

Lancashire Constabulary
Eastern Division

The Tilley Award
2003

Crime and Disorder
Reduction Category

SUMMARY

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The Burglary Project

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Quality of Service in Crime and Incident Management

Summary

Nationally, since the inception of surveys to look at Quality of Service Indicators for victims of crime, very little has been done with the information those surveys provide to improve the quality of service to victims.

In Spring 2002, then Supt David Mallaby, Operations Manager at Eastern Division, Lancashire Constabulary, now Chief Supt, Divisional Commander, seized the opportunity to look at the quality of service being offered by the police and partners to victims of burglary in Eastern Division. The resulting project also aimed to harmonise the investigative process with improvements in service delivery.

Historically, the majority of victims were either 'fairly satisfied' or better and it was keenly felt that to improve the quality of service the critical factors present to those victims who were 'VERY or TOTALLY satisfied' needed identifying. In this way, the whole process could be re-designed to include those factors that would take people from being 'FAIRLY satisfied' to 'VERY' or 'TOTALLY.'

In order to discover what would move those fairly satisfied up to being very or totally satisfied a number of focus groups with victims were held. The use of focus groups allowed the partnership project group to gain a real insight into the thoughts, feelings and reactions of those subjected to a domestic burglary. They allowed for free discussion and produced qualitative data that could then be used to inform any changes to working practices and procedures.

Changes to procedure were implemented with the emphasis on victim care and the thorough investigation of every burglary in Blackburn and Darwen. Burglary Packs were produced to assist the officers with the new procedures. Information Packs were given to victims of burglary and these outlined our commitment to delivering a good service.

For probably the first time nationally, quality of service data has been demonstrably used to improve service delivery. The results of the project are exceptional. The key to proving unequivocally evidence of the 'cause' and 'effect' of the project has been the independent analysis undertaken by a renowned social research company.

Satisfaction levels have increased beyond any realistic expectations, partnership activity is now more focused to provide a holistic approach to reducing crime, and the Division's staff are committed to providing an improved level of service to victims.

The Burglary Project demonstrates classic problem-solving at its most effective and is eminently transferable.

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1. Scanning

1.1 Nationally, since the inception of postal surveys to look at Quality of Service Indicators for victims of crime, very little has been done with the information those surveys provided to improve the quality of service to victims.

1.2 In Spring 2002, Supt David Mallaby, Operations Manager at Eastern Division at the time and now Divisional Commander, seized the opportunity to look at the quality of service being offered by the police to victims of burglary in Eastern Division. The investigative process was also included in the project.

1.3 The project concentrated on the quality of service offered to **BURGLARY** victims. As well as burglary being a BVPI and volume crime, it is also very traumatic and was an area where improvements could be made and evidenced by assessment as survey data already existed within the Force.

1.4 A project team was appointed with a brief to look at how front-line officers and other staff engage with victims of crime and the quality of service offered to them. Critical factors that influence satisfaction also needed identifying. Processes already existed to deal with the mechanics of crime, but historically there was little guidance as to how an officer should act at first contact or when they visited victims of crime. There were no minimum standards of investigation set.

1.5 Every member of staff who had some contact with the victim had their role reviewed. Crime reports, modus operandi and officer's reports were scrutinised to find where improvements could be made in order to facilitate the investigative process. Focus Groups with victims and staff were also held.

1.6 In short, the project aimed to improve how victims of crime were dealt with right from the first point of contact to closure, thus hopefully making them more satisfied, whilst giving guidance and setting minimum standards of investigation to officers, which in turn would lead to an increase in detections and an overall reduction in burglaries. Partnership activity in relation to crime reduction and victim care would also be measured.

2, Project Objectives

2.1 The strategic aims of the project were as follows:

- 1 Improve the Quality of Service offered by the police and partner agencies to victims of burglary and increase the satisfaction levels of those victims.
- 2 Improve the investigative process to help increase the number of detections and reduce burglaries.

