduction of the SNEN. This will enhance community and customer access to a range of policing and local authority services. The force has engaged with partners to introduce the SNEN as part of Wave 1. The partners include the metropolitan and district councils and the police authority to implement a multi-agency SNEN in stages commencing July 2006. Initially there will be four sites providing a virtual network to support the project. The two force contact centres, together with facilities provided by Newcastle and Sunderland City Councils, will provide 'in scope services', dealing with anti social behaviour, broken street lighting, noisy neighbours, graffiti, abandoned vehicles and noise issues. This has necessitated an additional 12 operators initially. There is provision for future increases as necessary.

The amount of change over a short space of time represents a risk to the force: SNEN; introduction of critical incident management; removal of the switchboard; introduction of the new SCRM and the associated IT; new digital voice recording equipment; new software for quality dip sampling; work with corporate development to agree voicemail policy; use of Airwave; use of email; maintenance of the website; agreement and publication of contact numbers; call reduction methods; determination of policies and processes to support neighbourhood policing and the role of the SNEN in this regard; and improvements to the processes for crime recording.

Strengths

- Call-handling performance exceeds national targets; improvement in the timeliness of staff answering calls has continued over the last 12 months, both for emergency and non-emergency call handling. The command and control system automatically detects the grading of incidents, placing immediate and urgent graded calls at the top of a radio dispatchers queue, ensuring allocation of higher priority incidents with the minimum amount of delay. More than 95% of high 1 graded incidents are allocated to a front-line resource within a minute, in line with force targets.
- The BVR focused on contact management and designed proposals for change to comply with NCHS and First Contact.
- An internal quality assessment unit was established in October 2005, as recommended in the BVR of communications, in order to begin the improvement in the qualitative aspect of service delivery. Staff within this unit are drawing on wider quality management skills and experience, utilising the EFQM to produce a tool with which senior management can assess, monitor and develop performance in this key area. All nationally promoted quality standards applicable to communications and contact management are collated, linkages identified, gaps in performance assessed, action plans developed and improvements monitored and evaluated. The communications department has linked with corporate development to ensure a consistent and co-ordinated approach to such improvement.
- The force is in the process of introducing an SCRM and, in order to do so, a number of issues have been researched including removal of the switchboard and using the posts for additional call resolution staff. Technological developments have been put in place

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to improve accessibility to members of staff and to reduce unnecessary calls to the communications centres.

- The senior management team has set in place a robust performance management framework whereby all staff within the department are focused on service delivery through improved performance. Regular individual PDRs, shift meetings, first-line manager performance meetings and promulgation and feedback on performance are all aspects of this mechanism. The combined introduction of automatic call distribution and a resource management system with supporting protocol has delivered significant performance improvements and efficiency savings.
- The communications service level agreement sets out the new raised targets for the department and this information is retrieved from a call logger system which exists at force level for call handling and telephony. Performance is reflected by a system of traffic lights; this is interlinked with a system of ten weekly performance-related meetings, which examine the performance of each individual team within the department and is examined in depth by the senior management team. Actions are set from each meeting and their outcomes reviewed at the subsequent meeting. Results of the meetings and performance data are presented to staff in written, graphical and verbal methods.
- The ACC (area operations) is championing the communications function across the force and led the critical incident management board. Critical incident management has been fully reviewed and trained inspectors now provide an effective silver command capability initially. Superintendents and selected chief inspectors are trained to command protracted or more demanding critical incidents. The management and resolution of critical incidents is considered much improved, unnecessary delays have been eliminated and there is an improved focus on 'golden hour issues'. The role of force incident manager has been actively promoted across the force and the profile raised to attract high-quality staff. The establishment of the role of critical incident manager within the communications department is an outcome of the force's strategic change to improve the way Northumbria responds to critical and major incidents. This change also enables the communications department to play a command and control role in relation to the management of all incidents, including the deployment and management of specialist resources for the force on a 24/7 basis.
- Very effective, fully integrated IT systems support the communications centres. Command and control, custody, crime recording and various databases within the communications centres are inter-linked and accessible to all staff. There is virtually no double keying of information necessary across the systems and this is enabling best use of resources. NHPICCS is a computerised grading system, a single delivery method utilised for incident dispatch within the force. The NHPICCS system which is used to create incidents is flexible and configurable; this is evident in the changes made to meet guidance from NCHS, NSIR and NICL.
- Following the BVR, the force recognised the need to increase staff in key areas (contact handling, quality assurance and business planning) in order to build accessibility, flexibility and sustainability into the department's business. The support structure now reflects that of other operational commands.
- The communications department has developed a resource management tool which enables dynamic management of the department's resource levels, matching resources

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to demand. This has enabled the force to exceed its call-handling performance targets. The force has liaised with external consultants to accurately determine demand.

- Northumbria is leading the first wave of the SNEN; all business planning has taken account of the potential for changes to accommodate SNEN.
- The number of 999 calls answered in target time increased during 2005/06 and was above the MSF average.

Work in Progress

- The quality assurance unit is working with Newcastle area command on the development of a deployment plan for the force. There is currently a pilot scheme in relation to attempting to develop a more efficient and effective process of maintaining accurate information on resource availability, allocation and status updates between area commands and radio dispatchers within the communications department.
- Career/grade progression is to be linked to competency as opposed to the amount of time spent in the role; this is currently being progressed by the force establishment review section of the personnel department.

Area for Improvement

- The BVR of communications commissioned an external expert in contact management (Masons/Catalyst Ltd) to conduct a baseline assessment of call-handling quality and compare this with NCHS recommendations. The findings have been fed into the department's training plan with the objective of developing all staff to nationally accredited standards in line with NCHS guidance.

5B Providing Specialist Operational Support

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

Northumbria has well-established policies and procedures regarding the operational use of firearms. All incidents in which firearms are deployed are scrutinised by the ACC (area operations) and operations department supervision on a daily basis. Debriefing processes are utilised and findings circulated. The force has conducted a number of major exercises and operations (Labour Party spring conference/EU Justice Ministers Convention) in which procedures have been vigorously tested and have received positive feedback.

An NCPE working party is implementing an agreed action plan to ensure compliance with the project recommendations by November 2006. Linked to this project is the establishment of a critical incident management model.

Northumbria maintains trained firearms officers in appropriate specialisms and sufficient numbers to meet current demands. The force is also well placed to deal with public disorder having sufficient staff trained to meet demands both internally and to support mutual aid. The mobilisation plan provides a structured response to both types of requirement and the ability of the force to supply staff is regularly tested. Arrangements are in place to work in partnership with other forces and agencies.

Predictable events are managed on a force-wide and local basis by suitably trained staff within the framework of the Safer Events policy, which includes the engagement of partners. These events are subject to a debrief process for the benefit of all stakeholders.

A performance management framework ensures accountability for performance across all of the operational specialist units. Specialist operations resources provide daily returns for the work completed and analysis of this activity allows deviation, where necessary, of resources to other areas within the area command as problems are displaced or migrate.

Strengths

- The force has active chief officer involvement on the local resilience forum and the operations department provides membership on various subgroups. All relevant issues raised at this forum are shared with relevant stakeholders.
- The force has considerable experience in respect of events planning. Two recent examples being the Labour Party spring conference and the G8 conference. A gold facility is available within the northern communications centre on the headquarters site and this includes multi-agency facilities, effective IT support and can link into all

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appropriate CCTV systems operating across the force area. Full account of the civil contingencies act proposals has been taken and partnership arrangements are strong. Multi-agency training, including tabletop exercises, is regularly undertaken and this has extended to notional requests to regional partners to assess the readiness/capability of such arrangements.

- The force is represented on the Local Resilience Forum risk assessment working group. The group complies with all CCA guidance regarding 'risk' and 'threat' assessment. Northumbria has completed a multi-agency 'context setting' project and subsequently fully participated in assessing all risks of an emergency within the force area – both police led and multi-agency in nature. The whole process is fully documented, including all 'discounted' risks.
- Durham and Cleveland Police have adopted the introduction of the North East information line to warn and inform the public. Northumbria took the lead in developing this prior to the CCA requirements.
- Via the critical incident management project, gold, silver and bronze commanders have been identified and extensive training programmes completed. The implementation of this model will serve to further professionalise the response to critical incidents. The force has appointed ten inspectors, working within the communications department, who will take command and control of incidents until resolved or such a time as it is appropriate to hand over to an SIO or critical incident commander. Critical incident managers will be responsible for developing a full range of responses, proportionate to threat.
- The operations department resources are targeted via the NIM to address priority areas as directed by the ACC; the performance of each section is evaluated and reviewed at regular meetings and is measured in line with the priorities in the department's business plan. Each section has a balanced framework to ensure that activity is focused on strategic force priorities. Department resources are tasked by the TGC level 2 process; their impact upon area command results is monitored by the FIB and subject to reports and discussion at every force level TCG.
- All operations are debriefed formally and informally and this information is shared with all stakeholders, eg Operation Gregory. Improvements in the debriefing process of firearms incidents and other critical incidents are ongoing.
- Special Branch has a deployed team, working primarily with the area command CBMs, whose function is to quickly identify and ensure that community tensions are addressed. If time permits, issues identified are raised at a fortnightly meeting with the heads of Special Branch, FIB and community engagement departments, who decide on any action required, including the need for resources.
- The force has adopted a multi-agency Safer Events policy. A safety advisory group process has been adopted by all partner agencies. Meetings have formal minutes and a debrief protocol is in place. All events are notified to the central planning unit and an assessment made of the support required. Larger events attract comprehensive event safety plans and operational orders, eg Tall Ships and the Great North Run.
- In order to meet its demand for public order resources, the force maintains a set profile of bronze and silver PSU commanders. Northumbria maintains a core cell of six public order advisers with detailed knowledge of the ACPO *Keeping the Peace* manual. Because of the proactive work required of this team, area commanders are familiar with

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the conflict resolution model and the need for community information management. Many examples are available to demonstrate the activity in relation to these concepts, including work in Sunderland with respect to contingency planning in the wake of a prisoner release likely to cause unrest in the local community.

