

A training campaign to introduce *Problem Solving in Nottinghamshire*"

Summary;

In 2001, the Chief Constable set out a programme of change to introduce problem solving, re-align divisional boundaries [coterminosity], and impact on the way the force manages the demands placed upon it.

His aim was to place Problem Solving at the 'heart' of our policing style. Every member of Nottinghamshire Police was to be given the skills to be a Problem Solver. With the help of partners, we would identify and address the causes of crime & disorder, as well as the symptoms.

This application describes an innovative training campaign to
introduce *'Problem Solving in Nottinghamshire'*

The campaign was developed' drawing on lessons from a variety of sources,
including;

- Established research into implementing Problem-Oriented Policing in UK & US;
- Organisation change programmes;
- Existing training in forces or provided by national organisations;
- Experiences of other forces implementing POP;
- Consultation with staff, local and regional crime reduction partners;
- Local examples of problem solving efforts.

- Systems for accessing good practice or established research in crime & disorder reduction [limited within Nottinghamshire].

This search identified guiding principles for the campaign. They are likely to be applicable to increasing numbers of agencies involved in crime & disorder reduction;

Wherever practicable, training should be delivered *jointly* with those partners regularly addressing crime & disorder problems;

All training [including support material] should be interactive and experiential in nature; and

Besides introducing the *concept* of problem solving, training must inform participants of the context [e.g. structures, systems, tools & techniques] within which it will be applied locally.

Analysis. established the levels of knowledge & skills in the county, identified the generic needs of the organisation & specific training needs of key individuals, and developed a 'bespoke' training, campaign.

Innovative Responses;

- A Launch conference inspired participants and gained commitment from all crime & disorder partnerships;
- Each CDRP supported a successful bid to Regional Government Office for £36,000 toward joint training. Support also provided by Centrex.
- Creation of a 'dedicated' training team; volunteers with recent operational background in community policing or accredited trainers demonstrating a passion and enthusiasm for problem solving.

- Change management courses for new divisional commands to help create the 'unified environment' to deliver the Chiefs vision;
- Joint partnership training at three levels; CDRP, Local Area Command level, and local service delivery level;
- Integration on existing courses; promoted Sgt's course now explores a 'live' crime or disorder case study. Includes site surveys, and engages local community and partners in the *delivery* of police training.
- Creation of a consultancy team providing practical assistance and guidance in problem solving;
- Monitoring of a number of 'beacon' projects across the county identified by each CDRP [assisted by Prof. Nick Tilley] and each LAC to assess the application of learning.
- Quality support material developed includes; interactive Computer Based Training [CBT], a good practice data-base [incorporating the Home Office Tool Kits], and an Information guide & pre-read.

A total of 158 partners have now attended joint training sessions, with growing requests from other partnership groups [including Ethnic Community Consultation Group]. Priority training has been delivered to 593 staff. A traditional 'formative' training evaluation has been designed – including qualitative and performance outcome measures. Feedback & monitoring illustrates the training is 'meeting the needs'. Evidence of learning application is emerging from the 'beacon' projects.

"Three things struck me when I arrived in Nottinghamshire; Firstly, that we faced the work of a small Metropolitan area with the resources of a County force; secondly, the dominant policing style was reactive we were reacting to events rather than take the initiative to shape those events.; finally, and perhaps as a result of the first two, that many of our communities believe we're stopped caring about their problems # are not interested in the quality of their life, and so are losing confidence in us".

"It seemed to me, that if I was to make any impression at all as a Chief Constable I had to turn all those three things round. The whole programme of change I've designed has been around making the force more proactive, instead of dealing with the symptoms of the problems we face, actually tackling and attacking the root causes, We are going to re-engineer the whole organisation around problem solving so that every member of the force can make a contribution toward it ...

A message from Steve Green, Chief Constable

... We face huge challenges. Problem solving can help us with those challenges if we all embrace it. If we move in the same direction, it will make a difference to what we do out there. I believe that with problem solving we can make a difference in our communities, ensure that we arrest more prolific offenders, protect more repeat victims, and dominate the 'hot spots' where crime & disorder is happening in the county".