3. Analysis

3.1.1 It was recognised from the outset that there was existing data already available to the Force. Lancashire Constabulary has used postal questionnaires since the mid 1990's to measure the 'confidence and satisfaction' of those who had become a victim of crime. However, the data from these surveys had never been used as a basis to inform changes to 'the way we do business' to improve the satisfaction levels of victims. The project aimed to address this.

3.1.2 The majority of people were either fairly satisfied or better and it was keenly felt that to improve the quality of service the critical factors present to those victims who were 'VERY' or 'TOTALLY' satisfied needed identifying. In this way, the whole process could be re-designed to include those factors that would take people from being 'FAIRLY' satisfied to 'VERY' or 'TOTALLY.'

3.1.3 The team looked into how victims **ACTUALLY** felt about the police response to their crime, how information could then be taken and used to recommend changes to procedure and working practices, and ultimately implement the changes across the division and the force.

3.1.4 The towns of Blackburn and Darwen were chosen as the pilot areas for the project because they had the highest number of burglaries per year in the division (approx 2000) and, consequently, the highest number of victims.

3.1.5 The project team decided to use a number of methods to analyse the existing 'problem'. These included examining postal survey data that was already available and focus groups with victims of burglary and focus groups with police officers and support staff. It was accepted that the postal surveys could not tell the project team enough about the situation to allow informed and effective change.

3.2 Victim Focus Groups

3.2.1 The use of focus groups allowed the project group to gain a real insight into the thoughts, feelings and reactions of those subjected to a domestic burglary. They allowed for free discussion and produced qualitative data that could then be used to inform any changes to working practices and procedures.

3.2.2 Blackburn with Darwen Council, through the Crime and Disorder Reduction Partnership, sourced and funded appropriate venues and the training of facilitators to enable the focus groups to run effectively.

3.2.3 Victims of domestic burglary were invited to take part in the focus groups and a cross-section were identified using police data-bases. A total of 22 victims took part in the focus groups, including four married couples. They discussed 18 burglaries. Six of the victims were Asian, including one male who was burgled in his place of work.

3.2.4 Three of the burglaries were attempts; most of the rest either involved people being burgled while they were away from the house, or at night, when they were asleep. Three victims actually saw the burglar, including one, an Asian shopkeeper, whose shop was attacked and broken into by members of a gang of about forty people.

3.2.5 While the nature of their reactions varied, all had been deeply affected by the burglary, and most were still affected, regardless of how long ago the offence had taken place.

3.2.6 Here are a few of the comments made by victims during the focus groups expressing the effects that being burgled had had on them:

"What frightened me most was the fact that they'd been in the bedroom when we were asleep, and I said to the policeman who came, what would have happened if we'd woken up."

"I felt better when the police came, because I was absolutely frightened to death... I kept saying to the police, would they come back, would they come back?"

Some comments made by victims about the police response:

"It depends who you get. If the man is enjoying what he's doing, he will do the job properly."

"The way they've spoken to us, it's like we're criminals."

3.2.7 The focus groups provided the project team with information about the initial reactions of victims, issues surrounding reassurance and repeat victimisation, behavioural and psychological reactions to being burgled, how victims felt about initial police response and any subsequent follow-up and general comments about the police.

3.2.8 To the victims who took part in these focus groups, the effect of being burgled was profound, and often traumatic; in addition, it was sometimes costly, and nearly always imposed restrictions on their everyday life. Furthermore, these effects were not limited to the immediate aftermath of the burglary.

3.2.9 Some victims had praise for the way the police dealt with them. However, it was clear that in other cases the police failed to respond sympathetically to the victim's plight, and there were many examples of police action or inaction that had aggravated the effects of the burglary. Follow-up was not always provided, and even where it was, it was sometimes undermined by poor briefing and co-ordination.

3.3 The Use of Telephone Surveys

3.3.1 The decision to use telephone surveys was made to give the project some meaningful baseline data that could be used to compare the pre and post implementation of the project. The telephone surveys started in Spring

2002 and are being carried out by an independent social research company from Hull.