- Northumbria maintains the following less lethal options: tazar, CS gas, baton rounds, extendable baton and dogs (a passive attack dog option is currently being considered). The force firearms policy advisory group, chaired by the head of specialist operations, monitors national developments in this area and raises issues at chief officer level as appropriate.
- The marine unit is a Northumbria Police resource but its services are purchased by both Cleveland and Durham, as needed. In addition to the traditional underwater search role, the marine unit is undertaking considerable serious crime and anti-terrorist-related activity associated within the main rivers and ports in the force area. The unit has an intelligence officer linking to the FIB and is vigilant regarding illegal immigration, drugs importation and explosives. The unit fully supports the national anti-terrorism Operation Praetorian.
- Northumbria has a consortium arrangement with Cleveland and Durham regarding the provision of air support. Two helicopters are maintained – one based at Newcastle airport and the other at Durham Tees Valley. The aircraft are tasked against level 2 priorities and spontaneous events and there are effective consortium arrangements in place to ensure deployment conflicts are professionally addressed. In reality, the capacity of two aircraft ensures that such conflicts rarely occur.
- The force has devolved arrangements regarding the deployment of dogs support through area commands. Policy, training and welfare support is the responsibility of specialist operations support and this ensures appropriate force-wide resource considerations.
- The current deployment protocol for specialist operations resources works well with intelligence-led deployments being driven by the level 2 TCG. Resources are deployed to primary area commands and used to tackle policing problems in that region. The specialist operations planning section notifies the area at least a week in advance and provides an expectations leaflet to ensure effective use of the staff. Outside of the NIM process, area commands can still make requests directly to the specialist operations planning unit for spontaneous deployment of resources to their areas in exceptional circumstances. Such requests are considered and deployments made on merit.

Work in Progress

- Further work is in progress to improve the menu of less lethal options, including the use of passive attack dogs. Northumbria continues to work towards compliance with the code of practice on the police use of firearms and less lethal options through an agreed action plan and in line with the NCPE implementation plan. Members of staff from the NCPE are in regular contact with the force and commented positively on progress to date during a 'health check' site visit in February 2006. Research work continues in a number of areas to ensure that the force is able to achieve compliance by the demanding target date of November 2006.

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- The NCPE firearms project team continues to examine the area of threat/risk assessment on the force's resilience to maintain its 24/7 tactical capability and quality assessment which has led to a programme of work to increase the numbers of supervisors and constables who can provide TAC advice. This work clearly demonstrates the link between threat assessment and resources required. At the same time recommendations have been made towards development of a bronze firearms course.
- Some capability gaps in certain specialist areas have been identified, ie temporary mortuary staff and disaster victim recovery/identification. Training for these roles has already been undertaken and sufficient resilience achieved. Further training will be completed by the end of 2006 to provide additional specialist staff resilience in these roles.

Areas for Improvement

- The business continuity plan requires further development and a work plan is being developed to include 'process mapping' and the identification of external dependencies.
- NCPE made a number of further recommendations including: increased involvement of the ACC (area operations) in the debrief process; enhancement of quality assessment; accreditation of all aspects of the firearms command/operations through a centralised accreditation process controlled by an A1 assessor; and enhanced dissemination of debrief lessons.
- The specialist operations department and training department have arrangements in place to ensure the maintenance of specialist skills, identification of training gaps and the future planning of such training. The process is dependent on the specialist area under consideration. Some specialist operations departments were finding recruitment of staff difficult. This seemed particularly evident in respect of female staff (with the mounted section and the planning unit being the exceptions). Operationally, the ability of the force to put the right people in the right place at the right time with the right skills is a risk. This is evident in relation to the firearms section. There are currently 77 authorised firearms officers from 4,077 police officers and this represents around 2.5% against a recommended level of 5%.
- Multi-agency silver command rooms are established at area command level. The testing of these facilities and ability to commission them when most needed has yet to be established. These facilities are routinely utilised for serious incident management within area commands and the head of specialist operations has determined that such assessment is a priority.

5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The ACC (area operations) provides the roads policing lead and areas of accountability are clearly defined in this domain. The force performs well in relation to statutory performance indicators. It further emphasises the importance of roads policing by including local performance indicators within its performance management framework, in relation to breath testing at collision sites and collisions involving injuries to pedestrians.

The ACC meets with area commanders at monthly meetings where performance in this area is discussed. Performance information is made available to all members of staff via the force intranet. These performance meetings are challenging and robust in style.

The force restructure in 2004 devolved elements of roads policing activity to area commands. This fundamental shift in resource deployment was enabled by careful scrutiny of demand and links to the force performance management framework. This process is now embedded and performance improvements continue to develop.

Roads policing units are, however, also tasked at the level 2 tasking meeting by the ACC and a strategic calendar is maintained of national campaigns and intended higher level planned events.

Northumbria has fully implemented the ACPO road death investigation manual. There are adequate numbers of members of staff trained to investigate road fatalities in line with ACPO guidance. There are a suitable number of trained FLOs.

Strengths

- Roads policing is devolved to area commands and is mainly tasked by them to focus on level 1 activity. To ensure strategic roads policing issues are maintained, ie casualty reduction and denying criminals the use of the roads, the chief superintendent special operations maintains responsibility for the roads policing strategy and policies. In order to do so the post holder chairs a working group consisting of all area command inspectors with responsibility for these staff and command team representatives. The group monitors performance, manages training, oversees recruitment and retention issues and ensures effective consultation at command team and partnership levels.

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- The operations department provides an overview of performance through the working party. This supplements the performance regime at the monthly performance and policy group and therefore further encourages continuous performance improvement activity.
- AANPR capacity is maintained in all area commands and operational headquarters departments (crime and specialist operations). There are, in effect, three levels of AANPR across the force: partnership AANPR systems including a 'ring of steel' arrangement tied into CCTV in Sunderland (which may be extended if successful), level 1 AANPR systems used by area commands and tasked through tactical TCG processes, and strategic level 2 CCTV systems within the operational headquarters departments. The force has ensured that all such systems comply with technical specifications to ensure that they can be effectively co-ordinated and used in the event of a serious incident where this is appropriate. The force runs a number of roads policing campaigns annually, eg Mermaid and V79, a number of which utilise AANPR. The force subscribes to the PIKE database.
- The force engages in partnership working with ACPO on national campaigns; this is in addition to working with the safety camera partnership, local authorities and other emergency services. Other examples of partnership working are the Highways Agency, Cumbria Constabulary, the National Traffic Control Centre and the Local Resilience Forum.
- A roads policing inspector (SIO for road deaths) is on duty within the force 24/7. An inspector SIO is also available within the scientific support department. All traffic sergeants are able to act as deputy SIOs. There are also a suitable number of trained FLOs. Succession planning and training schedules have been produced. Career paths have been developed to raise staff awareness of the opportunities for progression within this area.
- Public satisfaction levels with collision investigations were slightly higher than the MSF average during 2005/06.

Work in Progress

- A gap in roads policing intelligence has been identified by the force intelligence steering group and an action plan developed to reduce the gaps in line with NIM.

Areas for Improvement

- Not all roads policing targets are consistently achieved; closer liaison with partners on opportunities for casualty reduction will support the achievement of targets. An example is the percentage of drivers tested positive for alcohol following a road traffic collision. While it is accepted that many factors outside the control of police affect casualty rates, this is an identified area for improvement. The working group monitors progress in casualty reduction and next financial year a target of 2% will be set as the percentage reduction for deaths or serious injury.
- Improved AANPR usage is necessary in terms of targeting via the NIM. However, the force does fully participate in the national roads policing intelligence framework, with both representatives from the operations department and the FIB in attendance.

- Closer liaison with partners on opportunities for casualty reduction and an improved roads policing intelligence structure will assist in this area, as will raising the profile of roads policing, the roads policing strategy and the supporting of roads policing tactics among area command staff. A working party has been established to support this.

Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

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

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

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

Contextual Factors

The HR strategy and the level 2 review of HR concentrates on performance management and the provision of services with a strong customer focus. Improvement plans build upon strong links with area commanders, departmental managers, staff associations and staff networks.

An HR strategy and plan 2004–07 has been introduced reflecting the spirit of People Matters, Gender Agenda and Breaking Through, having been agreed with the police authority. The objectives of this strategy and plan are contained within the local policing plan.

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The central HR department has been reviewed with the aim of improving service delivery and better meeting the client need. This has included increasing the number of HR practitioners, the civilianisation of police officer posts and the distribution and devolvement of professionally qualified HR practitioners to area commands and departments. The central HR function will become more corporate in nature and use frameworks and policies together with distributed HR practitioners to ensure consistency.

The organisational development unit works closely with managers in developing and implementing change. A revised force establishment forms the basis for the new workforce planning regime ensuring resource allocation keeps pace with demand. The IT based HR management system is a single source of HR and workforce data delivered in June 2006. This will enable local analysis of trends, a more accurate calculation of sickness absence and managers to model different resource deployment options for operational requirements. A work programme has been developed for the recruitment of PCSOs involving a wide range of stakeholders.

The diversity action plan incorporates national and local drivers and is supported by equality and diversity actions. Improvement actions are prioritised and progressed through the force DAG and the DSG. The quality of this diversity work is evidenced by the adoption of the EIA process by other forces, and the recognition and award from CIPD for the RES. Positive action initiatives have resulted in improved recruitment of under-represented groups. The Chief Constable is committed to workforce modernisation and the organisation is looking to accelerate the growth in the number of PCSOs it employs. Force targets for the recruitment of PCSOs are 298 by the end of 2006 and 432 by April 2007. These members of staff will be employed as detention officers, caseworkers and in criminal justice roles.

The ACC (management services) is the IAG champion and chairs the force diversity strategic group (FDSG). The DAG produces a diversity control strategy every six months for approval by the FDSG. This provides actions in respect of diversity and equality issues for the force. All area commands are developing diversity groups.