Training Video [2002]

Introduction

'Problem Solving in Nottinghamshire'

In 2001 *Steve Green, Chief Constable, set out his Vision to create a **Problem Solving Organisation***. Under the 'Safer Nottinghamshire for All' programme his objective was to introduce problem solving, bring in [coterminous] boundary changes^x and to make an impact on the way the force manages the demands placed upon it. In support of this, resources and decision making were devolved from the centre to locally based officers, enabling timely and effective interventions to meet the needs of local communities in the county.

His aim was to place Problem Solving at the heart of our policing style. Every member of Nottinghamshire Police was to be given the skills and training to be a Problem Solver. With the help of our partners, we would identify and address the causes of crime & disorder, as well as the symptoms.

This application describes an innovative and comprehensive training campaign to complement work to introduce and sustain **'Problem Solving in Nottinghamshire'**.

^x The force has re-aligned its Divisions around Local Authority boundaries – reducing from five to four Divisions in doing so.

Scanning;

The **'Problem Solving in Nottinghamshire'** project [under the Safer Nottinghamshire for All programme] began in early 2001, describing seven clearly defined, but inter-dependent, stages [see appendix A] designed to re-engineer the force to introduce problem solving as a 'dominant policing style'. Central to this was the development, design, testing and delivery of a comprehensive training campaign; This campaign was heavily influenced by the 'scanning' completed at an early stage of the project.

This included assistance by external consultants in addressing three issues fundamental to any planning process; *Where are we now? ... Where do we want to be? and, .., How will we get there?* In *considering these* issues, the work of the consultants focused on;

- A review of problem-oriented policing in other forces in the UK and Internationally to identify good practice;
- A series of interviews with the force command team, divisional commanders and other senior officers;
- A series of focus groups with representative samples of officers, support staff and partners across Nottinghamshire [over 120 individuals in total]; and
- A review of current structures and processes in the force.

Other `scanning' completed by the project which influenced the training campaign included;

- Identifying good practice in problem solving training and change management [including change training delivered by local company '*Capital One*' in Nottingham];
- Visits to other Forces and organisations [of particular value, was the sharing of lessons from Lancashire Police & Cleveland Police, both of whom had experience of organisational implementation of problem solving];
- Influential internal & external '*champions*' were identified to help maintain the momentum created by the Chief's Vision and to encourage partnership working in the county. These included the Police Authority, key divisional & staff association representatives, the Regional Crime Director and a number of Local Authority Leaders & Chief Executive Officers [who went on to support a partnership approach to problem solving in the county];
- Visits throughout the organisation collected examples of local good practice, and established a 'baseline' for the training. This confirmed the existence of 'Islands of Success' in the force, but also the limited nature of organisational support.
- Examination of a number of local `problem-issues' and community concerns to both illustrate and 'contextualise' the benefits of a problem solving approach – as part of a 'marketing strategy'. This work proved invaluable in bringing

problem solving alive for staff, partners, and the community alike² through the use of these locally identified problems.

- A review of established research & literature helped focus the campaign on accepted good practice in implementing a problem-oriented approach to crime & disorder reduction;
- A search was made for existing & available problem solving training packages & training providers amongst other forces and recognised agencies in the UK; [National Crime & Operations Faculty at Centrex, Crime Concern and NACRO, etc.];
- Funding opportunities to support such a large scale training campaign were also explored. A major contribution was made by the Regional Crime Director, Government Office for the East Midlands [GOEM], who supported the joint training programme through his Partnership Development Fund [PDF].

- For example, they included illustrations of how local communities perceive crime & disorder based on daily experiences in Nottingham City of prostitution, damage to street furniture, and begging — against the statistical likelihood of being a victim of a 'priority' crime; Crime and demand 'hot spot' locations in the county e.g. the four ASDA stores [900 crimes a year], and of persons frequently 'called about'.

Analysis;

Three Guiding Principles for the Problem Solving Campaign;

The above search for good practice identified a number of key messages which quickly became guiding principles for the problem solving training in Nottinghamshire. It is suggested that these principles are likely to also be applicable to the increasing number of agencies involved in crime & disorder reduction;

1. Wherever practicable, problem solving training should be delivered jointly with those partners who regularly work to address problems of concern to the police, local agencies, or the local community;
2. All problem solving training [including support material] should be interactive and experiential in nature; and
3. In addition to introducing the concept of problem solving, training must also inform participants about the context [e.g. structures, systems, tools & techniques] within which it will be applied locally.