3.3.2 Malcolm Hibberd (from the Police Foundation) advised and assisted in the design of the telephone questionnaire that would be used with victims of domestic burglary in the Blackburn and Darwen area. The questions were designed using the information from the victim focus groups and those critical factors to ensuring satisfaction. This questionnaire would enable appropriate questioning of victims in order to obtain more meaningful information about their experiences with the police. Victims would be contacted immediately (within 3 days) after the burglary and then again three months on to be able to measure initial and ongoing satisfaction levels.

3.3.3 The telephone surveys commenced three months before any changes resulting from the analysis were implemented. They continued (and are still continuing) after the initial officer workshops (see 6.1) so there could be meaningful evaluation to show the cause and effect of the intervention.

3.3.4 Telephone surveys have many advantages over written questionnaires and for these reasons the decision was made to invest in them. Some of the advantages include no restriction to the length of the interview, the interviewer's capability to correct misunderstandings, motivate the respondent and probe for more details when answers are vague. Another great advantage over postal surveys is that telephone surveys can be conducted with great speed. This allowed for immediate contact with the victim after the crime and a chance for the team to gather vital information that may otherwise be lost with a delay.

3.4 Officer Focus Groups

3.4.1 To compliment the experiences and expectations of the victim it was also decided to invite a number of police officers, Crime Scene Investigators and Communications Operators to attend a focus group to discuss how they dealt with victims of burglary. The team also needed to identify any 'gaps' in the perceptions and expectations of victims and the perceptions and demands of police officers.

3.4.2 What became clear was that police officers and other staff had a genuinely different interpretation of how victims saw a crime. In the main they thought they were providing a good service and that the victim saw it as a good service.

3.5 Mapping the Burglary Process

3.5.1 It was decided that the whole process of dealing with burglaries should be 'mapped' from start to finish. This helped to identify what we were already doing and what information regarding the satisfaction of victims was relevant to each stage in the process.

3.5.2 Through the staff focus groups it was clear that individual officers and staff believed they were doing a good job and the vast majority were. The different parts of the process were not linking up, communication

between staff was generally poor and cumulatively, this led to an unsatisfactory service.

(See Appendix A for the Burglary Process and Appendix B for the Investigation)

3.6 What did the analysis reveal?

3.6.1 The various means of analysing what makes victims satisfied or not revealed several critical factors to achieving satisfaction.

Victims were more likely to be satisfied when the police officer:

- Explained actions
- Gave advice
- Answered questions
- Showed concern
- Provided contact details
- Took control
- Was decisive
- Was patient

3.6.2 The analysis also revealed that police action, or inaction, was often unsympathetic and inconsistent and that follow-up was not always provided and even when it was, it was compromised by poor briefing and co-ordination. The one thing that victims wanted was REASSURANCE.

3.7 But what actually made a victim feel reassured?

3.7.1 These factors were identified through the surveys and the focus groups and are as follows:

Reassured

The police:

- Answered questions, allayed fears
- Were empathetic, sympathetic
- Said they would follow up leads
- Gave information about Victim Support
- Sent crime prevention officer
- Said they would check on residence
- Said the offender was in custody
- Were competent

Not Reassured

The police could have...

- Given feedback
- Allayed fears
- Increased patrols
- Done something, anything!
- Taken fingerprints
- Not treated victim as suspect
- Arranged for repairs

4* Response

4.1 Addressing the Quality of Service Issues to improve satisfaction levels

4.1.1 Once all the qualitative and quantitative data had been analysed it became clear the actions required to be able to deliver some meaningful changes to the working practices of officers and staff. Levels of satisfaction were influenced right through the burglary process - from initial contact to closure. This meant that the changes would not simply affect the working practices of front-line police officers but all those who came into contact with victims of burglary, from the initial call taker to the crime scene investigator.

4.1.2 Because there was historically very little guidance for officers to follow, burglaries were dealt with in a very ad-hoc fashion. The next steps of the project aimed to address these points.