Strengths

- The BVR of HR has been completed resulting in an action plan agreed by the police authority. The action plan concentrates on the key themes of performance management in the HR function, ensuring that the function has a firm customer focus, that the force is an employer of choice and that it is professionalising the HR function. The BVR ensured the police authority had an effective mechanism to challenge and now monitor activity against the action plan. As part of the BVR, external scrutiny was undertaken by a variety of private and public sector organisations, including West Midlands Police, Nissan and Marks and Spencer.
- An annual costed training plan based on a training specification collated by the 'client representative' is created for each financial year. The plan is compiled using B-Plan software and is compliant with Home Office guidance. All training is costed as part of this plan and linked to SPIs. Training is an integral part of the HR strategy and is submitted to the police authority as part of this strategy.
- The force regularly monitors resource allocation to ensure it is demand led but sufficiently flexible to meet the changing needs of the police service. It has an innovative approach to the HR function, in particular staff development, training and retention. Northumbria has a proactive approach to sickness management leading to reductions in sickness levels and medical retirements.

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- Northumbria has introduced devolved police staff budgets which, together with distributed HR practitioners and planned devolved HR decision making, provides the opportunity for enhanced local ownership of HR.
- All elements of the HR function positively support managers and facilitate organisational change. The establishment review in particular is closely involved with client managers in developing and implementing change plans. The attendance of the chief personnel manager at every Unison branch meeting is a particular feature of the communication process.
- In line with feedback from the staff survey, PDR training is being provided in the workplace to all personnel. The data return for PDR completion is currently being validated following changes brought about through the implementation of national PDR and the move to a single due date for all officers and staff.
- The development of the occupational health five-year planning includes re-engineered processes and health management and education aimed at reducing sickness absence for officers and staff. The force has a five-year plan for sickness reduction whereby the target is to reduce absence by one day (per officer per year) each year. Part of the OHU plan is to be more proactive and with more early intervention to help staff back to work. Psychological services have been reviewed to improve mental health-related absence. The force has a tiered approach to referrals to the OHU based on role. Anyone can self-refer and managers can recommend that cases are referred. There is a mandatory referral for members of staff who work in the PPU's.
- The front-line focus project brings together several workforce modernisation themes in a structured way and was recognised as good practice at a 2005 awards event run by the CIPD.
- The status of police staff within the service led to the force initiating a police staff development group comprising a cross-section of staff and Unison representatives to explore the barriers to progression and development within the force. ASPIRE is the force's bespoke high potential development mechanism for police staff. In conjunction with the University of Northumbria, this scheme identifies and provides development opportunities for police staff managers of the future. The force is engaged on the training of mentors and individual coaching of key managers in a formal scheme working with the University of Northumbria.
- The head of personnel has responsibility for a number of recommendations from the level 2 review of neighbourhood policing. The implementation board, chaired by the ACC (area operations) has tasked him with defining the role of neighbourhood policing staff, reviewing the PCSO shift patterns to align them with CBMs, establishing role profiles for the community beat teams and looking at the training needs for PCSOs and CBMs.
- Details of flexible working arrangements are readily available to managers and staff. The retention is also managed for police staff through market supplements and the extension of the national bonus payment scheme to include police staff.
- Special priority payments are allocated to roles that are critical to operational and neighbourhood objectives and 300 bonus payments have been authorised in 2005 in recognition of good work.

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- Skills profiles of area commands and departments enable critical roles to be monitored and maintained. Through the annual training plan and local training priorities groups, organisational and individual training and developmental needs are identified and then prioritised through the force's training priorities group.
- The health and safety plan 2005–2007 contains a number of actions related to improving health and safety information and training available. A specific health and safety website was developed in 2005 to ensure that all relevant health and safety policies, procedures and guidance are easily accessible to staff, including generic risk assessments and specialist risk assessments. All health and safety policies, procedures and guidance are reviewed on an annual basis. The format for risk assessment and risk assessment of operational orders was revised during 2005 and a schedule for the review and revision of specialist department risk assessments was completed.
- Specialist advice is available from two health and safety advisers, who are managed by the occupational health manager. The police authority has a monitoring role and is to commence an audit programme in 2006.
- Sickness levels for both police officers and police staff have reduced over a three-year period. The average number of working hours lost due to sickness for police staff is below the MSF average.
- The number of medical retirements for police officers is below the MSF average.

Work in Progress

- The national PDR has been piloted in the IS/IT department and the South Tyneside area command. Training is under way for rollout to all area commands and departments during 2006. Transitional arrangements are in place for the conduct of PDR leading up to the introduction of the new system.
- An HR management system is being developed to suit the needs of the force. This will provide shared information with local input and trend analysis. Additional online recruitment is featured as part of the rollout. The system will provide a shift identification functionality which will allow a more accurate calculation of sickness absence. A disposition function will also be available to managers to model different resource deployment options for operational requirements.
- An overarching document dealing with work-life balance is being developed aimed at providing a framework that integrates the various initiatives enacted by the force.
- The health and safety plan 2005–2007 identifies 11 areas of health and safety which are to be reviewed and improvements made, as appropriate. Areas to be reviewed include the health and safety management system and health and safety training. Specific areas are identified for review or development following receipt of regional and/or national advice.

Areas for Improvement

- There is a risk to the force around employment tribunals, health and safety actions and civil actions. A recent employment tribunal resulted in adverse publicity for the force and

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steps are being taken to ensure that appropriate lessons are learnt from such actions. The force's decision to devolve HR managers to area commands is seen as a step that can reduce the likelihood of such problems in the future.

- It is believed that PCSOs have been recruited in a manner to deliver the quantities required to meet targets. The force needs to be satisfied that HR, training and management processes are of an appropriate standard.
- The diversity strategy has prioritised the under-representation of female staff in specialist roles and research is being conducted into what the barriers may be. In respect of promotion, female applicants are low and appointments are resultantly also low. Workshops have been held for female staff for self-development, a G8 (Gender 8) conference has been held to raise the profile of female police officers and staff personnel bulletins positively encourage female applicants.
- In respect of BME staff ratios, the force has not met the Best Valu performance improvement target of 2.8%; this is, however, above the BME levels within the force area of 2.62%. This is therefore a very challenging target. The work to progress this has been successful and there are plans to repeat this in the future. The work consists of a familiarisation event at the force headquarters and outreach events into the limited BME communities in the force area.
- While levels of sickness for police officers continue to fall, the force is above the MSF average and more focus needs to be given to this area.

6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

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

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

Contextual Factors

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

The force was graded Good during the 2005 baseline process with a number of recommendations made for improvement.

Collaborative arrangements have been formalised with Durham Constabulary and the North East centre for policing skills developed, which oversees delivery of all student officer training. This has recently been expanded to accommodate PCSO training on behalf of both forces.

All learning and development, wherever it occurs, comes under the direction and control of the head of training and is captured in the annual training plan.

The national costing model has now been adopted to capture all learning and development activity and is proactively managed by the force training priorities group.

A quality assurance unit has now been established within the training unit and a prioritised plan has been developed to quality assure training activity.

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A communications and marketing strategy has been implemented and is monitored through six-weekly performance management meetings.

Community consultation and involvement in all aspects of the training cycle has now been formalised and a training consultation group established.

Strengths

- The force has strong mechanisms in place to manage the learning and development function with robust leadership provided at chief officer and police authority level. Additionally, there is a clear client focus to support operational objectives and performance underpinned by established learning and development processes with clear accountability mechanisms.
- The learning and development function has a clear communications strategy, which ensures both internal and external stakeholders are consulted in a timely and appropriate manner. There are clear policies for recruitment, qualification and retention of learning and development personnel and staff involved in the wider training function.
- The force has established strong links within the region with other training partners and actively engages with various groups, including at national level. These partnerships are recorded locally in a dedicated 'collaboration register'.
- There are strong links between the learning and development function and the corporate business planning process to allow all training implications to be considered and effective re-prioritisation to take place. Additionally, there is robust design, quality assurance and evaluation mechanisms in place to ensure client needs are addressed effectively.
- The learning and development function actively promotes continuous professional development and equality of opportunity for all staff. This is robustly monitored by senior management within the unit who proactively seek a diverse and representative workforce who are given every opportunity to develop both personally and professionally. Inter alia this is achieved by regular communications meetings with key staff from all sections utilising 'quality circle' methodology.
- A training consultative group has been established to provide independent advice and guidance on the development of training activities and new training programmes are designed using a dedicated training design process, which utilises EIAs. The approach adopted for IPLDP, in particular the community placements, has active community involvement and participation and has been subject to independent scrutiny and evaluation.
- All training programmes delivered by the training unit are linked to force objectives and role profiles as identified through national PDR. The training design process is supported by established liaison with the performance development unit (client) and a link with identified training champions within area commands and departments is established. Impact assessment is achieved through independent evaluation sponsored by the client.

Work in Progress

- A structured prioritisation model has recently been introduced to assist the force training priorities group; this is still to be firmly embedded and mainstreamed into core business.
- The force should continue to develop a focused suite of performance indicators to identify the effectiveness of systems and processes within the learning and development function.

Areas for Improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide that the force retains. That document contains an 'indicative scalar' of between 1 and 5 for 90 specific areas. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more. The progress on the areas summarised below, will be reported on in the context section of future inspection reports.

- The force should formalise the procedures through which learning and development staff maintain operational competence during their tenure.
- The force needs to make greater use of the management information provided by the national costing model and should better utilise the model to inform the learning and development budget.
- The force should improve the IT network capability to allow for the ongoing development of e-learning solutions.
- The force needs to develop a more consistent and effective approach to benchmarking learning and development performance against similar providers both qualitatively and quantitatively.
- While the force already formally categorises clients according to their requirement and tailors learning and development inputs to meet individual client need, this whole area could be improved upon by the development of a regular customer survey.
- In order to remove artificial barriers between sections, further development of the existing community of enquiry forums is required to promote best practice and promulgation of ideas and expertise.
- The force should review learning and development operations with a view to developing environmental policies and practices.
- The force should seek ways to formalise approaches towards the encouragement of learning and development staff involvement in voluntary and charitable work in order to maximise engagement with local communities.
- While there is an embedded evaluation function this could be further improved by focusing on the impact of learning and development activities on outcomes against PPAF domains.

