

**BEST VALUE ANNUAL REVIEW****REPORT OF THE CLERK AND THE CHIEF CONSTABLE**

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**1. PURPOSE OF REPORT**

- 1.1 To advise Members of the Best Value Annual Review report as attached at appendix A.

**2. AIM OF ANNUAL REVIEW**

- 2.1 The aim of the annual review is to update Members about progress made over the past year, detail the difficulties encountered and to look forward, anticipating the changes and developments to come.
- 2.2 The review outlines the initial implementation of Best Value and assesses the response to it by Northumbria Police Authority and Northumbria Police. It also details an update on individual year one reviews and the lessons that were learnt, from HMIC, Audit Commission and other authorities.

**3. BACKGROUND**

- 3.1 Best Value was introduced in April 2000 as a result of the Local Government Act 1999. Many developments have taken place since then. There has been some updated guidance, the Police Reform Bill has been drawn up and a Statutory Instrument to streamline Best Value has been introduced. The Annual Review details how Northumbria Police Authority and Northumbria Police have responded to these developments.

**4. FINDINGS**

- 4.1 Best Value has presented challenges that must be responded to and the Best Value regime itself has developed to reflect changes in the wider environment.
- 4.2 Internal developments since April 2000:
- Review programme; amended, building on our experiences over the last two years, making the reviews wider and more strategic.
  - Handbook and workbook; streamlined and updated with additional guidance, ensuring a citizen focus.
  - Improved consultation methods and feedback mechanisms to employees.
  - Monthly implementation updates to Best Value Development Group and quarterly implementation reports to Members.
- 4.3 External changes in the Best Value regime:
- Best Value Performance Indicators; now focused on key areas of concern to citizens, such as reassurance, quality of life, tackling crime and reducing disorder.

- Police Reform Bill; places a new requirement to produce a three-year strategy plan to be consistent with the new National Policing Plan.
- Statutory Instrument 2002/305; intended to streamline Best Value, removes five-year timetable within which functions must be reviewed and changes the publication date of the Best Value Performance Plan from April to June.

## **5. THE FUTURE**

- 5.1 The future will bring change with the full impact of the Statutory Instrument and Police Reform yet to be seen.
- 5.2 The Home Office is developing a new performance assessment framework for policing known as the “domains project.” This will compare the performance of different police forces and identify good practice and continuous improvement.
- 5.3 More refinements are required to the review methodology to take into account HMIC Best Value Inspection recommendations including the development of an improvement assessment matrix to prioritise recommendations and to increase the citizens’ focus. Consultation and communication also needs further work to improve these aspects.

## **6. EQUAL OPPORTUNITIES IMPLICATIONS**

- 6.1 There are no equal opportunity implications directly arising from this report

## **7. HUMAN RIGHTS IMPLICATIONS**

- 7.1 There are no human rights implications directly arising from this report

## **8. FINANCIAL IMPLICATIONS**

- 8.1 There are no financial implications directly arising from this report

## **9. RECOMMENDATION**

- 9.1 The Authority is recommended to note the content of the Best Value Annual Review report.

Best  value

# BEST VALUE ANNUAL REVIEW

2001/2002

*Northumbria*  
Police Authority



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## INTRODUCTION

This is the first annual review of Best Value. The aim is to inform Police Authority Members of the:

- progress made over the past year
- problems encountered and
- changes and developments ahead

The main aim of Best Value is to ensure citizens see improved services being delivered. This review will look at each year one review in detail with particular emphasis on the impact on citizens.

The review will outline the initial implementation of Best Value, the lessons learnt from year one, from HMIC, Audit Commission and from other authorities; and set out the changes and developments that have been introduced over the past year.

Finally, the annual review will look forward, describing some of the coming challenges, together with how these will be addressed in the future.

## BACKGROUND

The Local Government Act 1999 places a statutory duty on all police authorities to achieve Best Value in the delivery of its services to local people. Services must be provided with a combination of economy, efficiency and effectiveness.

The Act requires authorities to:

- consult local people
- annually publish a Best Value Performance Plan
- measure performance against a set of Best Value Performance Indicators
- review all of its services over a 5 year period, ensuring that the four factors of challenge, consult, compare and compete are addressed

The Act also sets up an audit and inspection framework. Best Value Performance Plans are audited to assess compliance with the relevant statutory guidance. Best Value reviews are inspected to ascertain whether the reviewed service is a good one and whether it will improve. Should these inspections and audits show an authority is not achieving Best Value in service delivery, the Home Secretary may intervene.

The ethos of Best Value is to place the citizen at the heart of service delivery. Citizens must be consulted and services moulded to their specifications to ensure they are delivered at the level they want, to the standard they demand.

In response to this requirement, Northumbria Police Authority and Northumbria Police developed a methodology, based on the latest guidance, to conduct effective Best Value reviews. This was in place for the introduction of Best Value in April 2000.

## **INTERNAL DEVELOPMENTS SINCE APRIL 2000**

Best Value has presented challenges that must be responded to and the Best Value regime itself has developed to reflect changes in the wider environment. This next section in the report goes on to detail the improvements implemented by Northumbria Police Authority and Northumbria Police in response to the experiences of the first year of Best Value.

### **Review programme**

The initial programme was amended in October 2000 to ensure that the services important to local people were reviewed early and that there were fewer reviews with a wider scope. The programme was again changed in February 2002 to further widen reviews and to ensure that the citizen was placed at the heart of reviews, allowing innovative and wide ranging solutions to improve service delivery.

### **Review teams**

Initially review team members were mainly from central departments with limited involvement from officers or support staff from the services under review. In year two, review managers are senior police or support staff managers. This should address the concern of departments under review that Best Value was being done to them, rather than by them. The new approach also ensures that review teams are made up of officers and support staff from the services under review.

In addition, Best Value Officers from both the Authority and the Force are assigned to each review team to assist, advise, guide and support them. This is helpful in ensuring that the process is understood and used fully, particularly in difficult areas like citizens' focus and procurement.

### **Handbook and workbook**

In order to assist review managers and other team members, the Best Value Handbook was revised. The handbook was updated and streamlined to maximise its usefulness for those involved in reviews. It was designed to give all the background information necessary to complete reviews. In order to provide more direct support, a workbook was devised to be completed by review managers. It details all the steps and actions that need to be undertaken in each stage of a review. Once completed it forms an essential part of the audit trail, giving detailed information to support the final review reports.

Through the process of revision, subtle refinements were made to the review process to resolve some of the difficulties experienced in year one. The most significant change is moving the collection of background information into the preparation stage. Previously, the review team spent a considerable amount of time collecting this information in the baseline assessment stage to analyse the service currently provided. This information will now be collected prior to the first review team meeting.

### **Consultation**

The Authority has consulted widely in the last year, with over 31,000 responses received to questionnaires and surveys; local people telling us what they want from their policing service. The Best Value Performance Plan for 2001/2002 received an "unqualified" opinion from District Audit, showing all the required elements were appropriately covered. The 2002/2003 Best Value Performance Plan has been distributed to 600,000 households and to date the Authority has received over 2,000 completed questionnaires.

However, there were improvements required in how we consulted employees of the service under review and how the progress and results of reviews was fed back to them. In year two, there have been a number of focus groups where employees have contributed their views. Employee briefings have also been circulated giving the progress and results of reviews that affect them.