4.1.3 Appendix C demonstrates how the two elements of quality of service and improving the investigative process fit together.

4.2 Officer Protocols

4.2.1 A comprehensive protocol document was put together to guide officers through the process of dealing with a burglary. At Blackburn a high proportion of front-line staff are probationary constables with limited experience. The protocols were designed with this in mind but also as a checklist for those officers with more service. They also made clear the effect that individual elements of the process had on the victim and these were highlighted in bold text.

4.2.3 They guided officers through the process of dealing with a burglary, right from booking off at the scene to allow adequate time with the victim and for other immediate enquiries, through to re-contacting the victim some days later with any updates.

See Appendix D

4.3 Quality of Service Statement to Victims

4.3.1 A statement was drafted that would be given to victims outlining exactly what the police would do for them when dealing with their crime. It gave no false promises but was a realistic checklist for the victim to refer to. At the same time it outlined what the police expected from the victim.

See Appendix E

4.4 What should the victim expect?

4.4.1 A detailed list of what the victim should expect from the police after reporting a burglary was also included in the pack. This included explaining that evidence would be preserved and gathered, that a comprehensive list of property stolen was required by the officer. It outlined what the officer would do next including conducting house to house enquiries, offering crime prevention advice and the assistance of the Victim Support Service.

4.5 Useful Phone Numbers

4.5.1 Useful telephone numbers were identified and listed down for the victim, including the local CID office, Crime management unit, Crime Prevention Office as well as external agencies like Victim Support and the Samaritans.

4.6 Crime Report

4.6.1 The officer would fill out the basics of the crime report whilst with the victim - recording details such as when the burglary occurred, what was taken, where the offender got in - and would then leave a copy with the victim so they could remember what information they had given to the police. On this report, a contact number, the officer's details and a crime reference number would also be completed before the officer left the scene. See Appendix F.

5. Improving the Investigative Process

5.1 Aide Memoire - Burglary Investigation

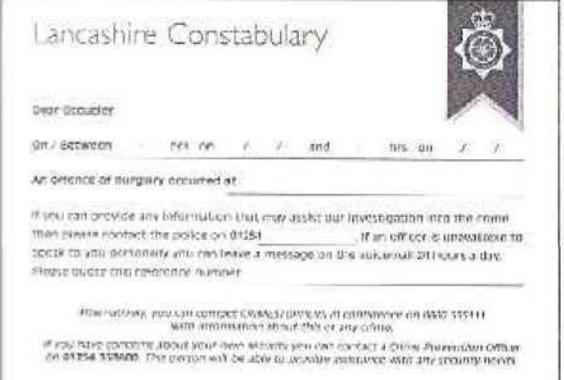
5.1.1 Forensic evidence was being lost at scenes due to a lack of forensic awareness amongst officers. An 'Aide Memoire' was formulated to assist officers with basic forensic knowledge to allow them to identify and preserve vital evidence for Crime Scene Investigators. Victims had stated that they expected the officer to be able to recognise when there was forensic evidence available and felt more reassured when action was taken. See Appendix G for Burglary Investigation Aide Memoire
See Appendix H for Burglary Procedure Aide Memoire

5.2 Improving Modus Operandi (M.O)and Officer's Reports

5.2.1 It was recognised that the standard of M.O's was very inconsistent and at times was actually hindering the investigative process through poor descriptives and lack of information. This was becoming a blocker to linking crimes. An MO template and Officer's Report structure was included in the pack to give officers a basic minimum standard to follow. The templates were included on the actual crime reports so officers could continually refer back to them. See Appendix I and J

5.3 House to House enquiries

There was a requirement on the officer dealing with the burglary to conduct house to house enquiries whilst attending the initial report of the burglary. They also had to endorse the Crime Report that they had conducted the enquiries and if they hadn't they had to explain why not. If neighbours weren't in, or it was very late or early, a 'house to house' note would be posted through their doors asking them to pass any information to the police via Crimestoppers or a direct line to the police station.