Identifying the Needs within Nottinghamshire;

Having established the guiding principles for the training campaign, detailed analysis of the information gathered during the `scanning' phase was completed. This analysis identified the generic & specific training needs of the force and our partners, developed and tested the design of training packages, and identified the most appropriate mechanism for delivering that training .

Analysis of Existing Skills;

Within the force, there were examples of limited problem solving. Individuals had varying degrees of knowledge of, and skills in, problem solving; largely in pursuance of their own personal development. Some limited training had been delivered on two of the [pre re-structure] divisions at the initiative of the divisional commander. This training tended to be conceptual in its nature, and targeted at a limited number of Beat Managers. No evaluation of this training had been carried out.

A small number of police managers and police authority members had attended the National Problem Oriented Policing conferences in Leicestershire, but there was no mechanism for promulgating learning from such conferences across the force.

At a partnership level, the Regional Crime Director at Government Office for the East Midlands [GOEM] had sponsored a 'Problem Solving in Partnership' event for the Region's crime reduction partnerships in early 2001. Although this event was held in Nottingham, none of the county's partnerships attended this training. There was little evidence of proven problem solving approaches to crime & disorder reduction within partnership initiatives requesting Home Office funding.

Local examples of problem solving were isolated and tended to be short-term projects. The force did not provide the training, information technology or support for any form of sustained problem solving. Access to good practice or established research in crime & disorder reduction was also limited.

Training Needs Analysis;

Mr Green had set out a clear vision of creating a problem solving organisation, with 'problem solving at the heart of everything we do' and 'every member of Nottinghamshire Police *[being]* a problem solver'. Together with the changes to our infra-structure in support of problem solving, this implied there was a generic 'force need' for the campaign to deliver a consistent and co-ordinated training package [based on the SARA model of problem solving] to a large number of staff and at a level appropriate to their roles and responsibilities.

Lessons learned from other forces, established research and the feedback from focus groups hi-lighted the importance of understanding that the vision implied a need to change the *'way we do business'*. Encouraging creativity and risk taking, managing and implementing problem solving at a senior & mid-management level, creating the time to problem solve and being clear about how everyone can contribute towards solving problems would be important skills and attributes for the force to learn and apply.

'Specialist' Needs;

A more detailed, specific, training needs analysis was completed for those roles identified during the 'scanning' phase as being central to the day to day 'management' of problem solving; e.g. Local Area Commanders — [Inspectors in charge of the basic unit of community-based policing in the county] Beat Managers [identifiable local police officer], Crime Reduction Officers, Analysts, and Call Handlers, etc.³

³ The project was assisted in this 'specialist' task by the force's Learning Management Unit. Copies of the TNA's are available on request.

This analysis also clarified the • *contribution* other roles and functions [within Nottinghamshire Police in particular] would make towards problem solving. This has allowed us to target and prioritise the campaign at appropriate levels, to describe our expectations of the specific contribution of each role / function, and to design the best methods of training delivery.

The campaign was therefore targeted through three distinct phases;

1. Divisional & CDRP management teams, Local Area Commanders together with local partners, Beat Managers, Analysts, Crime Reduction Officers, Call Handlers & Enquiry Clerks ['Gate-keepers'], and Integration of problem solving within existing courses [especially probationary and newly promoted Sgt's training];
2. Patrol and Response officers, CID and Operational Support Staff, and specialist units; and finally
3. All other remaining [internal] staff & 'sustaining problem solving training beyond the campaign.

Campaign Funding, Training Providers, Design & Testing;

'Scanning' had identified a number of funding opportunities to support the campaign, but an absence of a comprehensive training package or provider who could meet all *of our needs*.

National Crime & Operations Faculty at Centrex [formerly National Police Training] agreed to nominate Nottinghamshire Police as one of three forces to 'pilot' a developing Problem Solving Management course. It is estimated that training to the value of £15,000 was provided

at no cost to the force or its partners by Centrex through this pilot.

With the support of all eight Crime & Disorder Reduction Partnerships in the county, a successful bid to the Regional *Crime* Director [GOEM] provided £36,000⁴ for a launch conference and joint training at crime & disorder partnership level. This training was contracted to Crime Concern.