### **Implementation**

In the last year, implementation and the monitoring has got into full swing. Implementation managers have broken down the implementation plans into detailed task lists and these have been submitted to the Best Value Development Group with updates of progress on a monthly basis. Members have monitored implementation on

a quarterly basis with progress reports submitted as part of the quarterly performance monitoring to full Police Authority. Implementation is going well. Over 73% of the actions due to be completed by the end of June have been achieved with 60% of all actions in total completed.

## **EXTERNAL CHANGES IN THE BEST VALUE REGIME**

### **Best Value Performance Indicators**

There has been significant changes introduced by the Home Office to the Best Value Performance Indicators. The aim was to reduce the number of indicators by half. The number of headline indicators has been reduced and the indicators are now more focused on crime, disorder and reassurance issues. However, some indicators result from merging two or more indicators into one. Also some result in more and different data having to be collected, for instance the number of user satisfaction surveys required have increased from four to seven. This means that the reduction is significantly less than half.

### **Police Reform Bill and the Statutory Instrument 2002/305**

Changes have also resulted from the Police Reform Bill and the Statutory Instrument to streamline Best Value.

The Police Reform Bill places a new requirement on Police Authorities to issue a three-year strategy plan which will set out the authority's medium and long term strategies for the policing of their area. It will be a duty of the Police Authority to make sure that the three-year plan is consistent with the new National Policing Plan which is to be produced by the Home Office by 30<sup>th</sup> November 2002.

The Statutory Instrument affects Police Authorities in the following three ways.

1. Removes the five-year timetable within which functions must be reviewed.
  - This means that police authorities do not need to review all functions within 5 years; instead they are free to develop their own timetables to review functions as and when appropriate. Authorities will still wish to ensure that **functions are reviewed over a reasonable period.**
2. Extends the date by which the Best Value Performance Plan must be published to 30<sup>th</sup> June

- Under the Police Act 1996, the police authority must issue (ie approve) its annual policing plan by 31<sup>st</sup> March - though the plan can be published after that date;
  - the annual policing plan should include the Best Value Performance Plan.
3. The audit of the Best Value Performance Plan element of the local policing plan will now be undertaken by District Audit between 30<sup>th</sup> June and 31<sup>st</sup> December.
- Discussions are currently underway with the Home Office, ACPO and Audit Commission about the implications of this change in relation to the availability and audit of out-turn data on the BVPIs.

### BEST VALUE INSPECTION

One of the highlights of the past year has been the Best Value inspection by HMIC. They inspected the arrangements for implementing Best Value along with four year one reviews. The report reflects a very positive inspection with HMIC expressing satisfaction with the arrangements for deriving the most benefit from Best Value and generally good opinions of the reviewed services.

They said:

"The Best Value inspection identified that both the authority and chief officer group are united and unequivocal in their support for maintaining a response that discharges responsibilities in a fair, impartial and open manner."

"Both the force and police authority are determined that the valuable work of reviews, in particular the recommendations, will not be lost within the low-energy period that follows an intensive review."

A summary of the judgements is set out in the table below.


ASU/CCL	Is a good service	and	Will improve
Custody procedures	Is a good service	and	Will improve
Force Identification Unit	Is a good service	and	Is unlikely to improve
Crime and Disorder Units	Is a fair service	and	Will probably improve

HMIC and District Audit made a number of recommendations for future improvement and issues have been identified internally. These are detailed below along with progress to date.

## HMIC RECOMMENDATIONS OCTOBER 2001

RECOMMENDATION	PROGRESS TO DATE
An improvement assessment matrix should be developed to assist the Authority to prioritise recommendations from Best value Reviews.	A draft matrix has been produced along with guidance notes for completion. The matrix has been developed using good practice identified by HMIC.
The Authority should develop its communication strategy, to ensure that the benefits realised through best value reviews are communicated effectively to all staff.	<ul style="list-style-type: none"> <li>➤ In year two reviews employees are being widely consulted. A wide range of methods are being used including focus groups, questionnaires and the use of the intranet.</li> <li>➤ Feedback to employees has been enhanced using bulletins, "Grapevine - Northumbria police staff newspaper" and face to face feedback sessions are being considered when appropriate.</li> <li>➤ Updates on the implementation of reviews are available on the intranet</li> </ul>
The Authority should ensure that the four Cs are rigorously applied in each Best Value Review	<ul style="list-style-type: none"> <li>➤ Awareness training is given to each Review Team member about the review process and the importance of the application of the four Cs.</li> <li>➤ Best Value Officers also give guidance and advice about the process throughout the review</li> <li>➤ All year 2 reviews are completing the revised workbook to ensure that the four Cs are rigorously applied in each review.</li> </ul>
The Authority should ensure that its procurement strategy is rigorously applied in future Best Value Reviews.	The first year 2 review at the Option Appraisal stage is the Fleet Management review. The procurement strategy has been rigorously applied. There have been briefing meetings with the Review and Service Manager and the Best Value Officers to ensure that the strategy is understood and applied correctly.
The Authority should ensure that performance improvement plans are SMARTS based	Year two reviews are not yet at improvement plan stage yet. However the Review Teams will ensure that plans will be SMARTS based.

## DISTRICT AUDIT RECOMMENDATIONS - JULY 2001

STATUTORY	PROGRESS TO DATE
Ensure the timetable for the preparation of the Best Value performance Plan includes adequate allowance for quality assurance and compliance checks, and for audit comment on drafts.	<ul style="list-style-type: none"> <li>➤ A detailed timetable was produced as part of the project plan.</li> <li>➤ Work began in July 2001, a Best Value Performance Plan Working Group was set up, met regularly and reported back to the Best Value Development Group on a monthly basis.</li> <li>➤ District Audit were involved throughout the process as a critical friend. Quality checks were built into the project plan.</li> </ul>
Develop robust systems and quality assurance procedures for the Best Value Performance Indicators included in the Best Value Performance Plans.	<ul style="list-style-type: none"> <li>➤ Quality assurance procedures and systems have been developed to ensure that arrangements for collection and monitoring performance information are in place.</li> </ul>
Ensure that adequate information support systems are applied across all departments.	<ul style="list-style-type: none"> <li>➤ Sample checks have been undertaken to ensure accuracy of data and to ensure the standard of supporting evidence is improved.</li> </ul>
Continue to roll out enhancements to the performance management framework, particularly the development of the medium term plan.	<p>The medium term plan was completed and agreed by Members in November 2001.</p> <p style="text-align: center;"></p>
NON - STATUTORY	PROGRESS TO DATE
As part of the ongoing review of reporting to Members, continue to develop performance reporting to provide clearer focus on areas needing attention, perhaps using the traffic light system.	<p>Traffic lights have been used widely in reporting to Members and local people. They have been used in:</p> <ul style="list-style-type: none"> <li>➤ Best Value Performance Plan 2002/2003</li> <li>➤ Police Authority Quarterly Performance Reports</li> <li>➤ Police Authority Best Value Review implementation reports</li> <li>➤ Updates on implementation to Best value Development Group</li> </ul>
Consider the benefits of extending the compare process to include comparisons at BCU level outside the Authority.	<ul style="list-style-type: none"> <li>➤ BCU level performance is compared within the appropriate family groups.</li> <li>➤ Areas of good practice are also identified and a Directory of Good Practice and Agenda for Change are being developed for Force wide access.</li> <li>➤ The compare process has been adopted as part of the self inspection and HMIC BCU Inspections.</li> </ul>
Develop the consultation strategy to include: definitions of consultation, level of	<ul style="list-style-type: none"> <li>➤ The Best Value programme has been reviewed and all communication both internally and with local</li> </ul>