6C Race and Diversity

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

The force strives to ensure that commitment to diversity is instilled in all staff and is communicated to external customers. The Chief Constable has established ‘building the trust and confidence of communities’ as the priority for the Total Policing style, which includes a requirement for all staff to comply with six ethical principles (including fairness to the public and each other). The commitment is reinforced by the Chief Constable who has set diversity targets within his PDR as agreed by the police authority. The Chief Constable has also ensured that all of his chief officers have diversity objectives within their PDRs.

All members of staff are required to demonstrate personal commitment to diversity and this principle is reinforced by including activity 141 – ‘promote equality, diversity and human rights’ – in all role profiles and PDRs.

The ACC (management services) has lead responsibility for diversity and is chair of the DSG, which sets the strategic direction of the force on diversity issues.

Diversity is specifically included in all force committee papers and internal and external consultation is required on all proposals going to any policy group. All staff support groups are represented on committees such as staff association meetings, DSG and DAG.

The force's RES is CRE compliant and an equality scheme co-ordinator manages the scheme. The force is fully compliant with the Disability Discrimination Act (DDA) legislation and takes cognisance of Home Office guidance in making reasonable adjustments for recruiting. The force held a DDA seminar targeted at managers to raise awareness of both internal and external disabilities issues.

The force has a positive action strategy to encourage applications from under-represented groups. Workshops are being held for unsuccessful BME applicants to assist them with future applications. Familiarisation events, targeted advertising and leaflet drops have taken place in BME communities. A gender development day was held to encourage female staff development.

Disproportionality in gender and ethnicity employment monitoring information is examined and reported to the DSG and actions to address adverse impact are carried out by the retention and progression working group attended by area command/department and staff support group representatives.

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Strengths

- Commitment to diversity from the Chief Constable and chief officers is evident in their PDR objectives and their personal involvement in chairing meetings, such as the DSG, strategic IAG and the performance and policy group. The diversity action plan commissioned by the ACC (management services) is an overarching plan incorporating all six strands of diversity and is driven by local and national drivers. All area commands are developing diversity groups.
- Force performance indicators are reported monthly to the performance and policy group, where commanders are held to account for performance on race hate/diversity issues. The force reports to the police authority on progress made with the diversity action plan on a six-monthly basis, with exceptional reporting given as appropriate. A police authority representative attends both the DSG and DAG. The police authority has proposed a joint report with the force on diversity on a quarterly basis. This will incorporate a general overview and then more detailed coverage of a particular theme. There is a genuine victim focus within the force and the authority is happy in general terms with the quality of service being provided and the will and determination to improve.
- In furtherance of the force diversity action plan, the force has a retention and progression working group to examine the retention and progression of all minority groups within the force. The group is chaired by the diversity and equality adviser, and includes representatives from the BMEPA, GPA (Gay Police Association), Disability Support Association (DSA) and Gender Support Association (GSA). The group has full access to the employment monitoring information which is presented to the DSG, with specific focus on the information on promotion and resignations. Initiatives include examining the reasons why female BME officers do not apply for promotion and why females generally do not apply for specialist posts in large numbers; and contacting all females who have left the force over the last six months in an attempt to illicit further information regarding their decision to leave.
- The force has effective policies and procedures in place to report, manage and monitor grievances. An anti-bullying/discrimination policy is also in place. The force has a colleague support network with trained volunteers, personnel advisers and support groups to provide advice and assistance in taking out a grievance. The force is currently updating the grievance procedure to take cognisance of fairness at work guidance. A bullying and harassment procedure, distinct from the grievance procedure is also being adopted. This is so as to encourage reporting of such incidents. To proactively combat bullying and discrimination, ten personnel advisers and a representative from both the GPA and the BMEPA have been trained in mediation and the force also has a colleague support network using trained volunteers. The force has a wide range of family-friendly policies enabling staff to reduce their hours, work flexible hours and take career breaks.
- The force has a professionally qualified and resilient diversity unit to ensure the delivery of the force diversity action plan (DAP). The DAP covers all six strands of diversity and incorporates local and national drivers. The force received a CIPD award for diversity practices and the diversity training team has received the Queen's Award for innovation in training for their mental health awareness training. The unit is headed by a CIPD qualified personnel manager (diversity) and includes an equality scheme co-ordinator, two personnel advisers and a police constable who deal specifically with police recruitment, positive action initiatives and policy development.

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- Within the force committee framework, diversity is specifically included in all committee papers. Race and diversity is a standing item on all force committee submissions.
- The community engagement department provides hate crime reports to the strategic IAG, DAG and DSG. The force has a performance indicator for positive action rates for hate incidents (58%) and area commands also have dedicated hate crime liaison officers.
- Employment monitoring as specified in the Race Relations (Amendment) Act (RRAA) is conducted by the personnel manager (diversity) and is reported to the DSG on a quarterly basis. This includes a complete analysis together with proactive initiatives to tackle any trends identified, eg under-representation of BME staff. This information is included in the RES annual report.
- The force has a positive action strategy to encourage applications from under-represented groups. This includes familiarisation events, targeted advertising and leaflet drops in postcode areas with a high BME population.
- Members of staff from the support associations are periodically seconded to the diversity unit to work on specific projects relating to their area. Relating to a recent GSA secondment, the force held a gender development day (Gender 8) to encourage staff development. Although open to the entire workforce, the conference was aimed at female development, and included an input from the British Association of Women in Policing (BAWP) on the Gender Agenda.
- All superintendent ranks are formally assessed against activity 141, to promote equality within their PDR. This links into NOS 1A4/1A5. Superintendents are also required to consider diversity implications in each of their six identified work-related personal objectives, held again within PDRs and agreed by chief officers.

Work in Progress

- Individual awareness of general and specific duties under the RRAA is to be reinforced through further training and a training needs analysis has been carried out by the training department. In addition, leaflets, posters and aides-memoires have been designed to raise awareness of the force's RES and are soon to be printed and disseminated to staff.
- Race and gender are currently monitored, and this will extend to all aspects of diversity once the new personnel system is introduced, as this will include detailed diversity information on all members of staff.

Areas for Improvement

- Local area commands are not set performance indicators in relation to diversity. More effective employment monitoring at area command level is required to more closely monitor local adverse impact. Local ownership of diversity is being promoted through the set-up of local DAGs.
- An internal audit will be carried out during 2006 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 a diverse workforce. Information is already collated and analysed in terms of gender and ethnicity.

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- The specialist operations department's business plan identifies that action is planned to address under-representation of female and BME groups within specialist operations. Currently 18% of staff within that department are female against a target of 22% and 1.7% are from BME groups against a target of 3%.
- The proportion of police recruits from BME groups is lower than the MSF average. The percentage of female officers is also lower than the MSF average.

6D Managing Financial and Physical Resources

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

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

Considerable progress has been made in the management of financial and physical resources. A robust corporate planning process is now in place which integrates business and financial planning supported by a strong infrastructure at local level, including professional business managers and qualified financial advisers.

Strengths

- The external auditor in his annual audit letter (December 2005) notes that ‘the authority enjoys a very healthy overall financial position, and that its level of balances and reserves compares well with other authorities’ with the general reserve being the ‘highest of all police authorities’. Referring to the accounts he concludes that ‘the overall standard of the financial statements and supporting working papers was high’.
- The 2006/07 budget report notes that the fundamental change to the national funding formula moves Northumbria from being £6 million above the ceiling in 2005/06 to £26.3 million below the floor in 2006/07. This movement in the underlying settlement completely changes the relationship within the metropolitan family of authorities where previously Northumbria was around the average in terms of per capita funding.
- The 2006/07 budget, after growth and efficiency savings, is £266.6 million. The budget report notes that the formula grant funding available is £229.7 million. This would have required a precept increase of 23.16%. However, the authority decided to use £5.5 million of reserves to reduce the net budget requirement. Reserves have also been identified to support the budget over the next two years. The Treasurer has advised that reserves will remain, after their use to support the current and future budgets, at an acceptable level.
- The 2006/07 budget provides £2.2 million of growth including for the protective services review (£0.5 million), workforce modernisation – management of offenders (£0.9 million) and a dedicated source unit – crime (£0.2 million). The management of offenders project uses a mixed workforce of police officers, PCSOs and police staff. Although the reshaping of the workforce will result in a reduction of police officer establishment by 61 posts during 2006/07, 147 will be released to front-line duties.

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- The force believes that it has made considerable progress in the management of financial and physical resources. A robust corporate planning process is now in place which integrates business and financial planning supported by a strong infrastructure at local level, including professional business managers and qualified financial advisers.
- The corporate planning group prioritises planned growth and savings within the medium-term financial forecast (MTFF) ensuring that the allocation of resources is performance driven. The police authority's strong financial position has contributed to service improvements and underpinned the continued improvements in performance.
- Business managers now participate in the development of services through the business development group chaired by the director of finance and resources. Individual business managers are allocated work portfolios and work in partnership with support service departments. The performance of support service departments is monitored within the group. This process ensures customer-focused services are provided and supports the professional development of business managers.
- The efficiency steering group has overseen the implementation of the Gershon agenda and has oversight of the efficiency plan. The force has regularly exceeded its efficiency target. The group is taking forward the use of activity-based costing (ABC) with a focus on linking financial and performance data.
- The procurement and supplies section is much improved and is staffed by qualified professionals driving the implementation of the procurement strategy. This includes the introduction of e-tendering, web requisitioning and plans to introduce procurement cards later in 2006.
- Internally, financial services continue to progress through the consolidation of structural changes and ongoing improvements to the business planning process. Progress has been made in improving performance against key performance indicators (such as the level of BACS payments) and benchmarking continues to demonstrate the cost effectiveness and the overall good performance of the section.
- The provision of support services to the Chief Constable and the police authority by Gateshead MDC has been reviewed and the service relationships between the respective partners have been clarified. This has been achieved by the introduction of support services agreements, which specify the services to be provided, appropriate performance standards and targets and also costs, in 2005/06. They will be reviewed on an annual basis.
- The performance management framework and force committee structure provide strong oversight of the resource base. The corporate planning process links resource allocation to priorities in the MTFF. Budget-monitoring arrangements and a strong control framework are in place to identify and manage potential issues, helping to secure a strong financial position.
- A resource deployment model is used for allocation of the workforce based on workload measures such as demographic, deprivation and other data.
- An effective mechanism is in place to deliver the estates strategy and capital plan, including performance management arrangements through the estates programme board and collaborative arrangements with other authorities to deliver estates needs.