The remaining training needs were met by the creation of a 'dedicated problem solving training team'. Eight volunteers were recruited from Divisions on the basis that they had a recent operational background in community policing, and/or are accredited trainers who could demonstrate a passion and enthusiasm for problem solving.

A major gap in our information was identified when attempts were made to establish a base-line for our performance in addressing repeat or recurring crime & disorder problems of concern to the community. The ultimate success of a problem solving training campaign should be based on its impact in reducing or eliminating those problems. Traditional quantitative measures exist in respect of crime, but the force recognises the needs to become more sophisticated in how it measures its performance in respect of non-crime related incidents, 'quality of life' and 'fear of crime' issues.

⁴ GOEM is also supporting partnership problem solving by funding a data-sharing system 'JUPITER'⁴, and an extra 5 analysts to the tune of £210k over 2 years

Response;

Below is a summary⁵ of the significant or innovative elements, designed with the three guiding principles in mind, of the training campaign;

'Together Forward' 'A Collective Approach to Problem Solving' Launch Conference [Mansfield Civic Centre 1.2.02]

This one day conference was the official launch of the problem solving joint training programme for Nottinghamshire⁵. Attendee's included crime reduction partnerships, local strategic partnerships and divisional command teams, local area commanders as well as problem solving 'specialists', and staff representatives. Key speakers included Regional Crime Director Steve Brookes, Chief Constable Steve Green, District Council Chief Executive Richard Goad, and Professor Nick Tilley. Superb presentations were given by Mike Barton [Lancashire Police] 'POPs on the back of a beer mat' & the Herman Goldstein Award winning 'Street-Sweeping Broadway Style' presentation by US Officers Steve Scully & Bill Bongle.

The aims of the day were to;

Inspire participants of the potential of problem solving as an approach to reduce crime and disorder, address community concerns;

Inform participants of the problem solving vision within the region;

Unveila realistic and achievable joint training programme for Nottinghamshire; and

Create an opportunity for networking for the newly formed Divisions and Crime & Disorder Reduction Partners.

⁵ Full details can be obtained from the project team.

⁶ We have in fact — collaborated with Derbyshire in respect of some aspects of the joint training.

'Delivering Change'

The implementation and management of 'Problem Solving in Nottinghamshire' was seen as a key to success [established research and lessons of other Forces ⁷]. It was recognised that the newly formed Divisional Commands would need support in managing the changes necessary to 're-engineer' the force around problem solving. To provide that support, the project employed the services of 'Techniques For Change'. This company had provided excellent training as part of an 'internal consultancy' course early in 2001.

The aims were to;

Create a unified environment within which their teams could deliver the Chief's vision.

it included inputs on leadership, change models, organisational culture, business problem solving models, consensus, and team styles.

'Joint Training in Nottinghamshire'

Crime & Disorder Reduction Partnerships;

The GOEM funding provided four joint training sessions for the 'new' Divisions together with their respective Crime & Disorder Reduction Partnerships. This 'problem solving management' training was aimed at command teams, chief executives, heads of service, and support specialists [analysts, crime prevention officers, community safety officers]. It includes a follow-up session toward the end of 2002, during which Professor Nick Tilley, Crime Concern and the project manager will review learning application around a problem solving initiative chosen from the local strategies.

⁷ HMIC Publications; *'Beating Crime' & 'Calling Time on Crime'*, Home Office Publications; *'Brit POP' & 'Not Rocket Science'*, et al

Local Area Partnership Level;

A two-day joint training course for local area commanders, together with three or four local partners with whom they regularly worked, was provided by Centrex. A separate evaluation contract exists for this national pilot training, to which we expect to have access.

The aims for participants of both courses were to;

- Gain a greater understanding of problem solving terminology;
- Consider the implications of utilising problem solving approaches;
- Identify current strengths and weaknesses of problem solving;
- Utilised problem solving methodology in a practical example; and
- Identify priorities for future action within their organisation.

Local Service Delivery Level;

A further course run by Crime Concern, in collaboration with the dedicated training team was funded by Mansfield's 'Crime & Disorder Reduction Partnership. This course delivers joint training to local beat officers together with other service delivery partners. It is expected to provide training for 80 participants, the majority of whom will be from non-police agencies. If successful, this front-line training may be replicated elsewhere.