<p>involvement, training needs of those carrying out the consultation</p>	<p>people will be examined as part of the Public Reassurance Best Value Review which will commence in September 2002.</p> <ul style="list-style-type: none"> <li>➤ Work has been ongoing to develop the consultation strategy including: <ul style="list-style-type: none"> <li>➤ increased involvement in consultation both internally and externally</li> <li>➤ the use of existing Local Authorities citizens panels</li> <li>➤ work to improve consultation with hard to reach groups</li> </ul> </li> </ul>
<p>The Authority should consider setting annual improvement targets of at least 2% where performance is less than best practice: to ensure that significant improvement is realised in under-performing services.</p>	<p>Targets for 2002/2003 and subsequent years have been revised to take account of any refinements and also to take account of the changing environment in which the police operates. All targets follow the SMARTS approach.</p>

## ISSUES IDENTIFIED INTERNALLY

ISSUE	PROGRESS TO DATE
<p><b>Lack of clear impact on the citizen</b></p> <ul style="list-style-type: none"> <li>➤ Best Value is intended to place the citizen at the heart of service delivery and to ensure that reviews result in recommendations that will improve the service received by users.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Throughout the process the need to ensure the results of the review have a positive impact on the citizen is emphasised by the Review Manager, the Best Value Officers and also the challenge of the Best Value Officer Support Group and the Best Value Advisory Group</li> <li>➤ Best Value handbook has been updated with extra guidance to emphasise that the main principle of reviews is to put the public first.</li> <li>➤ Further development work on the methodology will assist, e.g. development of an improvement assessment matrix and SMARTS based improvement plans</li> </ul>
<p><b>Difficulties in achieving step change</b></p> <ul style="list-style-type: none"> <li>➤ Reviews should lead to significant improvements in the service delivered</li> </ul>	<p>The review programme has been revised to increase the scope of reviews to allow recommendations that will transform services to citizens. The HMIC toolkit is useful in defining step change and this will be taken into consideration as part of the year two reviews.</p>
<p><b>Reviews to be strategic</b></p> <ul style="list-style-type: none"> <li>➤ Review programmes should be strategic and wide ranging with a small number of reviews which cross service boundaries</li> </ul>	<p>Review programme was changed in October 2000 and was again revised in February 2002. The review programme may need to be revisited prior to the commencement of year four in light of</p> <ul style="list-style-type: none"> <li>➤ the recent revocation of the five year limit and</li> <li>➤ the performance assessment framework currently being developed by the Home Office</li> </ul>
<p><b>Need to take more account of external factors</b></p> <ul style="list-style-type: none"> <li>➤ e.g. up and coming legislation or partnership working</li> </ul>	<p>Examples of this from year two would be the effect the Police Reform Bill will have on the Patrol and Investigation and the Community Safety reviews. External factors will be considered throughout the review process</p>
<p><b>Unrealistic deadlines in implementation plans</b></p> <ul style="list-style-type: none"> <li>➤ Some of the year one deadlines were found to be unachievable</li> </ul>	<ul style="list-style-type: none"> <li>➤ A more robust approach is being taken with year two reviews implementation plans to ensure that they are SMARTS based.</li> <li>➤ Involving the implementation manager in the latter stages of the review would develop greater ownership of recommendations</li> </ul>

<p><b>Confusion over service delivery options and procurement</b></p> <ul style="list-style-type: none"> <li>➤ In some cases reviews are looking at who delivers the service before agreeing what the future service should be</li> </ul>	<ul style="list-style-type: none"> <li>➤ The workbook breaks down the stages into step by step actions, giving greater clarity about what procurement is.</li> <li>➤ Better use of the procurement strategy in future - develop of the strategy, including a checklist to ensure it is used consistently in all reviews</li> </ul>
<p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>➤ Opportunities for working with partners, other forces and with the public, private and voluntary sectors</li> <li>➤ Guidance from the national best value review of training includes the need to consider collaboration throughout the local best value reviews of training.</li> </ul>	<ul style="list-style-type: none"> <li>➤ A metropolitan forces benchmarking group has been established to facilitate the sharing of information and good practice on Best value reviews. This may in the future lead to opportunities for collaborative working.</li> <li>➤ Members and Officers are involved in forums to consider the issue of collaboration in relation to the local best value review of training.</li> <li>➤ Further guidance on how collaboration can be used to improve services will be incorporated into the Best value handbook.</li> </ul>

## THE FUTURE

Only one thing is certain about the future - change. The full impact of the Statutory Instrument has yet to be seen. The Police Reform Bill should be enacted this year. This will change the climate in which policing services are provided. The full effects of the Bill are yet to be felt.

The Home Office is currently developing a new performance assessment framework for policing, otherwise known as the "domains project". Its purpose is to better compare the performance of different police forces to help to identify good practice and demonstrate continuous improvement. The framework, once developed, will affect how we work in the future. The Home Office is committed to producing a full set of guidance written specifically for police authorities which may clarify some areas of ambiguity.

It is apparent there are some refinements required to the review methodology. One of the recommendations from the HMIC Best Value Inspection report is the development of an improvement assessment matrix, to facilitate prioritisation of recommendations. Work on developing such a matrix has already started taking into account the review methodology, the option appraisal criteria and the focus on transforming services focused on the citizen.

Consultation and communication remain key elements of Best Value. Year two has seen some improvement in this area but further work needs to be done to improve this aspect.

A further refinement is designed to improve the ease of implementation. Involving the implementation manager in the latter stages of the review would develop greater ownership of the recommendations. It would also ensure that the rationale behind the recommendations was clear to the person who has to implement them, and it should reduce delay between police authority approval of the final report and the start of implementation.

One of the biggest challenges remains increasing the citizens' focus of review recommendations. Reviews will not be effective if the people of Northumberland and Tyne and Wear do not see an improvement in the services provided. This should be helped by the improvement assessment matrix and increasingly sophisticated application of the methodology.

Best Value has brought challenges and difficulties. However, it has also given a structure with which to drive forward improvement to deliver the services that the people of Northumberland and Tyne and Wear deserve. Northumbria Police Authority and Northumbria Police welcome the opportunity.

## APPENDIX 1

### Update on Year One Best Value Reviews

## CUSTODY PROCEDURES

### Background

Custody services are currently delivered in 25 designated custody suites across fifteen area commands. Of these thirteen are open 24 hours and three others are used regularly but do not have 24 hour cover. The remaining nine are retained for overspill during peak demand. They are staffed by area command sergeants supported in some locations by constables. Other agencies also use the facilities provided by Northumbria Police, e.g. British Transport Police, Customs and Excise etc.

### What did we aim to do?

Quality of service issues surrounding the custody suite function had already been identified and work had commenced to improve the service. The Best Value Review aimed to build on this work to improve the service to prisoners and people who visit the custody suites.

Specifically the aim was to:

- look at how many custody suites we need and where they should be sited
- improve the medical provision to ensure that detainees are well cared for whilst in custody and
- work more closely with our partners to ensure that vulnerable prisoners are supported and that their rights are not infringed.

### Achievements

#### *1. Revise gaoler provision*

Thirty four posts have been identified where support staff can be employed to carry out work currently undertaken by police constables, providing an efficiency saving of over £0.5m. A specialist custody training course has been devised to train both support staff gaolers and custody sergeants. Seventy training places will be provided throughout the year to March 2003 and refresher training is available where necessary.