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- The fleet management section was radically restructured during 2005 to enable it to implement the fleet management strategy. The central workshops now work a two-shift system, maximising the use of the asset. The main aims of the strategy are to ensure fleet management is customer focused and performance driven and business managers are able to maximise the performance of the fleet at local level.
- The performance co-ordinator, based in fleet management, will support these aims, working with business managers. Performance and development will be monitored through the business development group.
- Increased transport performance and support for customers have been achieved through new maintenance arrangements minimising vehicle downtime.
- Continuous consultation with customers has been introduced through the business development group and working groups. Professional oversight of business managers and finance advisers is provided by the business development group (BDG).
- Expenditure per 1,000 population is below the group average and service costs per police officer are lower than the MSF average.
- The force participates in national benchmarking of finance, estates (from 2005/06) and transport costs.

Work in Progress

- Further integration of financial and performance data obtained from ABC is planned for 2006/07 in line with the current developments in the force performance management framework.

Areas for Improvement

- Business planning is becoming increasingly embedded in the force. While new developments (and their budgets) are the subject of a close analysis of the link between resources and performance improvements, there is not the same transparency with respect to the annual budget. The force and police authority need to look at how the annual provision of resources can be linked to specific performance improvements.
- No specific training on financial management is currently provided by the force to senior police officers beyond that covered by the senior leadership development programme. This is being addressed through a training needs assessment for BCU commanders and heads of department covering personal responsibilities and accountability for financial management.
- The external auditor has assessed the force's approach to ABC as Fair/Fair reflecting continuous improvement. There remain opportunities to implement some alternative forms of data capture.
- Northumbria has a comparatively low ratio of police support staff to police officers. Hence its ratio of police officers to police support staff is the highest in its MSF.

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- Northumbria spends the highest comparative percentages of their budget on premises and transport. Transport costs are the highest within its MSF being 50% above the average.
- Premises revenue costs were comparatively high when compared with Northumbria's MSF group leading to a re-assessment and 10% reduction in the 2006/07 revenue budget.
- There has been a significant improvement of the professional staffing of estate management within the force, and strategic estate management is now progressing; however, the pace of change needs to be improved to ensure that the estate is fit for purpose and mirrors the achievements of other forces. The force and the police authority should consider if there is any additional value arising from, or efficiencies to be gained from the continuance with the unique arrangement of retaining a separate architect/technical adviser to the police authority.
- Following the completion of the restructure of fleet management, the force accepts that it would now be appropriate to use a consultant to benchmark costs, etc; however this will now be delayed until the new fleet management arrangements are made within the new strategic force.
- In his annual audit letter, the external auditor refers to the need for the police authority to fully implement plans to develop risk management. The force has responded positively and demonstrated significant improvements in risk management; it now needs to integrate its work with the police authority and produce quarterly, strategic risk assessments for the force and members.

Audit Commission Use of Resources	
Force and Authority: Northumbria	
Element	Assessment
Financial Reporting	Not Available
Financial Management	3
Financial Standing	3
Internal Control	3
Value for Money	3
<p>Key to grades</p> <ol style="list-style-type: none"> 1. Below minimum requirements – inadequate performance 2. Only a minimum requirement – adequate performance 3. Constantly above minimum requirements – performing well 4. Well above minimum requirements – Performing strongly <p>The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.</p>	

6E Information Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces’ information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of ‘confidential’ networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

Information and communications technology (ICT) plays a vital role in modern policing and is a key vehicle in the delivery of priorities in the national policing plan and the Northumbria strategy plan. ICT has been recognised as one of the enablers in delivering improved performance and achieving the vision for policing which is to ‘reduce crime and disorder and to build trust and confidence in our communities’.

The foundation for success is based upon a clear strategic direction from chief officers and the police authority, supported by the provision of appropriate resources.

Having a clear vision forms the core of the Northumbria ICT strategies from information management through to the detailed technical architecture. The local and national dimensions are critical and Northumbria has played a key part in contributing to the revised

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information systems strategy for the police service (ISS4PS) and the IMPACT programme through development of CRISP. This approach has been an integral part of the revised intelligence management, partnership working and NIM implementation. Along with initiatives to embed Airwave within the overall ICT infrastructure to maximise the operational benefit, this demonstrates the strong link between business requirements and ICT delivery.

Northumbria is recognised as a leading force in respect of police ICT and has an enviable record in meeting national objectives. This has been achieved through a continuous improvement regime and it is recognised that future service delivery must reflect the new demands and public expectations of the police service.

The latest changes currently being implemented reflect the need to continuously improve and enhance services particularly in respect of the IT infrastructure library (ITIL), industry best practice for ICT support and maintenance services. Changes are also in progress to provide a formal project support office function along with revised procedures and training to more fully embrace PRINCE 2 within the organisation.

These changes will ensure that the challenges presented through the national requirements for protective services can be met. The delivery of national standards such as the manual of police information and new national solutions will need to be fully integrated with any local initiatives within a single national approach under the guidance of the National Policing Improvement Agency.

Strengths

- There has been a clear strategic direction over many years supported fully by chief officers and the police authority, now reinforced through the strategic management framework. Northumbria has a long history of delivering high-quality ICT services within a strategic ICT framework. This approach recognises national imperatives and ensures that local developments take full advantage of national capability while delivering against local priorities. Surveys of users within the force and comments received from officers transferring in from other forces confirm that the integrated nature of ICT services available in Northumbria are of a high standard and meet or exceed the demands of the operational users. The ability to have information, on the principle areas of police business, available to officers in a consolidated and integrated form, enables those officers to make fully informed decisions and deliver the best possible policing service.
- There is a recognition of the potential for ICT to deliver benefits and help achieve operational outcomes with a willingness to invest in ICT solutions. The department has three key strands to its internal plans: a development plan which focuses on new applications; the infrastructure plan which provides the technical platform for the delivery of services and applications; and an IT improvement plan which includes IT management initiatives for continuous improvements. A fourth plan, a support plan, is currently in development.
- The department has continued to make progress in a number of areas, and strengths include: high levels of customer satisfaction with the department praised for its quality of service; the helpdesk has been well received by staff and the function has been developed to include single item resolution; and the provision of project support officers. A number of performance indicators have been introduced that ensure an appropriate focus of core business.

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- A project support office has been implemented within the IS/IT department to provide administration services to all IS/IT project managers. Document templates for all PRINCE 2 standard documents have been developed and are now being used for all new projects initiated.
- The force carries out a satisfaction survey at regular intervals and the IS/IT department has been top of user satisfaction in the last two surveys. Additionally the IS/IT department carries out biannual benchmarking customer surveys and annual improvement action surveys. The results are extremely positive and are published on the intranet.
- Northumbria has been one of two CRISP development forces for the last four years taking an active role in defining the CRISP data schemes. Northumbria's crime information system contains all the data required to satisfy the initial IMPACT requirement for data extraction. Data for all six of the IMPACT data sets is now available. A CRISP implementation project manager has been appointed to work with the user community to identify the first tranche of users to use the product and the security access that they require. CRISP was piloted in a number of forces, including Northumbria, towards the end of 2005 demonstrating the ability of the product to enable the sharing of data between forces.
- The force is procuring a new network that is capable of supporting improvement plan telephony, real-time image feeds, online training and other emerging technologies. In addition, new portal technology is being deployed to give simplified and direct access to legacy applications. This will simplify training, increase officer efficiency and contribute to officer availability and visibility.
- The force has appointed an information security officer and an assistant ISO, both of whom work within the professional standards department, in accordance with the requirements of the community security policy. A major work programme has commenced to assess the force status with regard to CSP compliance.
- A disaster recovery duplicate server is maintained at a disaster recovery site 11 miles from the main IS/IT site. A live data replication process is in place. Failover procedures are tested regularly. Constraints on the current network bandwidth would result in significant impact on the force during such an exercise. The network is currently undergoing a major upgrade and once this work is completed (towards the end of 2006/07), full failover tests are planned to be implemented.

Work in Progress

- The force has for many years had a suite of integrated operational applications on which much of its success has been based. These applications have been constantly upgraded and added to, to ensure a single point of data entry, maximum data consistency and minimum training requirements. It has been recognised that further integration is required and a new 'portal' based front end is being developed to integrate the operational applications with the administrative applications to provide a single interface for all applications which the majority of users require during their working day.
- A new intelligence department has been created to manage and co-ordinate all intelligence functions across the force. This will eventually allow the creation of a new

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chief information officer role responsible for all standards, quality and infrastructure associated with information management and ICT services across the force.

- Northumbria is broadly ITIL compliant and has been working for the last 12 months on increasing adherence to ITIL guidelines. The final changes to the staffing structure will be in place by June 2006 allowing a fully integrated service desk to be deployed.

Areas for Improvement

- The functions associated with data protection, freedom of information and information security have (in line with previous guidance) previously been placed in functional departments separate from ICT. This is being revised in line with the manual of police information (MOPI) guidance and may involve a combined information and ICT responsibility as part of the creation of a new intelligence department. The objective will be to ensure that all aspects of information management fall within a single line management responsibility but are not confused with the operational deployment and use of intelligence.
- IS/IT is looking to create a new range of performance indicators in line with the force's recently agreed strategic managements framework to support force corporate objectives. The department intends to embark on a programme of training for accredited users to allow them to self-serve on a number of IT-related issues. In addition they are looking to introduce a workflow tool to streamline some of the existing support processes.
- The force acknowledges the need to carry out failover tests on the disaster recovery system after the current upgrade has taken place.
- There is an acknowledgement the force website is in need of updating with areas for development to include the navigation of the site.