Integration on Existing Courses;

The course for newly promoted Sgt's has been redesigned around the examination and application of problem solving to a current crime or disorder problem on a local area command. This course is particularly innovative as it allows participants to explore a 'live' case study. The course format includes site surveys and meetings with local community representatives [including victims] and partners; engaging them in the *delivery* of police training. Course members de-brief the local commander, who benefits from a concerted analysis of the problem.

The dedicated problem solving training team;

Because this team was responsible for delivering all internal training against a background of *major change*, investment in their support was considerable. Before designing a 'bespoke' training programme they received inputs from;

- Chief Constable, to explain his vision in detail;
- Detailed briefing from the 'Problem Solving in Nottinghamshire' project manager; including feedback on 'frequently asked questions';
- 'Techniques For Change' consultant; on managing change and its impact on culture;
- Dr David George, Educational Consultant specialising in techniques to encourage 'creative thinking';
- Three different versions of Problem Solving training from external providers; Crime Concern & Centrex [useful for the continuity of the campaign], and from the US Officers [previous Herman Goldstein Award winners] who presented to the launch conference.

The team then designed and delivered training within phases one & two [see above] appropriate to each audience [ranging from Chief Inspectors, Inspectors, **IMU staff**, Enquiry Clerks, Beat Managers, patrol and response officers, Roads Policing and CID].

The aims for participants were to;

- Appreciate the need for change;
- Understand what a problem is;
- Understand what problem solving is;
- Know how to apply problem solving [inter-active case studies];
- Know what help and resources are available; and
- Understand the need to encourage internal & external partners to assist in problem solving.

Interactive Computer Based Training;

In support of the above, the team, working with a local University, has developed an interactive training CD Rom containing "*a message from Chief Constable Steve Green*" [see below] and *SARA : a short guide to problem solving*. This Computer Based Training [useful for induction and distance learning purposes] will be made available to our partners in CD format, and accessible to our own staff through the force's Intranet.

Excalibur 'registration & good practice' data-base [incorporating Home Office Tool Kits];

To improve access to local & national good practice, and increase the availability of established research, an Intranet data-base '*Excalibur*' has been developed⁸. Long-term, resource intensive or partnership based problem solving initiatives will be registered on '*Excalibur*' which incorporates the Home Office Tool Kits. Further web-based research applications [e.g. CopCase] will be added to encourage staff to 'scan' for similar problem issues, and learn from potential solutions applied elsewhere.

Information guide & pre-read;

Nottinghamshire Police, Centrex, and Crime Concern, with support from the Home Office, have collaborated in the production of an *Information guide & pre-read - 'A collective approach to problem solving'* [copy attached]. This guide is designed to; *'enhance the understanding of problem solving and assist with the application of the philosophy when dealing with identified problems. It can be used either as a general information guide or as a pre-read for those about to take part in problem solving training, whether as crime & reduction or regeneration practitioners or managers:*

⁸ Based on an original concept in use in Lancashire Police, and developed by DC Steve Medcalf.

Sustaining Problem Solving;

A separate strategy for sustaining or 'mainstreaming' problem solving training beyond this implementation campaign has been presented to the force, but is not covered in this application.

SECONDARY ANALYSIS

Analysis of feedback from training;

During the delivery of the campaign, issues emerged which when analysed, led to additional responses;

Despite comprehensive 'marketing' of the Chief Constable's vision and commitment, early feedback from the dedicated training team suggested large numbers of participants were still unaware of the rationale behind the force restructure;

A suggestion that the Chief produce a 'message' addressing these matters was accepted and as a result a nine-minute video was produced in collaboration with a local University. The video'd message [also used on interactive CD Rom] gave a powerful explanation of his vision, and was positively received & de-briefed during training.

The dedicated trainers became aware of knowledge gaps in respect of the structures and systems developed;

Further inputs to address the gaps were arranged for the training team by Force Senior Analyst and the Information Management Unit [IMU] project.

Specific gaps in the training needs analysis were also identified. In particular, Special Constabulary & Scenes of Crime [SOC] needs had been overlooked;

This issue is being reviewed by the Learning Management Unit and has been included in the force plan document "A sustained approach to Problem Solving". In the meantime,

'awareness' sessions have been arranged with SOC to update them.