#### *2. Improve medical facilities*

Possible sites for a trial of custody nurses have been identified. In addition, the scope of Forensic Medical Examiners has been reviewed and two options to progress have been detailed: introduction of a senior surgeon to provide a single point of co-ordination for training, cover etc or opening up the service to competition. Both

these options would dovetail with the possible provision of custody nurses. Further discussion with the FMEs continues.

### *3. Custody working group*

The remit and purpose of the custody working group have been drafted and were agreed in November 2001. Its aim is to ensure that processes are in place to bring about effective communication between the users of custody suites and those responsible for their provision. It would aim to continuously improve custody suites.

### *4. Improve booking in procedures*

Second computer terminals have been provided for seven custody suites to improve the speed of booking in detainees. In addition, two extra printers have been provided. Working patterns have been analysed to assess whether they meet demand and to a large extent they do.

### *5. Custody Liaison Officers*

The terms of reference for custody liaison officers have been devised. Evaluation of current custody liaison officer schemes in Gateshead West and South Tyneside Area Commands is underway. The evaluation will report in July 2002. Once these results are known, a forcewide scheme will be developed.

### *6. IT improvements*

IT improvements have been identified such as the development of PIs. A report has been submitted to ITMG and was agreed but there is insufficient time in the current schedule to implement this immediately. These will be carried forward in 2003 and will be reviewed regularly.

### *7. Performance indicators*

As with the option above, resource constraints mean that IS&T are unable to implement this action immediately and this will be taken forward in 2003.

### *8. Guidance for officers about use of bail*

The bail procedures have been included on a new information screen that will be automatically brought to attention of all officers, whenever they enter the Force system. This will inform the officer regarding a range of outstanding issues relevant to their daily work - property, crime reports, court requests, and now bail and fail to appear disposals have been included.

### *9. Appropriate adult service*

Difficulties were experienced in obtaining an appropriate adult at night in Newcastle. These have been addressed through partnership working. A new protocol has been drawn up and new funding and staff provided to improve cover. Youth Issues Officers throughout Area Commands are raising the issue in the partnerships they sit on to ensure cover improves.

### **Effects on the service as a whole**

The Improvement Plan is challenging and HMIC believe that if it is implemented in its entirety it could achieve step change. As the actions that will fundamentally change the service are not yet due, it is difficult to determine what if any impact has been made to the user.

### **Challenges**

- Many of the recommendations are not conclusions but are actions requiring further review work before any service improvement can be delivered.
- The actions needed to be SMARTS based - the target of 2008 to rationalise custody was considered by HMIC to be insufficiently stretching
- The Improvement plan requires additional work in some areas to achieve the desired outcomes for example there is a significant lack of costing information.

### **Next steps**

Rationalisation of the number and location of custody suites is the major recommendation from this review and this forms a key part of the work to develop an estates strategy for Northumbria Police. This will not be fully implemented until 2008, although there are short- and medium-term plans in the interim.

## ADMINISTRATIVE SUPPORT UNITS AND CROWN COURT LIAISON

### Background

This review looked at the way in which Northumbria Police prepare and administer case files and liaise with witnesses, victims and the Crown Prosecution Service. The eight Administrative Support Units (ASUs) are responsible for completing all the paperwork and case preparation once the officer has submitted the initial prosecution file. Crown Court Liaison is based in Newcastle Central Police Station and co-ordinates and administers all Crown Court matters on behalf of the force, e.g. updating PNC (via CIS and CIB) with Crown Court disposals.

### What did we aim to do?

We looked at the service to victims and witnesses required to attend court and how we administer prosecution files. We wanted to improve the way in which the public were advised and kept informed if they were a witness in a court case. The overall aim of ASU is to ensure that all prosecutions are administered and monitored correctly.

### Achievements

#### *1. Court witness warning and liaison services*

Northumbria demonstrates best practice in this area when compared to other forces. There has been broad based consultation which suggests that protocols be drawn up to standardise the support for witnesses and victims and that a case-tracking system be set up within Crown Court Liaison. New staffing profile identified to meet new demands and will be implemented before September 2002. New case-tracking procedures, from arrest through to prosecution, will be set up within a co-located unit.

#### *2. Crown court results updating*

Performance in this area has improved markedly as a result of partnership working. Previously it took approximately 30 days to update records with crown court results, now it averages 5 days. This will be helped further by co-location.

#### *3. Partnership working*

Considerable progress has been made through working groups to provide joint service provision from the same location. Two sites have been identified as potential sites for co-location with the CPS. A bid has been submitted for funding to develop other sites. Agreement has been reached for the co-location of the CPS and Crown Court

Liaison at a new site on Newcastle Quayside. The IT systems that are required to enable this have also been examined. An application for extra funding has been submitted and the current services are being examined to assess how they can be enhanced to meet the needs of co-location and partner organisations.

### **Effects on the service as a whole**

There has been improvement in the time taken to update Crown Court results from 30 days to 5 days. There will be a further impact on the service when co-located units start working. The provision of the witness warning service has been standardised across ASUs having taken into account the needs of users. The care of witnesses for Crown Court has been transferred to CCL to improve standards of care.

### **Challenges**

HMIC expressed concern that the improvement actions were not decisions for implementation, rather they were ideas for further investigation or review. HMIC were also concerned that the actions were not SMARTS based, leading to a lack of structure in the improvement plan.

The actions which were identified as part of this review offer the potential for both incremental and step change. However it is clear that step change will only be achieved in the longer term with the full co-operation of all the partners in the criminal justice system. In addition all improvements need to be seen within the context of a service which is already performing well but still has the capacity to get even better.

### **Next steps**

The next big step, and the major recommendation from the review, is to establish joint service provision. Significant work has been achieved towards this and it should be completed by the end of the year, significantly changing the service delivered. Follow up evaluation will be needed however, to assess the impact of co-location.

## FORCE IDENTIFICATION UNIT

### **Background**

The Force Identification unit was set up in 1996 after a recommendation of a thematic inspection by HMIC. The unit's primary purpose is to arrange appropriate identification procedures for witnesses to view suspects in order to provide credible evidence to support the prosecution of offenders. The secondary purpose of the Unit is to provide a source of advice to the force on all matters relating to suspect identification.

### **What did we aim to do?**

We wanted to improve the way in which witnesses involved in an identity parade were informed and make the process as smooth as possible.

### **Achievements**

#### *1. Guidelines for identification parades*

In October 2001, new guidelines for area command officers about identification issues had been drafted and approved. These were transferred to the force intranet in March 2002 and will be amended to include the implications of the changes in codes of practice. Training for area command inspectors and acting inspectors was also reintroduced in early 2002 to minimise failed parades. Further to this, the number of failed parades has essentially been reduced to a minimum by the use of video identification. The training given also covers the new codes of practice.

#### *2. Administration of parades*

In order to smooth the process of administering parades, all of the forms were reviewed and amended in April 2002. The use of forms has however become a secondary issue since the development of video ID means that only 10% of parades are now carried out in person and administration has therefore been minimised.

#### *3. Witness management*

New witness management system agreed and implemented in December 2001 by way of a force instruction and guidance. Again, the small number of parades now being carried out in person means that they can be held within 7 days reducing the function of witness management.