Lancashire Constabulary

Dear Occupier

On / between _____ and _____

An offence of burglary occurred at _____

If you can provide any information that may assist our investigation into the crime then please contact the police on 01524 _____ If an officer is unavailable to speak to you personally you can leave a message on the 24-hour 241 hours a day. Please quote the reference number _____

Alternatively, you can contact CRIMESTOPPERS, a charity on 0800 555111 with information about this or any crime.

If you have queries about your door please you can contact a Crime Prevention Officer on 01524 33000. This person will be able to provide assistance with any security needs.

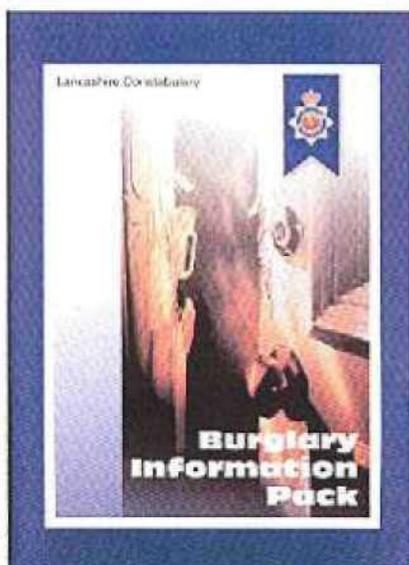
House to House Enquiry Booklet

5.4 The Burglary Information Pack

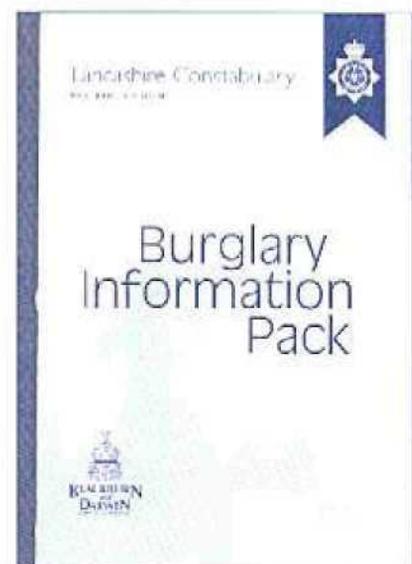
5.4.1 It was decided that the best way to present all this information to both the officers and the victims was through a dual-purpose 'pack'.

5.4.2 This pack consisted of a specially designed folder with the Aide Memoire and Officer Protocols printed on the inside, with useful telephone numbers printed on the back.

5.4.4 These folders would hold the Information Pack that would be completed with the victim and left with them. The Information pack included a message from the Divisional Commander, the Quality of Service Agreement, some Forensic guidance, the Crime Report, MO and officer's report. It was carbonated to allow the officer to remove their copy of the crime report and take it back to the station. The rest of the pack was to be left with the victim along with some crime prevention information and a Valuable Property List form.



Burglary Folder



Burglary Information Pack

6, Implementation of the Project

6.1 All the above information was collated into the 'Burglary Pack' and the 'Burglary Folder'. All that was left was to convince officers that subtle changes to the way they worked would reap massive improvements in the quality of service provided to victims of burglary. It was also very important to ensure ALL members of staff who would have contact with the victim knew the implications that the project would have on their individual roles.

6.1 Staff Workshops

6.1.1 Six workshops were organised and attended by over 150 geographic staff from Blackburn and Darwen - including supervisors, uniform constables, CID officers, Crime Scene Investigators, Communications Staff and Targeting Team officers.

6.1.2 The workshops were taken by Malcolm Hibberd and facilitated by members of the project team. Officers were taken through a presentation on survey data and the levels of satisfaction of victims in Blackburn and Darwen. The results of the Focus Groups and the telephone interviews with victims were shared with the staff. They were then taken through the critical factors to achieving satisfaction and the factors that made victims feel reassured or not reassured.