6F National Intelligence Model

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The force has recently given the intelligence function departmental status led by a chief superintendent. The force intelligence department will integrate the work of specialist departments. The anticipated business benefits of the department will include a framework for developing community intelligence; improved links between NIM level 1 and level 2; links to the national briefing model; and partner involvement in NIM processes and a means of driving the issues included in the doctrine on MOPI. Information and intelligence is currently managed in different environments owned by the crime department, professional standards and criminal justice.

Northumbria embraces the NIM as a core driver of business. The chief officer lead for the NIM has responsibility for the force intelligence plan and the force intelligence steering group. The group is drawn from across the organisation and is used as the implementation arm of the plan. The force intelligence plan is the key delivery vehicle for development within the intelligence field.

All strategic assessments at force and area commands are produced to the national template. The control strategies derived from the force strategic assessments are used to prioritise activity at both level 1 and level 2 and to support the selection of targets and underpin the tasking process.

A force review led to the introduction of new structures which are NIM compliant. The core intelligence roles are in place with all roles and competencies meeting the national minimum standards. The force is developing ongoing assessments in relation to skills and resources against new requirements such as neighbourhood policing.

Tasking and co-ordination processes at a regional, force and area command level are in existence and comply with the model. The regional focus is clearly made up of tactical assessments drawn from force and area command products. The force TCG oversees the application of the force control strategy and intelligence requirement.

Within the force there are standardised timetables for the submission of intelligence and appropriate analytical products. Operating procedures exist to ensure that all commands deliver the relevant products. The force has an innovative subdivision of the region to mirror government office responsibilities.

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Strengths

- There is strong chief officer team support for the development of intelligence processes. The ACC (area operations) oversees both the tasking and co-ordination and the operational performance meetings. The force is now focused on the right things and has mechanisms in place to determine when things are not working properly. There will be a continuing requirement for strong leadership as intelligence is rebranded to accommodate changes in emphasis.
- The force is developing the NIM to incorporate all elements of organisational and operational intelligence. The information and intelligence department is being established to accommodate these developments, and it is envisaged that there will be a twice yearly organisational assessment which monitors the levels of implementation of all programmes and workstreams. The corporate development department will feed into this process and then manage and monitor business planning activity at the other end, using a balanced framework approach. Previously, the business planning process did not have an implementation infrastructure; this has now been rectified and the links have been strengthened with resource management. The intended outcome being that the force strategic assessment will become the main body of evidence to support operational and organisational priority setting. Furthermore, the findings of the force strategic assessment are to be used to identify areas for inspection across the force, therefore, maximising the link between NIM and performance.
- Current strategic initiatives involve neighbourhood policing, transition to a harm reduction-based approach, issues which emanate from the new crime and disorder act and developing strategic assessments that broaden out from a crime-based approach. There are business planning issues to be addressed around training and resource deployment to support these initiatives.
- The operational performance meeting uses a briefing paper to identify the reasons for improved and poor or deteriorating performance. This paper is prepared by the intelligence analysts based upon their work in preparing the tactical assessments. This has maximised the link between the NIM product and performance.
- All area commands have suitable briefing facilities in accordance with the principles of the national briefing model. This includes the use of IT systems by patrol officers on a daily basis. Consideration is being given to the development of a single system, for use across the force, rather than the present system of having six separate systems.
- There is a structured approach to debriefing undetected, detected acquittal and serious crime investigations.
- The force is developing ICT systems around a data warehouse in the form of a victim and witness repository.
- Covert human intelligence source information is being focused on priorities, ie control strategy priorities and this is making the process more manageable.
- Intelligence analysts are managed locally and work within the force intelligence framework. There have been recent improvements in the way analysts are managed with a focus on intelligence and a move away from management information and performance analysis. The ability to service neighbourhood policing is an issue; however there is a much clearer understanding by the force of what they want analysts to do.

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Work in Progress

- The force is working on a number of areas for development, including further development of a 'corporate approach' to the national briefing model; maximising opportunities of GAIN (Government Agency Information Network); completing updated training needs analysis intelligence; reviewing weeding policy; and analysing the regional CCTV digital imagery arrangements.
- There is a need to complete updated training needs analysis in respect of intelligence function. The force is developing ongoing assessments for skills/resources against new requirements, eg neighbourhood policing and similar NCP workstreams and is developing career pathways within core intelligence functions.
- Northumbria operates a clear security model for its intelligence material, utilising role-based levels of access to ensure the appropriate protection to all material held. The approach is tied to the national 5x5x5 system of handling codes. The use of a dedicated source unit together with the enforced dissemination of intelligence in sanitised form ensures that the requirement is met. The physical security of intelligence units is being reviewed by the professional standards department to ensure that they are fit for purpose.

Areas for Improvement

- The force strategic assessment is to become the main body of evidence to support operational and organisational priority setting. The force control strategy is to be reviewed to develop methods of widening its scope to take into account the needs of all domains. Planning related outcomes will include the force strategy plan, area command and department business plans and targeted financial planning.
- Sharing information and intelligence development opportunities with partner agencies in the criminal justice system is an area for development, particularly in respect of the prison service. Exchange of information is mainly by informal means in that it tends to be by telephone, email or verbally at meetings. A more structured, formal approach is desirable.
- The economic value of using technology is not widely understood. Such methods can also help to deliver positive outcomes more quickly over a much wider range of work. There is an educational requirement. There are more ways of doing things than the traditional default responses.
- Tasking at the TCG is inconsistent. It clearly has an impact on policing in some areas; however, other areas seem not to be touched by the process in the same way. An identified area for improvement of tactical TCG tasking is in respect of monitoring and evaluation of actions ascribed.
- Issues to be considered by the new force information and intelligence department include links between information, community intelligence and the wider aspects of intelligence and who will have responsibility for the management of such.

7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

Building trust and confidence in the community and reducing crime and disorder is the vision held by the force and the police authority. The Chief Constable, supported by chief officers, has driven the Total Policing philosophy, which is in turn supported by six ethical principles. This approach to policing activity has been nationally recognised and has been widely supported and valued by local communities. The project has been subject to detailed evaluation and tangible benefits have been achieved in relation to public reassurance, reductions in anti social behaviour and violent crime. The philosophy has been replicated by other large forces.

The vision and ethical principles have been personally reinforced by the Chief Constable and chief officers during a programme of workshops. More than 94% of the organisation’s members of staff have attended these events. Additionally the same message has been included within the strategy plan and the force’s strategic performance management framework. This latter project governs force planning, governance and performance activity across all strands of the PPAF, and is the mechanism by which continuous improvements will be made by the force. The framework of activity is supported by significant analytical support and business analysis techniques to ensure corporacy and rigorous scrutiny. The force has developed a balanced scorecard methodology, linking to business planning processes to ensure all elements of the organisation drive performance. These business functions are driven by leadership at every level of the organisation and ensure full integration with NIM processes, public accountability and financial strategies.

The force has an enviable record in performance, consistently ranking first in the top quartile of MSF forces. This follows a systematic pattern of success, underpinned by leadership from the top team, which cascades throughout the organisation. Furthermore, these high levels of performance have been maintained and sustained through a major force reorganisation programme and will be a significant and substantial foundation from which to springboard into a strategic organisation. In October 2005 the force was identified as the top performing metropolitan force in the police performance assessment process. Through clear leadership and direction the force continues to deliver effectively in every domain.

Northumbria is committed to the police reform programme. This is demonstrated by the ongoing innovative workforce modernisation project, including the development of custody investigation officers and detention officers. Chief officer commitment to important national work is also seen by active involvement in developing criminal justice business systems, the

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SNEN and the personal involvement of the Chief Constable in the alcohol and disorder project work.

Northumbria, supported by the police authority, seeks to develop a culture of learning and development. The force supports the high potential development scheme (HPDS), ASPIRE (a police staff high potential scheme) and CLDP, as well as being recognised nationally as a centre of excellence for training. Underpinning all this work is a commitment to diversity, which includes additional reinforcement through chief officer PDR objectives, and the Chief Constable's ACPO portfolio work in relation to equal opportunities.

Strengths

- The Chief Constable has outlined a clear vision: 'To build trust and confidence in the community and reduce crime and disorder'. This vision is delivered through Total Policing incorporating different strands of effective leadership, NIM, neighbourhood policing, partnership working, ethical principles, best value, risk management, training and development, and communication and engagement. The vision is encapsulated in and forms the basis of the strategic management framework which has been marketed fully to key stakeholders, including the police authority. These issues have been highlighted to the organisation by a programme of road shows headed by the Chief Constable, and reinforced to the public by an evaluated and successful marketing campaign.
- The chief officer team commits to a strict timetable of business and performance management meetings, in accordance with the strategy plan and performance management framework. Half-day Blue Skies future development days are routinely held to develop plans for issues such as workforce modernisation, protective services reform and local issues.
- Chief officer skills development is strictly managed through the PDR process to ensure compliance and to avoid operational distractions. 'Champion' roles are also allocated on this basis, rather than simply according to portfolio responsibilities to broaden skills and develop the ability to manage complexity across portfolios and encourage a team-based approach. The recently appointed ACCs and the Chief Constable are committed in PDRs to a 360° learning experience this year and other chief officers will be included in 2006/07.
- The Chief Constable and deputy chief constable personally ran a large number of workshops throughout 2005/06, at which every officer and member of police staff was required to attend. The Chief Constable and deputy chief constable have also presented on the force vision and on the subject of leadership to all inspectors, sergeants and police staff managers. The staff associations and unions have also been briefed. A key part included the Chief Constable outlining and emphasising his six ethical principles: attentive, responsive, reliable, skilled, polite and fair.
- In 2005 Northumbria undertook a fundamental review of the force structure; the key drivers being the police reform programme and a changing partnership environment that required the realignment of area command structures to ensure they are coterminous with local authority boundaries. The review identified three phases comprising a restructuring of area commands and headquarters specialist support as well as a realignment of chief officer portfolios.