#### *4. Performance indicators*

A new IT system has been implemented to monitor the effectiveness of the ID unit. The system will produce statistics showing how many failed parades for each area command allowing more effective management of ID unit resources. The PI's have been circulated to the Metropolitan Forces Benchmarking Forum for consideration.

#### *5. Other improvement options*

One recommendation was to replace two police constables in the unit with support staff, as no police powers are required to undertake the role. This has been put on hold due to the Police Reform Bill which seeks to provide certain police powers to support staff. After a feasibility study, it has been decided not to install a digital imaging system. This would have proved expensive and would not increase the effectiveness of identification procedures.

#### **Effects on the service as a whole**

The actions implemented so far are somewhat internally focused. The new witness management system should have a positive impact on some service users, in that witnesses should be kept informed of progress and dates/times of parades. The other actions may lead to an improved service but it is unlikely they will lead to a transformed service. This reflects HMIC's view that the service is good and unlikely to improve.

#### **Challenges**

The improvement plan contains actions that HMIC consider will not improve the service. The appraisal of the electronic diary for booking parades, was insufficiently appraised in their opinion. It will lead, according to HMIC, to increased costs with little added value. It is therefore apparent that there should have been more involvement or consultation with IS&T when the options were appraised. It should be pointed out that the impact of video ID is such that the electronic diary is now unnecessary.

Whilst actions for additional training and the introduction of sanctions for failed parades have been achieved they are likely to have a minimal impact on service improvement. HMIC stated that in their opinion the principle issue, reducing delay in completing parades, has not been resolved by the review. The public will however, now see a big difference in how quickly parades are conducted due to the use of video ID.

Since the review was completed there have been changes to legislation governing the conduct of ID procedures conducted by the police. There is nothing in the new Code of Practice that nullifies any actions in the ID Unit implementation plan. The changes support the thrust of the review to speed up ID procedures.

### **Next steps**

The main recommendation from this review was the civilianisation of two police posts. This has been delayed by the Police Reform Bill. The implications should become clear when the Bill is enacted which is likely to be later this year.

## **CRIME AND DISORDER UNITS**

### **Background**

The Crime and Disorder Units (CDUs) aim to locally manage the demand for resources and reduce demand in the longer term. They do this through analysis of local issues and local problem solving. The generic CDU model was introduced in 1998 and they were quickly adapted to local needs and demands. Some Area Commands retain only the specialist functions like intelligence and crime prevention. In the main there are three elements to the CDUs; crime desk, intelligence unit and specialist functions. The crime desk take reports of crimes over the telephone, screen crimes to assess the potential for further investigation and log all low-level disorder incidents.

### **What did we aim to do?**

We wanted to improve the quality of the service for those who reported a crime or incident of disorder.

### **Achievements**

There has been some difficulty in implementing recommendations from this review. So far, a proposal has been made for the new name of the streamlined unit. Analysis of the tasks performed by Crime Prevention and Licensing Officers show they provide support to area command officers in relation to issues other than crime prevention or licensing. However, the centralisation of crime recording is progressing well with additional staff numbers and accommodation being identified for the expanded Crime Recording Bureau.

### **Effects on the service as a whole**

The improvement plan is sufficiently ambitious and should achieve step change. The impact on the citizen so far will have been minimal, as the actions implemented are setting up the internal structures for changing the way the service is delivered. However, the improvement plan as a whole is likely to change significantly the service the citizen receives when they report a crime or incident or make a complaint about low-level disorder in that it is more likely that they will be recorded accurately. In having a specialised group of staff carrying out this function, accurate, consistent recording will be achieved. The public will see an improvement in service in more incidents being attended.

### **Challenges**

The improvement plan should present few difficulties to implement as it is SMARTS based. However, there may be a need to communicate more effectively the implementation and the benefits derived. HMIC found that staff were very concerned about the level of expected increase in incidents to attend, due to the disbanding of crime and disorder units.

### **Next steps**

Centralisation of the crime recording process is the major recommendation of this review. This is progressing well with both the number of staff required to deliver centralised crime recording being identified and the arrangement of suitable accommodation. Once the staff are in place, the public will see an improvement in service delivery.

## CENTRAL SUPPORT UNIT

### **Background**

The Central Support Unit was formed in 1997 to manage more effectively armed criminality and response to armed incidents. There are two aspects of the CSU; the operational wing and the training wing. The operational wing provide resourcing for the forces Armed Response Vehicles, resource any pre-planned firearms operations, arrange for destruction of recovered weapons. When resources allow they also support Area Commands for targeted patrol and other operations. The training wing ensure that all Authorised Firearms Officers are trained to the required standard and that the force adhere to the ACPO Manual of Guidance on the Police Use of Firearms.

### **What did we aim to do?**

We wanted to work more closely with neighbouring forces to maximise use of resources through effective tasking and intelligence management.

### **Achievements**

#### *1. Joint working*

Currently a protocol exists for the provision of Armed Response Vehicle mutual aid between Northumbria Police, Durham Constabulary and Cleveland Police. There is no other local partnership approach to firearms training, support or working practices due to the fact that the forces have different command and control structures, operate with different equipment and working practices, and deploy different tactics.

On 29 October 2001 a cross border firearms incident occurred which commenced in Durham, continued into Northumbria and concluded in Cumbria. At the debrief of this incident a working party was established to develop working protocols between the three forces in relation to firearms incidents which transcend force boundaries. The initial findings of the working party makes recommendations in relation to command and control structures, communications, tactics, joint training and equipment.

#### *2. Formalise intelligence support*

Meetings have been held between the Central Support Unit and the Force Intelligence Bureau to improve the intelligence support to the Unit. This is an interim measure until the National Intelligence Model has been implemented in full. This will

ensure that intelligence is gathered, evaluated and used in the most effective manner.

### *3. Shifts*

The current shift patterns were introduced in 1999 to match demand. They have now been reviewed; there has been no change in the level or type of demand upon the Unit's resources. Consequently no change to the shifts is required.

### *4. Performance indicators*

New performance indicators were introduced in November 2001. They focus on proactivity and tackling armed criminality. Also they measure how well the Unit supports the efforts of area commands to tackle crime and disorder issues.

### **Effects on the service as a whole**

The actions implemented so far are primarily small-scale management issues. It is difficult to see how the service would have been transformed. The action with the most impact may well be the joint working initiative, which could lead to a step change in the way the service is delivered in the future. It is also worth bearing in mind that whilst it could be argued that little has changed, internal efficiencies, e.g. the change in shifts and hence the development of PI's, will manifest themselves in an increased ability to serve the public. Indeed this is the case with many of the actions resulting from year one reviews which may not have had a direct citizens focus but nonetheless result in a more efficient force.

### **Challenges**

The actions in the improvement plan are not SMARTS based and may pose difficulties in implementation. All the actions so far have met their deadline so it is not unfeasible to suggest there would be few difficulties in implementing actions. However, it is difficult to see what changes have resulted from the actions.

### **Next steps**

Further work is required to ensure that efficiencies driven by PIs are achieved and maintained and that internal improvements are realised.

## CHILD PROTECTION AND DOMESTIC VIOLENCE

### Background

This review looked at the service provided by Northumbria Police in the areas of child protection and domestic violence. Domestic violence is a core policing function and is dealt with by Area Command officers. They attend all initial incidents and deal with investigation of any crimes resulting from them. There are six Child Protection Units across the force dealing with referrals of children and families at risk. They investigate all allegations of intra familial abuse involving children, certain cases of stranger abuse and cases of abuse where there is more than one victim.