6.1.3 A video was produced by a member of the team where an elderly burglary victim was interviewed about her experiences of being burgled, how she felt at the time, how she felt nearly one year on, how she felt about the police response and how she still didn't know if anyone had been caught for her burglary. The video demonstrated all the elements that were brought out at the focus groups and gave a 'human' edge to the message the team were trying to communicate.

6.1.4 The workshops were very prescriptive, but gave an opportunity for all staff to debate any problems they could foresee during the implementation of the project. It also gave staff an opportunity to see the packs and suggest improvements and amendments prior to the final printing of materials.

6.2 Critical Success Factors

6.2.1 The workshops were extremely effective and some Critical Success Factors were identified. The leadership and dedication of Chief Supt Mallaby was key in driving the project forward. He opened each workshop and made clear his personal expectations, the Force's expectations and the level of commitment he was asking for from staff. He also acknowledged the good work that was already underway in the Division.

The Critical Success Factors are:

- Identify a suitable venue for the workshops. Take the staff away from their normal work environment.
- Ensure that ALL supervisors (Sergeants, Inspectors and Support Staff equivalent) attend the workshops.

- Make sure that all departments with some stake in dealing with burglary have some input and representation. These should include CID, Crime Scene Investigators and Communications staff as well as front line officers.
- Ensure there is Senior Management Team sign up and making themselves visible at the workshops to reinforce the commitment of the division in making the project work.
- Ensure local burglary figures are available to answer any calls from officers of 'But we don't have time' or similar. In Blackburn the average PC would deal with 2 burglaries each week. Being able to quote these sort of figures put the time implication queries into some sort of perspective.

6.2.2 Any members of staff who missed the workshops were briefed by supervisors prior to the 'go-live' date. However, it was recognised that due to the high rate of staff turnover, in particular at Blackburn, it was necessary to ensure new staff members were aware of the new procedures. Team Sergeants took on that role.

6.2.3 The results were to exceed any predictions the team could make.

7. Assessment

7.1.1 The evaluation made available through the telephone surveys is statistically sound. The results quoted in this section are significant to $p < 0.01$ unless otherwise stated. This independent evaluation has been critical in determining a very clear cause and effect of the project.

7.1.2 Not only were the results statistically significant, they were to exceed any predictions the team could have possibly made and demonstrated a considerable improvement in service delivery.

7.1.3 Officers started using the Burglary Information Packs on 1st November, 2002. They were aware that their actions would be closely scrutinised and that victims would be contacted immediately (within 3 days) after they had reported the crime. This obviously helped with compliance, although there was a general feeling amongst staff that they could make a big difference with not much more effort.

7.1.4 The telephone surveys became the main source of evaluation on the quality of service objectives and this is why it was important to start them well **BEFORE** any interventions took place. This allowed the team to compare pre and post implementation satisfaction levels and really demonstrate 'cause and effect'.

7.1.5 Burglary figures were also measured to demonstrate whether any improvements had been made to the investigative process.

7.1.6 Other assessment measures were:

- Did we change the way our staff behaved?
- Did we improve performance?

- Could we identify 'what' would make the difference to satisfaction and 'how' could we bring about that improvement?
- Did we improve 'SATISFACTION'?
- Can we prove Cause & Effect?

7.2 Staff Behaviour

7.2.1 The key to making the project work was to ensure the members of staff delivering the service understood the reasoning behind the changes and therefore could 'buy-in' to making it work. The workshops allowed for wide discussion and a sense of ownership from those who had a key role.

7.2.2 The Burglary Packs give clear guidance and sets down a minimum standard of procedure and investigation for officers to follow.

7.2.3 The results in the telephone surveys demonstrate a real change in officer behaviour e.g. see para 7.4 Question 1 for increase in number of statements taken, officer details left etc.

7.3 Did we improve performance?

All domestic burglary offences Eastern Division, Lancashire Constabulary

Month	2001 to 2002 Pre Project	2002 to 2003 Post Project	difference	% Change
November	141	88	-53	-37.6%
December	135	105	-30	-22.2%
January	151	112	-39	-25.8%
February	94	72	-22	-23.4%
March	113	92	-21	-18.6%
April	150	105	-45	-30.0%

7.3.1 Whilst there have been considerable reductions in domestic burglary since the introduction of the new procedures, the Burglary Project is in no way the sole factor for this reduction and doesn't claim to be. There are a number of other activities, such as targeting offenders and crime operations, which have been major contributory factors.