On request, Her Majesty's Inspector of Police Training was provided with a detailed briefing on the problem solving campaign;

His encouragement of the proposed independent evaluation for the campaign *'for added transparency'* will be beneficial in establishing a business case to the Police Authority and/or Regional Crime Director.

Interactive case studies demonstrating how problem solving could be applied to community concerns were generally well received. But fully engaging officers who preferred offender centred approaches to policing seemed to require additional thought;

A specific case study based upon the problem of Distraction Burglary was developed using the growing amount of research and the recently published Home Office Tool Kit. Feedback suggests it is very effective at widening perspectives beyond an offender focus. It has also been used successfully for Analyst training and raising the awareness of the Police Authority.

Problem Solving Consultancy Team 'Beacon' Problem Solving Projects;

To provide practical assistance and encouragement to local problem solving, and to monitor how effectively learning is being applied, a consultancy team' has been created from a number of `specialist' advisors. Members include the `Problem Solving in Nottinghamshire' project manager, a Local Authority secondee, the Force Architectural Liaison Officer, Senior Analyst, a GOEM representative, and the Partnership Sgt.

The team is concentrating on supporting implementation through a number of 'Beacon' initiatives identified by each, CORP, each LAC, and a number of specialist units. These initiatives provide a focus and momentum for local problem solving, but also allow the team to monitor how well the learning is being applied, and to identify any remaining organisational obstacles or knowledge gaps. A full list of these initiatives is included [see appendix B].

ASSESSMENT;

Quantitative;

A total of 158 partners have attended the joint training events together with officers with whom they work on a regular basis to reduce crime & disorder. A total of 593 police staff, prioritised within phases I & II, have now received problem solving training.

Launch Conference 1.2.02

Location / Receptents	Nos. of Police Staff	fos. of Partners	Total Nos.	Comments
'Together Forward : A Collective Approach to Problem Solving' Launch Conference — Mansfield Civic Centre 1.2.02	160	90	250	Partners in attendance included CDRP's, New Deal, Youth Service, CPS, Ashfield Homes, Mansfield CVS, LSP, YOT, Primary Care Trust, Notts Fire & Rescue, NHW, Probation Service, Chamber of Commerce & Industry, MPAC, Notts LEA, West Notts College.

Divisional Command 'Managing Change' Trg

Location / Receptents	Delivered By	Nos. of Police Staff	Comments
Dedicated Problem Solving Training Team	Brian Prytz 'Techniques For Change'	14	Total Nos; = 54
C Div [City]		8	
A Div [Mansfield]		10	
B Div [Bassetlaw, Newark & Sherwood]		13	
D Div [South Notts]		9	

Joint CDRP / Divisional Command Problem Solving Trg [Part One]

Location / Receptents	Delivered By	Nos. of Police Staff ⁹	NOS:- Of Partners	Total Nos..	Comments
Bassetlaw, Newark & Sherwood	Crime Concern	12	4	16	Total Nos; = 56 police staff 44 partners – total of 100
Mansfield & Ashfield		21	20	41	
City		8	11	19	
South Notts		15	9	24	

⁹ Included Crime Reduction Managers, Business Managers, and existing Analysts

Joint LAC/ Partner Problem Solving Trg

Location» J Receptients	Delivered By,	Nos of Police Staff	MHOS of Partners	Total Nos.
A Division [Mansfield]	National Crime & Operations Faculty @ Centrex	9	4	13
B Division [Bassetlaw, Newark & Sherwood]		11	8	19
C Division [City]		9	10	19
D Division [South Notts]		12	2	14
'Mop-Up' Session [To be arranged]				
24				

Newly Promoted Sgt's Problem Solving Trg

Newly Promoted, Problem Solving Trg	Sgt's	Delivered By,	Nos. of Police Staff	Comments
14.5.01 — 25.5.01		Management	7	
3.9.01 — 14.9.01		Trg Team & Project Manager	9	PS module test session — 'Begging in Nottm. City'
15.10.01 — 26.10.01			9	
11.2.02 — 22.2.02			10	PS module session — Anti-social behaviour & drug-related criminality 'Kirkby & Sutton' LAC
11.3.02 — 22.3.02			12	
			47	<u>As at 2.4.02j</u>