### What did we aim to do?

We wanted to improve the service received by victims of domestic violence and to children at risk. Partnership working is at the heart of these services and we wanted to set up a pilot unit with officers specifically trained to deal with victims of abuse.

### Achievements

#### *1. Pilot family unit*

In November 2001 the location of the pilot unit was decided as Whitley Bay, covering North Tyneside local authority area; relating to Wallsend and Tynemouth Area Commands. This followed extensive consultation with partners, including local social services, health organisations and representative groups.

The terms of reference for Domestic Violence Officers were drafted in March 2002 and staff were identified to fulfil the role. The terms of reference for child protection were increased to include abuse by non-family members, for instance neighbours, family friends and strangers. The extension of the terms of reference would lead to approximately 26 more cases a year and the staffing has been increased to take this into account. The pilot will be evaluated during the next 12 months.

#### *2. Extra cover*

Consultation took place with external stakeholders to determine the most appropriate shift patterns and has also been conducted with staff and their associations to determine the provision of cover outside normal working hours. The staff were very supportive of working an on-call system and implemented it before the 3 month notice period was up. It was felt that shift working was not required for evenings as there would be cover on-call. The weekend would be covered during the day and on-call cover would be provided in the evening. This model was presented to

service users and partners who were supportive of the proposals. The new arrangements, implemented in April 2002, have been used and have proven beneficial to the CPU in investigations.

### *3. Awareness training*

The Community Safety department have devised a flowchart for Domestic Violence. Training is carried out at local and force levels. External training is delivered in conjunction with the Crown Prosecution Service and the Acorns project. This training was developed with inputs from local and regional Domestic Violence forums as well as victim support. An aide memoir has also been produced.

### *4. Domestic violence leaflet*

In November 2001, the leaflet was reviewed with partner agencies and amended as a result. In December there were reports of positive feedback about the impact of the revised leaflet.

### *5. Prosecution protocols*

There has been on-going consultation with the Crown Prosecution Service in relation to the prosecution of domestic violence cases. There is a section in their protocols which deals with circumstances when victims withdraw their statements.

### *6. Domestic violence database*

The database has been trialled from April 2001 and it is working well. In March 2002 it was subjected to a best practice evaluation. The database is continually being evaluated and developed to improve effectiveness.

### *7. Standard referral forms for all agencies*

Liaison with the printing section led to a 10 point reporting scale for domestic violence incidents. The relevant forms have been printed and are in use.

### **Effects on the service as a whole**

The launch of the pilot family unit was covered very positively in local newspapers with positive feedback being received. The on-call system has been widely used and the extra cover at weekends has proved beneficial, especially in child protection cases. Whole pilot being reviewed during next twelve months.

### **Challenges**

When the implementation manager started work on the recommendations, it became clear that the appraisal of the service options needed to have been more detailed, particularly in relation to the staffing impact.

### **Next steps**

The review has been implemented in full now. The pilot family unit will be in place for a year. The only remaining issue is the evaluation of the family unit to assess whether it has improved the service users receive and whether to roll them out across the force.

## FORCE CRIME TEAMS

### **Background**

The Force Crime Team was established in 1993 to target criminals operating at a force level or over several area commands. It provides a support service to area commands and develops its own operations. Through intelligence, serious crime and criminal networks are disrupted. The Team has two bases; one in Morpeth covering north of the Tyne, and one in Southwick covering south of the Tyne. The Team is made up of three sections; major crime, surveillance team and the stolen motor vehicle team. The review found that the Team is generally held in good opinion but that there were areas where improvements in performance could be produced.

### **What did we aim to do?**

We wanted to better use specialist resources to target and tackle serious offenders for instance drug suppliers

### **Achievements**

#### *1. Terms of reference*

New terms of reference have been devised and implemented. In addition a service level agreement has been drawn up. They are based on consultation with users and other interested parties. They have been communicated to operational commanders, crime managers and detective sergeants and also published on the force intranet.

#### *2. Performance indicators*

A suite of performance indicators has been devised to support the terms of reference and service level agreement. The data collection system has been designed and collection of the data commenced in April 2002. They are published on a monthly basis.

#### *3. Initial request proforma*

The proforma has been designed and was implemented in December 2001. Area commanders and crime managers have been advised about the design and purpose of the new form. It assesses all requests for surveillance both accepted and refused, and a database has been set up to collate requests. Once sufficient data has been gathered, it will be analysed to assess whether there is a need for an increase in surveillance resources.

#### ***4. Intelligence support***

This recommendation has been delayed somewhat due to the delay in implementing the National Intelligence Model. However, analyst posts have been advertised and the recruitment process is well under way.

#### **Effects on the service as a whole**

The actions that will have most impact on the citizen are the implementation of the National Intelligence Model and increased surveillance resources. These actions have not been implemented yet due to awaited changes in legislation. The actions that have been implemented are internal measures which may have improved the service, but probably not to the level that the citizen will perceive any benefit.

#### **Challenges**

The main problem for implementing this review is the delay in implementing the National Intelligence Model. This has meant the structure cannot be changed and the service cannot yet be significantly improved.

#### **Next steps**

The next main event is the implementation of the National Intelligence Model. Once this has been progressed further work can be undertaken on implementing recommendations from the review.

## RACE RELATIONS

### **Background**

Both Northumbria Police Authority and Northumbria Police are strongly committed to the eradication of ALL "hate crime" and discrimination.

The Best Value Review gave the opportunity to address every aspect of diversity in the communities served and within both organisations. This review covered racist, homophobic and all other "hate crimes" as well as ways to make both organisations more representative of the people served.

### **What did we aim to do?**

We wanted to further improve our openness and accessibility to all sections of the community of Northumberland and Tyne and Wear. A number of issues were raised throughout the review with the main issues being the need to encourage reporting and create a greater sense of confidence.

### **Achievements**

#### *1. Diversity training*

In February 2002 diversity training began for all officers and support staff. Training for senior managers is also underway. Five specialist trainers are operative and these are supplemented by additional existing trainers.

#### *2. Race Relations Unit*

Consultation has taken place with area commanders about their needs and more is to take place with service users. Staffing and workload of the current unit are being reviewed. South Tyneside Area Command has been identified as a site for a second pilot unit following consultation with all stakeholders:

- South Tyneside Area Command:
- South Tyneside Community Safety Board
- Northumbria Police Community Relations Group (S/Tyneside)
- Race Relations Unit FHQ:
- Northumbria Police Community Relations Group Executive Members

Resources for the pilot unit are being identified now.

### *3. Racist incident reporting*

The self-reporting leaflets are to be amended to take into account national, Home Office and ACPO developments. The distribution of forms has been evaluated and recommendations made for the future. On-line reporting of incidents should be available at the end of June.

### *4. Recruitment and retention*

Publicity campaigns to attract minority ethnic recruits to apply have been instigated. 3 familiarisation events are run each year to generate applications from these groups and these events are widely publicised. A member of the Black Police Association and a member of the 'mentor scheme' are involved with these events. Applications from visibly ethnic communities have trebled and the ethnic make-up of the total workforce is now 0.9%.

### *5. Communications strategy*

Understanding of the profile of diverse communities across the Northumbria Police area aided by the Home Office document "Ethnicity North East". Further research is being carried out within local authorities. The communications strategy is being developed, although slightly delayed by the new code of practice on Stop and Search, and the Race Relations Amendment Act. However, a media campaign is being developed to publicise individuals' rights under Stop and Search.