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- The Chief Constable has established 'building the trust and confidence of communities' as the priority for the Total Policing style for Northumbria, which includes a requirement for all staff to comply with the six ethical principles.
- The Chief Constable is responsible for the issue of equal opportunities selection, recruitment, training, accreditation and development of behavioural investigative advisers on behalf of the ACPO. The Chief Constable has set diversity targets within his PDR, as agreed by the Chair of the police authority. The Chief Constable has also ensured that all chief officers have diversity objectives within their PDRs. This has been reinforced by the Chief Constable through his personal involvement in force initiatives, such as a gender development day (November 2005).
- A constructive relationship exists between the police authority and the force. Members are routinely invited to attend seminars and conferences with officers. Members are also invited to join project boards such as the IPLDP joint project board with Durham. Innovation has led to the creation of the audit and service improvement committee being established within the police authority.
- There is a belief both within the force and the authority that the Chief Constable has been proactive in ensuring clarity of vision for the force and ensuring effective engagement with key stakeholders, including police authority members. There is a clear sense of the chief officers working together as a cohesive team with all chief officers working in partnership with authority members. A mutual respect has developed through effective and open dialogue, with chief officers being receptive to challenge and scrutiny and having a willingness to respond to questions.
- A force marketing and communication strategy outlines the responsibility of chief officers regarding visibility and engagement with colleagues. Chief officers have PDR objectives regarding visibility and marketing.
- The operational performance group is a mechanism that enables innovation and learning to be developed, led by key managers in the force.
- The force has regularly held a conference which allows for workshops to be developed to discuss planning and other strategic issues for the organisation. All force project boards contain at least one person representing the end user, which allows staff at all levels to participate in decision-making processes for the force.
- A recent Gender 8 conference day utilised workshop format to encourage staff development and suggestion at all levels, allowing staff to be part of the decision-making and change process. This was personally championed by the Chief Constable.
- A formal staff association meeting is held monthly allowing all staff access to a chief officer response through the various staff associations. The meeting minutes are published allowing all staff access to view items discussed and the outcome, eg GPA, Black Police Association and disability. This links into the force DSG chaired by an ACC.
- A feedback loop has been created within the communication plan for force reorganisation. This relies upon mixed economy focus groups discussing issues and feeding back to the project team and ACPO. Champions to take a lead on this have been identified. There is significant anecdotal evidence available to reflect that the

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workforce feels proud to be part of a successful organisation. This also manifests itself in positive comments made in the local media, and by friends and family members.

- Chief officers take every opportunity to engage with the media in a proactive way reflecting and shaping public opinion on policing. Additionally chief officers will engage with the wider business community and local authorities on leadership and policing issues. The deputy chief constable champions ACPO media interaction. This policy of active media engagement is replicated in senior management teams in area commands and departments that proactively seek to market the vision of the organisation through the media.
- Area commands and departments assign a senior officer to take responsibility for marketing issues and determine an annual localised programme of marketing activity which fully supports the force marketing plan. Initiatives are determined by research on local need and will be supported by intelligence through the NIM force strategic assessment.
- The force supports CLDP, HPDS, the senior leadership development programme and the ASPIRE programme for high potential police staff. A chief officer led the launch of the CLDP programme within the force. Chief officers have undertaken mentoring training and are actively involved in this activity with members of staff.
- Members of staff from across the organisation are systematically considered for awards and recognitions at an award ceremony which is held regularly (bimonthly) and hosted by the Chief Constable. Awards at the ceremony are given to members of staff and members of the public, both from the force and from other partner agencies.
- The force maintains an effective balance between strong corporate structure and leadership, and the promotion of local innovation through the empowerment of area commanders and department heads. Each chief officer directs a clearly defined business area, supported by a structured consultative process, which in turn enables the corporate performance management framework.
- The force uses the corporate management framework to facilitate communication through the organisation. This was highlighted in the implementation of the force DVD campaign where chief officers visited area commands and departments to check the accuracy of the message and check understanding.

Work in Progress

- The diversity strategy has prioritised the under-representation of female staff in specialist roles and research is being conducted into what the barriers may be. In respect of promotion, female applicants are low and appointments are resultantly also low. Workshops have been held for female staff for self-development; a G8 (Gender 8) conference has been held to raise the profile of female police officers and staff personnel bulletins positively encourage female applicants.
- Marketing opportunities are not being consistently taken up. The force is looking closely at this area within the framework of a communications strategy.

Area for Improvement

- There have been a number of changes to the chief officer team which has been accompanied by realignment of chief officer portfolios. This will require time to be fully embedded.

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Excellent	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

Northumbria is at the forefront of performance outcomes as a result of embedded performance management systems, which are fully integrated with the overall leadership philosophy existing within the force. These complement and reflect NIM activity in order to produce shared understanding of targets and performance regimes. Performance management systems and teams are well resourced and supported by technology enabling real-time performance information to be analysed and presented in a user-friendly manner to a range of stakeholders, including the chief officer team, area commands, headquarters departments as well as external stakeholders including the LCJB and the police authority.

Key to the delivery of performance management is a hierarchy of performance management. This ranges from the chief officer team performance meetings to PPG meetings incorporating area commanders and departmental heads, to operational performance meetings linking into area command and departmental performance meetings, which in turn link to team and individual performance through PDR. This hierarchy is embedded in policy contained within the strategic framework. It is this framework that glues together the broad range of performance activity and brings co-ordination and cohesion to a range of systems.

The force strategy plan is informed by the control strategy produced in December, and business cases are informed by the mid-summer control strategy. Resource levels are determined through the MTFE, which is informed by the submission of business cases. These processes are inclusive of senior managers and budget holders, and ensure resource allocation is based upon workload and risk management, taking into account force priorities and the potential for efficiency savings. All plans are produced after appropriate consultation with communities and other key stakeholders. Overall, Northumbria has a robust and accountable resource allocation mechanism.

While the force operates within a strategic framework, a sound balance exists between central oversight, and effective local devolution to enable flexibility, and a speedy response to issues at the front line. A risk-based audit and inspection process operates within the force which allows for a quick response to determine solutions to emerging performance gaps, rather than a continuous systematic inspection regime, eg the force response in October 2004 to falling detection rates. Detections have now risen to 38.4%. This is supported by a specialist performance improvement team. Results from this activity are centrally recorded and monitored for implementation. Headquarters department heads are also accountable for performance and attend monthly policy and performance meetings

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chaired by the Chief Constable. Work is well advanced at developing a balanced scorecard mechanism for corporately identifying departmental performance activity and outcomes.

Close links to the police authority have enabled performance members to be identified who have trained with and engage regularly with the force. Close and effective links between the force and the authority ensure that BCS and user satisfaction data is used proactively to shape activity. This survey activity is carried out biannually.

The force considers itself to be a learning organisation, particularly committed to evaluation activity. This is co-ordinated corporately and sponsored by chief officers. Workforce modernisation as a workstream has been brought under the banner of the public service review together with the citizen focus programme. This will provide a coherent and controlled means of developing workforce modernisation in line with strategic priorities.

Survey systems are being developed to convert the views of members of communities into meaningful and actionable information, which can then be cascaded into police management processes, including tasking and co-ordination. A challenge for the force is to develop capability and capacity to convert this information into outcomes which exceed people's expectations. This process can provide a framework within which community intelligence can add value to a profile of community priorities.

In July 2006 the force created an information and intelligence department. The department will incorporate elements under the headings: authorities management, intelligence, information and Special Branch. The intelligence function is being removed from the crime department to accommodate this change; the intention being to establish best practice that can be transferable to the regional force.

The separation of crime and intelligence is seen as a positive move with an acknowledgement that there is a need to expand intelligence beyond crime-related issues. There remains, however, a need to ensure the separation does not impact on performance and functions do not become disconnected. The position presents an opportunity for a detailed focus on intelligence.

Strengths

- Accurate and user-friendly data supplied to front-line resources has a positive impact on the force's ability to monitor and address performance issues. This data underpins the corporate strategic management framework, which is an excellent tool to bring together performance regimes into one umbrella process.
- The corporate business planning process is managed through a programme board chaired by the deputy chief constable. The relationships between different projects and workstreams are identified at this meeting supported by the corporate development department.
- The force has developed a corporate planning process, which allows the alignment of resources to deliver against priorities. Business cases are submitted and prioritised by relevant resource groups such as a resource management group, IT development group and a training priorities group. Each business case is prioritised and submitted to a corporate resource and planning group which will prioritise across the resource groups. This prioritisation process directly feeds into the MTFF and budget process. Prioritisation is completed against organisational aims, risk and impacts on performance.

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- The corporate governance arrangements have recently been modernised with the introduction of lead members for three areas: service improvement, diversity and neighbourhood policing. In addition, the development of an audit and service improvement committee and a community engagement committee has allowed the police authority to focus on strategic issues.
- The police authority has identified, in conjunction with the force, two members who have specific responsibility for performance issues and they participate in a number of forums to manage and monitor performance issues. All performance issues are integrated into and flow from the force control strategy and are intrinsically linked to NIM processes and products.
- Northumbria has a clear and embedded strategy and vision, primarily contained within its three-year force strategy document. This links well with the national policing plan and, from this year, with the national community safety plan. The force committee structure provides an effective framework for consultation and decision making, supporting corporate performance management and policy formulation, ie bespoke business area and NCPE project steering groups, chaired by chief officers, feeding directly into corporate resource and planning forums, and ultimately the performance and policy group chaired by the Chief Constable.
- The performance improvement team within the corporate development department operates a risk-based audit inspection process, particularly in areas of work where corporacy may be an issue. Corporate development also supports, informs and evaluates local performance improvement initiatives such as Make it Count, an initiative to increase sanction detections in Northumberland, the forensic investigation teams pilot in Newcastle, and Operation Avinit which piloted changes to the way in which vehicle recovery seizures are managed.
- A performance and policy framework has been built within the force that continues to deliver performance on front-line measures and which also provides a mechanism that can articulate how it was achieved, based on clear understanding. A committee structure has been established around performance aligned to the portfolios of the chief officer team. The structure monitors and manages performance and connects to the business planning process.
- The strategic performance management framework underpins force performance activity. Citizen focus issues are reported upon and discussed at monthly PPG meetings, chaired by the Chief Constable. Also monitored at this strategic performance meeting are those issues clustered under public safety and providing assistance. Local customer satisfaction survey data is developed at area command level and used as a tool to develop local and CDRP policies and strategies.
- Resource management is guided by the MTFE, which is informed by the submission of business cases, which are in turn informed by the NIM strategic assessment. Business cases are prioritised and are finalised once the financial settlement is known. Business cases are then implemented through business plans, the ongoing development of which raises new business cases.
- The development of the new local performance domain includes two indicators that are informed by the quality of service questionnaires which are supplementary to the SPIs.