Internally Delivered Problem Solving Trg Phases I&II jto date]:

Location] Receptients	Delivered By,	Total Nos.
A Division	Dedicated PS Team	98`
B Division		48
C Division		117
D Division		142
Non-LAC Inspectors		44':

¹⁰ Modular Programme based on examination of current problems at a chosen LAC [involves community & partners in `delivery' of trg]

Expansion;

Further, un-planned training, has now been provided on request as the work of the dedicated team is promulgated;

Specific training has been provided for an LAC's staff, together with partners from the Nottingham City Council and Residents Associations, to help them draw up an Action Plan to address community problems in the St Anns' area of Nottingham. A total of 17 participants attended this training;

Other training requests being met by the team, include the Police Authority, the Ethnic Community Consultation Group, Race Equality Council, and the Gay & Lesbian Group within Nottingham City.

Qualitative;

The evaluation of the training is 'formative'; that is, feedback will be given to ensure continuous improvement. Evaluation is being conducted by the force Learning Management Unit and external agencies, where applicable. This evaluation is based on three levels:

Reaction; This information is extracted from the 'end of course questionnaire' and direct feedback to the trainers during delivery. This initial information has helped in the secondary *analysis* to adjust and develop the training input [see above].

Immediate; A post course questionnaire has been developed to sample attendees and their line managers, some six months after their attendance. These

questionnaires are designed to assess the transference of learning to the workplace and the impact of the training on job performance. It is intended to sample 50% of attendees which if the usual response rate for the Force of 47% holds true, this could give a returned sample of 23% of all attendees. In addition a telephone interview schedule will be drawn up to illicit more specific areas of learning and application and again will include Line Managers. The target sample size for this will be 25% of all attendees. The consultancy team will also provide valuable indicators of learning application through it's examination of initiatives, as will the 'review exercise' by Prof Nick Tilley ref. CORP initiatives [see Crime Concern Trg above].

Ultimate; [Impact on Performance] Although crime reduction measures [including repeat victimisation] exist, the force and its partners recognise the limitations in our ability to capture information on our service in respect of non-crime, quality of life and 'fear of crime' issues. These limitations are being addressed through local partnerships and guidance from the Home Office on wider partnership measures is eagerly awaited.

Emerging themes from the 'reactionnaire' feedback illustrate support for the concept of joint training, that partners have been able to draw parallels to the need for problem solving within their agency, and that the SARA model had been well explained. Internally, the reasons for change were better understood, practical examples were appreciated, and roles / contributions fully explained.

Gaps identified included a need for regular seminars / events to share good practice amongst partnerships and a need to engage 'sleeping' partners [Health & Education quoted]. Internally, local officers need more information on partnership working, which agencies can help with problem solving, and practical assistance in delivering problem solving.