### *6. Community Race Relations Strategy*

The Race Relations Amendment Act has somewhat overtaken this recommendation. A race equality scheme will be instigated to ensure we are meeting the needs of minority ethnic communities.

### **Effects on the service as a whole**

With only a few of the forty seven actions implemented (with the outstanding actions never having been planned to be completed by now), it is too early to say that the review has improved service to users but placing a greater emphasis on creating a dialogue with hard to reach groups has raised the profile of Northumbria Police with the wider community.

### **Challenges**

One difficulty that has arisen in implementing this review has been the securing of resources to progress some of the recommendations. It is acknowledged that this would have been better addressed during the review stage. The change in implementation manager also caused some initial delays. The Race Relations Amendment Act has also overtaken some of the recommendations or at least led to a change in the priority level of certain actions.

### **Next steps**

The implications of the Race Relations Amendment Act need to be taken into account when considering the implementation of actions from this review.

ADMINISTRATIVE SUPPORT UNITS AND CROWN COURT LIAISON			
Ref.	ACTION	TARGET MET/ DUE	ACHIEVED/ NOT ACHIEVED
1	Establish the need for the continued provision by Northumbria police of all aspects of the service		
2	Determine the exact requirements of the users of the witness warning and liaison service		
3	Review and where appropriate establish effective partnership working arrangements		
4	Initiate establishment review to identify most suitable means of unilateral provision within Northumbria Police		
5	Determine the most suitable internal mechanism for the delivery of the services		
6	Initiate programme to introduce requisite changes in service delivery		
7	Consult with internal and external service users to establish effectiveness of planned improvements		
8	Consider the introduction of income generation/recharging where elements of the service are provided on behalf of partner agencies		
9	Initiate establishment review project to fully assess applicability of single centre provision		
10	Examine systems required to enable closer working with partners		
11	Determine quality control standards for data received from crown court		
12	Examine the potential for the development of joint service provision with partner agencies		
13	Examine IT systems required to enable joint working with partners		
14	Contribute to development projects aimed at furthering joint working between all partners to the criminal justice system		

CHILD PROTECTION AND DOMESTIC VIOLENCE			
Ref.	ACTION	TARGET MET	ACHIEVED/ NOT ACHIEVED
15	Carry out further consultation with service users to establish whether a call out system would answer their concerns		
16	Consult fully with staff to ensure the most appropriate system		
17	Determine system best suited to needs and implement		
18	Carry out further consultation with service users to assess what shift pattern would address their concerns		
19	Consult fully with staff with specific proposals		
20	Determine most appropriate shift system and implement		
21	Carry out detailed feasibility as to best means of delivering training, including involving other agencies		
22	Identify numbers of staff requiring training		
23	Deliver training		
24	Evaluate information provided on leaflet		
25	Consult with interested groups as to impact of leaflet		
26	Carry out any amendments as requested		
27	Consultation with CPS		
28	Report on findings		
29	Implementation of evidence gathering package		
30	Implement trial database force-wide		
31	Carry out evaluation of database		
32	Identify any improvements (Report)		
33	Carry out improvements to system		
34	Consult with other agencies as to content required		
35	Liaison with printing section for cost and deadlines		

36	Distribution of forms force wide and to other agencies		
37	Determine suitable location for pilot scheme (Report)		
38	Determine suitable terms of reference for Domestic Violence Officers and numbers required (Report)		
39	Determine number of extra cases to be dealt with by extending terms of reference for child abuse (Report)		
40	Determine whether existing staff can deal with increased workload (Report)		
41	Full implementation of pilot scheme together with service improvement actions.		

IDENTIFICATION UNITS			
Ref.	ACTION	TARGET MET	ACHIEVED/ NOT ACHIEVED
42	Develop guidelines by Identification Unit staff		
43	Transfer guidelines to the Force intranet		
44	Re-introduce training courses for Inspectors		
45	Newly promoted Inspectors to visit Identification Unit (Within one month of appointment)		
46	Existing forms to be re-drafted by Identification Unit staff		
47	Identification Parade forms to be transferred to Lotus Notes		
48	Lotus Notes training for Area Command officers		
49	Help system to be developed and appended to Lotus Notes forms		
50	Training to be provided on a local basis on 'new' witness management system		
51	Witness management system to be implemented		
52	Implement performance indicators		
53	Put forward performance indicators for use nationally		
54	Replace the two constable posts with support staff		
55	Develop an electronic diary to book parades		
56	Examine feasibility of digital imaging system for suspect		
57	Put out to tender for system to provide digital imaging (Dependent on feasibility study)		
58	Implement digital imaging system (Dependent on feasibility study)		
59	Local training of operational Inspectors in group identification		
60	Incorporation into guidelines at option 1a of rules for group identification		
61	Increase the charge to Area Commands for failed parades with less than one weeks notice.		

CENTRAL SUPPORT UNIT			
Ref.	ACTION	TARGET MET	ACHIEVED/ NOT ACHIEVED
62	Appoint intelligence officer/staff cell or formalise tasking and targeting procedures with the force intelligence bureau (Interim update to Authority)		
63	Evaluate existing shift complement to determine the most appropriate number of shifts and officers on each shift (Further consultation and report)		
64	Focus attention on proactivity, armed criminality and criminal investigations (Review of internal structure and final report)		
65	Assess the implication to undertake all firearms licensing enquiries (Further consultation and report)		
66	Determine the future need to provide National Firearms Training and the most suitable mechanism for the delivery of external training provision (Review of internal structure final report)	Feb-03	
67	Consider sustained growth of income generation from National Training Courses (Review of internal structure final report)	Feb-03	
68	Consider the transfer of CSU firearms training to the Force Training Unit (Review of internal structure final report)	Feb-03	
69	Assess future building requirements to deliver long term firearms training to the force (Interim update to Authority)	Feb-03	
70	Assess the need for civilian firearms instructors (FTAG: Firearms Training & Advisory Group)Further consultation with FTAG and report	Feb-03	
71	Introduce non-firearm performance measurements in support of area command and force strategies with the specific aim of year on year improvement in all areas of activity (Regular updates to Authority)		
72	Establish the need for a partnership approach to firearms support and training with adjoining forces (Interim updates to Authority)		
73	Where appropriate establish effective partnership working arrangements(Interim updates to Authority)		
74	Assess and develop a model providing: resources equipment, vehicles training to meet service provision in the form of and armed response unit (Further consultation and report)	Nov-02	
75	Evaluate existing shifts to determine the most appropriate compliment of officers to provide service provision ( Further consultation and report )		
76	Focus activity of service delivery on proactivity, armed criminality and criminal investigation (Further consultation and report)		
77	Assess current structure of CSU and consider its position within the present force structure (Further consultation and report)	Nov-02	
78	Compare previous structure of firearms support in 1996 with regard to efficiency & effectiveness (decentralised approach)		

CRIME AND DISORDER UNITS			
Ref.	ACTION	TARGET MET	ACHIEVED/ NOT ACHIEVED
79	Establishment Review to confirm figures for extra staff at CRB		
80	Identify accommodation for expanded CRB		
81	Recruit/re-deploy support staff for CRB and train		
82	Confirm proposed staffing model for the remaining CDU functions (Intelligence and specialist posts)		
83	Consider changing the name of the CDU to more accurately reflect the new role		
84	Identify a "screener" for each Area command		
85	Redeploy Support Staff call takers from CDUs to other posts		
86	Identify Petty Sessional Area pairings for Licensing Officers, select staff and arrange accommodation		
87	Identify Area Command pairs for Crime Prevention Officers, select staff and arrange accommodation		
88	Review Police staff in Licensing and Crime Prevention Officer posts with a view to replacing with support staff as posts become vacant	Nov-02	
89	Confirm suitability of proposed performance measures and introduce these		
90	After collecting first years data regarding performance, review and set targets to show sustainable improvement over 5 year time scale.		