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The results from the authority-led consultation are shared with members who monitor against local priorities and needs.

- Strong and improving performance, particularly around crime reduction and detection, is due to the development of performance management structures including operational performance meetings and accountability structures through PDR. Performance objectives are set for area commanders and staff at all levels are held to account. There is a real focus on performance. Newcastle and Gateshead area commands were flagged by the police performance steering group for good performance in May 2006.
- Performance management data is available locally and centrally in an easy to understand form, which is utilised through the hierarchy of performance management. This operates from front-line team meetings, through area command and departmental meetings, to force strategic mechanisms. These are overarched by a strategic performance management framework.
- The balanced framework brings departments in line with a well-established performance management regime in area commands. It aims to drive business plan actions, raise the profile of customer support, reinforce force priorities and drive progress against them.
- A planning database has been provided to every department and area command. The database allows the allocation of tasks and deliverables to individuals, monitoring of progress, audit of tasks and a means of ensuring that actions are linked to priorities. The database provides the mechanism to manage continuous improvement in key areas.
- The force achieves its current status as a high-performing organisation in part due to the cultural expectation for continuous improvement. This is reflected by current innovations, such as setting 'trigger' points for performance action when SPI data starts to reflect any negative trends. The effective ceiling and floor target-setting mechanism is reviewed regularly. Regular gap analysis activity is undertaken by performance improvement teams within corporate development, eg action since October 2005 to address baseline issues.
- Internal inspection is developed with sufficient resilience to enable a flexible response to developing trends. This is supported by the development of trigger mechanisms which allow for the analysis of trend against all aspects of PPAF domains. A TCG-style process supports this work.
- Support and assistance is provided to area commands to drive up performance where appropriate, eg crime department interventions to each area command with regard to vehicle crime investigation and detection. The performance improvement team has nominated liaison officers to link directly with area command management teams.
- A minimum of two development plans are required from all officers and staff in PDRs that are directly linked to improving performance in their current role (by identifying relevant activities/behaviours from within that role profile).
- The force has completed thematic inspection work as a result of performance gaps, and as a result of baseline 2005 analysis, eg stop and search activity and BME detection disproportionality. During the process there is increasing focus on examining each area command's individual performance around the thematic issues.

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- The force's IIS is considered national best practice and any new force policies, procedures and guidance are subject to rigorous control. The IIS guidance 'writing and reviewing instructions' requires 'authors' to apply 'gateway' principles of analysing necessity, compliance with legislation, impact on resources and finance, duplicity, consultation, anticipated benefits, and evaluation and review. Proposals are then considered by the 'owning' head of department or area commander, the force IIS gatekeeper and the head of policy support; any proposed new force policy is submitted to PPG for approval.
- The anticipated business benefits of the information and intelligence department will include a framework for developing community intelligence, improved links between NIM level 1 and level 2, links to the national briefing model, partner involvement in NIM processes and a means of driving the issues included in the doctrine on MOPI. Information and intelligence is currently managed in different environments owned by the crime department, professional standards and criminal justice. The project is looking at the reality of enhancing the information flows; the current belief is that they are not very inefficient.

Work in Progress

- A new approach to partnership performance planning is being developed which will result in key stakeholders coming together on a regular basis to plan and monitor performance. This will include the police authority, HMIC, Audit Commission and the force, at a strategic level.
- The force is working towards streamlining the inspection process both internally and externally while the corporate development department is creating a process to monitor progress against business plans.

Areas for Improvement

- The force is looking to provide a joint assessment between corporate development and FIB, which will provide a control strategy for each domain. Business activity can then be prioritised and assessed by the impact on domain priorities.
- The force has a strong culture of performance against crime reduction and detection but now wishes to develop a broader set of performance indicators to better reflect neighbourhood policing and community engagement. The force acknowledges that pursuit of existing performance indicators designed for response officers and CID may not be helping support community engagement. Purely quantitative performance indicators are not seen as the best way to drive forward improvement.
- The strategic objectives for the citizen focus programme board are being developed through a focus group from which a project initiation document will emerge. This programme board will provide the environment where the connections between fairness, equality, neighbourhood policing and quality of service can be managed. The issues cut across a number of chief officer portfolios and the board will feed actions and influence workstreams in the performance and policy and business management committee structure.
- The force does not undertake any systematic feedback on quality of service provision which needs to be linked into the business planning process.

- The business planning database is currently operating on computer software developed within the corporate development department. Realising the full benefits of the system depends on the prototype being developed into a force-wide application, framed within the planned IT facility.

GOOD PRACTICE

TITLE: The Strategic Management and Corporate Performance Frameworks

PROBLEM: At the start of 2006 Northumbria Police introduced a Strategic Management Framework (SMF) and a Corporate Performance Management Framework (CPMF).

SOLUTION:

The SMF (attached) provides a graphic presentation of how the force priorities link to service delivery, performance improvement and outcomes. More explicitly, the framework sets out how the vision and the strategic aims of the force will be:

- delivered through ‘Total Policing’, including effective leadership, the National Intelligence Model, partnership working and training and development;
- monitored against the Policing Performance Assessment Framework (PPAF) and the HMIC Baseline Assessment;
- turned into outcomes which demonstrably impact on crime and disorder, service delivery and increased trust and confidence; and
- underpinned and managed by the Corporate Performance Management Framework.

The CPMF (attached) provides the structure to support and manage service delivery and performance improvement. It outlines the accountability mechanisms for all levels of the organisation, clearly showing the link to individual officers and staff.

Both frameworks bring clarity to the force’s planning process and supporting structure, providing a visible overview of how the force’s strategic aims are delivered. Ultimately, both the SMF and the CPMF clearly demonstrate why we do what we do, demonstrating to the force, the public and scrutinising bodies a clear sense of direction and leadership within Northumbria Police.

In order to embed the frameworks within the organisation we have revisited how we monitor and drive performance at all levels within the organisation:

At an individual level - PDRs will reflect the priorities and performance set out in the SMF for the 2006-7 year. Staff will be able to link activities to local targets and force priorities. The SMF is being considered further for induction purposes.

At departmental and BCU level - a revised business planning and performance regime has been introduced and is supported by an electronic planning database. Area Command and Departmental activity must be linked to force priorities and PPAF domains. Analysis of activity by domain or priority will be conducted force-wide, at least monthly (as per our Corporate Performance Framework) and this will be compared with quantitative performance information from systems such as iQuanta.

- Performance information and risk management both provide inputs for the business planning year and the management of business plans then provides new risks and real-time performance information.

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- Outside the traditional crime domains, a departmental performance regime has been introduced and the new database provides supporting statistical information.

At force level - a Corporate Plan has been developed to provide a force-wide business plan, setting out how the force will address strategic priorities. The Corporate Plan also allows the monitoring of actions, increases accountability and ensures more focused delivery of business priorities.

OUTCOME(S): Major force activity is delivered through departmental or area command business plans and, rather than being an additional plan, the Corporate Plan is a 'virtual' plan. Within the new Business Planning Database, departments and area commands can 'flag' those items that contribute to the Corporate Plan, allowing monitoring directly through these local plans. Should it be required, a stand-alone Corporate Plan can be created by extracting the relevant items from local plans.

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Appendix 1: Glossary of Terms and Abbreviations

A

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	best value review

C

CAI	child abuse investigation
CBM	community beat manager
CDRP	crime and disorder partnerships
CID	criminal investigation department
CIPD	Chartered Institute of Personnel and Development
CJD	criminal justice department
CLDP	core leadership development programme
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
CRISP	cross-regional information-sharing project

D

DAG	diversity action group
DDA	Disability Discrimination Act
DSG	diversity strategy group
DVD	drunkenness, violence and disorder

E

EFQM	European Foundation for Quality Management
EIA	equality impact assessment

F

FDSG	force diversity strategic group
FIB	force intelligence bureau
FSS	Forensic Science Service

G

GONE	Government Office for the North East
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H

HR	human resource
HOCR	Home Office Counting Rules

I

IAG	independent advisory groups
ICT	information and communications technology
IIS	instructional information system
IS/IT	information systems/information technology
ITIL	information technology infrastructure library

L

LAA	local area agreement
LCJB	Local Ccriminal Justice Board
LSCB	Local Safeguarding Children Board

M

MAP	multi-agency problem solving
MAPPA	multi-agency public protection arrangements
MOPI	manual of police information
MSF	most similar force
MTFF	medium-term financial forecast

N

NAFIS	National Automated Fingerprint Identification System
NCHS	national call-handling standards
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	national crime recording standard
NIM	national intelligence model
NSIR	national standards for incident recording
NVQ	national vocational qualification
NWNJ	No Witness No Justice

O

OHU	occupational health unit
OMS	offender management scheme

P

PCSO	police community support officer
PCT	primary care trust

PDR	performance development review
PIP	professionalising the investigation process
PNC	police national computer
POCA	Proceeds of Crime Act
PPAF	policing performance assessment framework
PPG	policy and performance group
PPU	public protection unit
PSU	Police Standards Unit
Q	
QoS	quality of service commitment
R	
RART	regional asset recovery team
RES	race equality scheme
RRAA	Race Relations (Amendment) Act
RTCG	regional tasking and co-ordination group
S	
SCRM	single call resolution model
SIO	senior investigating officer
SMART	specific, measurable, achievable, realistic, timely
SNEN	single non-emergency number
SPI	statutory performance indicator
T	
TCG	tasking and co-ordination group
TIC	offence taken into consideration when admitted in court
TSU	technical support unit

V

ViSOR Violent and Sex Offenders Register