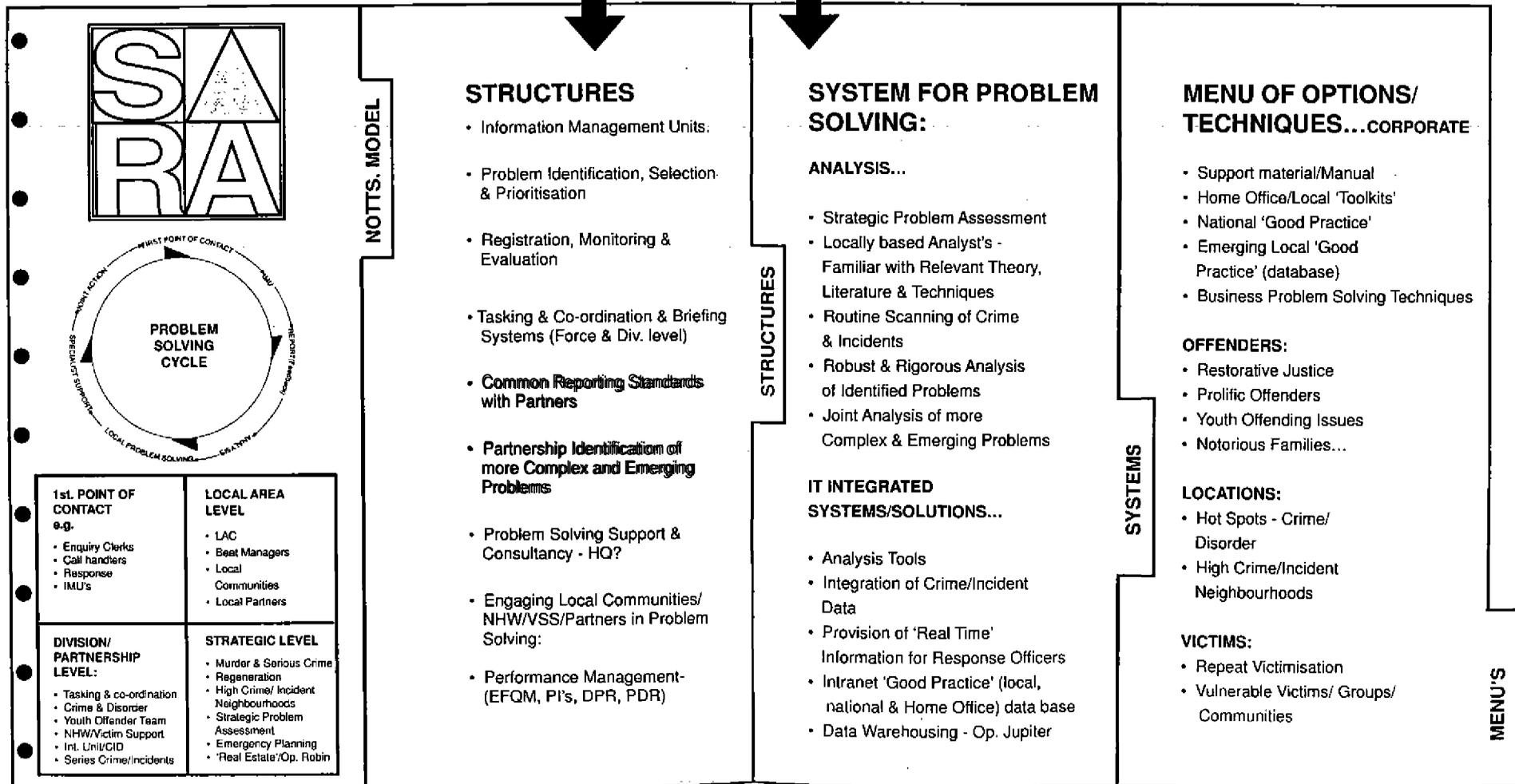
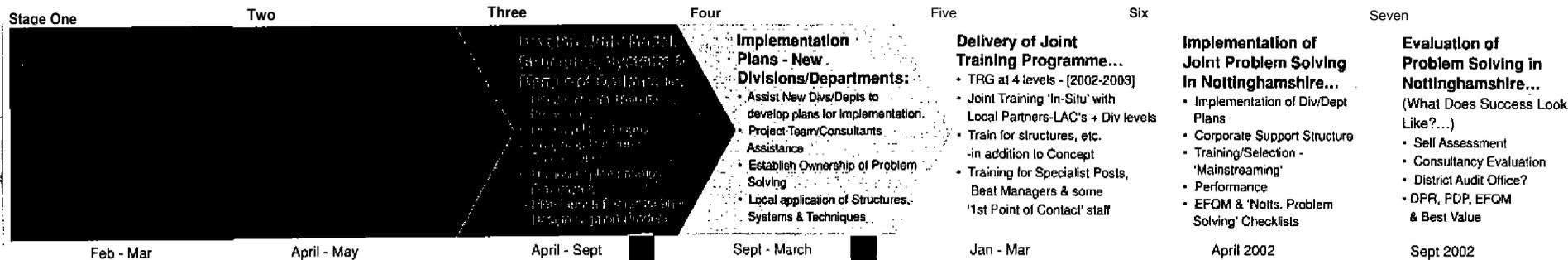
Independent Evaluation;

Finally, it is intended to commission an independent evaluation in 2003 of the whole 'Problem Solving in Nottinghamshire' project, including the impact of the training campaign. Base-line information for this evaluation will be provided from the original consultants report and the project plan,

Appendix A

'Problem Solving in Nottinghamshire'
Project plan

PROBLEM SOLVING IN NOTTINGHAMSHIRE



MENU'S