CUSTODY			
Ref.	ACTION	TARGET MET	ACHIEVED/ NOT ACHIEVED
91	Devise rationalisation plan for short-, medium- and long-term developments		
92	Prepare full plan of rationalisation	Jul-02	
93	Implement full plan	2008	
94	Consider alternative models to achieve central management		
95	Define model to implemented	Sep-02	
96	Implement agreed model	Jun-03	
97	To further consider the employment of support staff as gaolers	Sep-03	
98	To liaise with establishment review to determine employment numbers		
99	Determine content of specialist custody training course		
100	Design specialist custody training course	Sep-02	
101	Deliver training through control of a central department	Sep-03	
102	Monitor training programme and effect	Ongoing	
103	To select a site to pilot custody nurses	Jun-02	
104	To evaluate the costs and savings over a period of six months	Jan-03	
105	Roll-out programme of preferred model of nurse deployment	Sep-03	
106	Scope review of FME functions		
107	Conduct review	Dec 2001 - Dec 2002	
108	Analyse results	Dec-02	
109	Implement findings	As agreed after analysis	
110	Define purpose and remit of Custody Working Group		
111	Instigate Working Group on Custody Premises		

112	Publish Home Office design guidelines on Instructional Information System		
113	Determine content of specialist custody training course		
114	Design specialist custody training course		
115	Deliver training to custody staff		
116	Monitor training program and effect on service delivery	Ongoing	
117	Identification of suitable locations for additional computer terminals		
118	Install terminals as agreed by Information Technology Management Group		
119	Review shift patterns and establishment of custody officers for a cost effective method to match supply to demand		
120	Evaluate Gateshead West and South Tyneside as pilots of Custody Liaison Officer	Jul-02	
121	Devise terms of reference for Custody Liaison Officers		
122	Roll-out programme of Custody Liaison Offices based on evaluation findings	Jul-02	
123	Prepare detail specifications and business cases for IT improvements to present at ITMG		
124	Implement action agreed at ITMG	As agreed at ITMG	
125	Publish on Instructional Information System the collection mechanism for exception reporting of failures in bail procedures	2003	
126	Define specifications for Performance Indicators from force system and present business cases to Information Technology Management Group	2003	
127	Implement actions as agreed at Information Technology Management Group	To be agreed	
128	Define guidance for management of bail and final disposal and publish on the Instructional Information System		
129	Strengthen liaison and partnership action		
130	Develop local working practices with each Social Services Department		

FORCE CRIME TEAMS			
Ref.	ACTION	TARGET MET	ACHIEVED/ NOT ACHIEVED
131	Identify specific terms of reference and responsibilities		
132	Implement and communicate terms of reference		
133	Identify suitable performance indicators and system of management		
134	Implement performance management system		
135	Identify suitable candidate(s) for training under the NIM training process		
136	Allocate trained analyst to Force Crime Team		
137	Identify structure changes necessary to implement the National Intelligence Model tasking structure		
138	Implement and communicate new structure		
139	Develop initial request proforma		
140	Implement and communicate proforma		
141	Assess evidence for increased surveillance resources	Mar-03	
142	If necessary, identify the amount of resource increase required to respond to demand	Jun-03	
143	If necessary, increase surveillance resources	Sep-03	

RACE RELATIONS			
Ref.	ACTION	TARGET MET	ACHIEVED/ NOT ACHIEVED
144	After a scoping investigation consult with internal and external service users to establish effectiveness of planned improvements		
145	Identify and establish suitable venues for satellite surgeries, third party reporting and self reporting leaflets		
146	Facilitate and set up websites for electronic reporting		
147	Establish procedures and protocols for disseminating information and data collection to central point	Sep-02	
148	Consult with external and internal service users to assess effectiveness of improvements	Nov-02	
149	Establish protocols for information sharing with external agencies		
150	Examine current systems for information recording and dissemination		
151	Conduct evaluation of current performance measures/management systems in support of this option	Jul-02	
152	Identify potential improvement against the National Intelligence Model	Aug-02	
153	Select members for centrally based permanent team of trainers competent to deliver		
154	Facilitate specialist training for successful candidates with external provider		
155	Implement and define course syllabus, a comprehensive training programme for staff at all levels	Jul-02	
156	Commence rolling programme of diversity training to managers on a cluster site basis		
157	Continue programme across organisation as a whole as rolling programme	Continuous from Aug 02	
158	Collate and assess effectiveness of training via evaluation incorporated into initial design and with BVPIs		
159	CRR strategy addressed through appraisal systems (Personal Development Review (PDR))		
160	Following detailed scoping investigations publicity campaigns undertaken to attract ethnic recruits to join the organisation		
161	Familiarisation events organised to acquaint potential recruits with everyday aspects of the organisation		
162	Familiarisation with selection procedures and opportunities to speak to ethnic officers currently serving within the force		
163	Formalised and structured mentoring system which is documented effectively and overseen by senior officer	Aug-02	
164	Ensure lateral development of such officers in structured, efficiently maintained procedure	Sep-02	

165	Ensure selection process for recruitment and promotion caters for attitudinal testing mechanisms	Dec-02	
166	Undertaking of cultural audit to provide comprehensive demography of force	Feb-03	
167	Establish the need for the continued provision by Northumbria Police and Northumbria Police Authority of all aspects of the service		
168	Scoping activities undertaken to identify and profile diversity across the force area and determine the exact requirements of users of the service		
169	Establish effective partnership working arrangements	Ongoing	
170	Develop Communications Strategy with special emphasis on encouraging hard to reach groups to participate		
171	Develop the strategy to enhance provision for publicising rights of individuals and procedures such as Stop and Search		
172	Consult with diverse communities to establish effectiveness of strategy		
173	Consultation with members of ethnic community regarding their needs and comments		
174	Evaluate current model and assess against outcome of consultation process		
175	Formulate new strategy to complement both Ministerial priorities and BYPP	Aug-02	
176	Undertake Stop and Search publicity campaign and consult with diverse groups regarding options for this procedure		
177	Await Home Office guidelines subsequent to national Stop and Search publicity campaign and implement these	Ongoing	
178	Regular reports to Police Authority on numbers of stops and searches with analysis of results		
179	Ongoing publicity campaign informing people of their rights with regard to Stop and Search incorporated within Race Relations Communications Strategy	Ongoing	
180	Consult with other departments to gain overview of their requirements from department		
181	Identify area where proactivity can be enhanced through scoping investigations		
182	Assess effectiveness of new role and continue to consult with service users	Ongoing	
183	Conduct a scoping exercise to identify suitable location/ suitable accommodation		
184	Consultation begins - surveys and focus groups		
185	Advertise for link workers		

186	Identify staff for Team - include link workers		
187	Development/adaptation of and management of information systems for monitoring	Aug-02	
188	Implementation of model unit	Oct-02	
189	Continuous assessment programme for service delivery	Ongoing	
190	Continuous consultation with community groups	Ongoing	