7.3.2 However, the changes made to the investigative procedures have assisted in the targeting of prolific offenders.

7.3.3 PS Paul Rudd, from Blackburn's Burglary Team, commented: "The improvement in the MO's has allowed us to be more specific in targeting offenders and now allows us to link more crimes. A significant improvement all round!"

7.4 Identifying 'how' and 'what'?

7.4.1 Through the telephone surveys and the focus groups there were consistent messages being given by victims regarding what made them more satisfied. All these were taken on board and used to determine 'how' we could affect those changes.

7.4 Did we improve SATISFACTION?

All the results in this section are statistically significant to $p < 0.01$.

Question 1: Did the police.....? (initial response)

	<u>Before</u>	<u>After</u>
Come immediately (It was not the intention of the project to speed up response but see also Questions 6 to 8)	44.0%	43.1%
Come later	41.5%	53.5%
Take a written statement	53.2%	78.8%
Tell you what they would do next	64.2%	80.3%
Say when they would do it?	45.3%	62.8%
Give you details of a police officer	56.0%	83.6%
Give you a reference number for the crime?	59.5%	85.1%

Question 2: Did the police.....? (initial response)

	<u>Before</u>	<u>After</u>
Give you reassurance	55.7%	62.1%
Tailor what they did to your personal circumstances	43.4%	37.5%
Give you any practical help	34.5%	49.1%

Question 3: Was the first officer.....?

		<u>Before</u>	<u>After</u>
Sympathetic	very	30.1%	31.6%
	Fairly +	60.1%	73.6%
Polite	very	43.0%	53.5%
	Fairly+	74.7%	85.1%
Helpful	very	38.9%	49.8%

Question 4: How satisfied were you that the incident would be thoroughly investigated?

	<u>Before</u>	<u>After</u>
Yes, completely	60.4%	74.7%
Not entirely	22.2%	17.1%
Not at all	8.9%	5.2%
Don't know	8.5%	3.0%

Question 5: How satisfied were you with the attitude of the person you first had contact with?

	<u>Before</u>	<u>After</u>
Very	66.4%	76.5%
Fairly	89.9%	90.7%

Question 6: Approximately how long was it before the officer arrived?

	<u>Before</u>	<u>After</u>
Less than 30 minutes	44.0%	39.6%
30 minutes to 4 hours	38.9%	43.4%
more than 4 hours	10.6%	14.3%

Question 7: How satisfied were you with the time it took for the police officer to arrive?

	<u>Before</u>	<u>After</u>
Very satisfied	41.6%	51.7%
At least fairly satisfied	76.5%	79.6%

Question 8: How long did the police tell you it would take for an officer to arrive?

	<u>Before</u>	<u>After</u>
Within 30 minutes	18.1%	10.9%
Didn't specify a time	56.7%	68.7%

Slight - but significant - reduction in arrival times.

Less likely to state a specific time of arrival, and less likely to say they would arrive quickly

BUT a **SIGNIFICANT** increase in satisfaction

Question 9: Did they tell you why they wouldn't be there straight away?

	<u>Before</u>	<u>After</u>
Yes	41.5%	77.3%

8. Difficulties in implementation

The main difficulty was ensuring that as many officers and support staff who would be affected by the project actually made it to the workshops. It is always difficult to manage abstractions and we were asking for several hours of officer time from the busiest sections to attend and make the workshops successful. An excellent turnout was achieved by paying for overtime and running a number of workshops to allow for more opportunities to attend.

Another difficulty was the design and printing of the packs and ensuring they were back in time for the rollout date. There were many amendments made during the process and eventually we arrived with a pack that was usable for both police officers and victims.

9. Where to now?

Following the conclusive evaluation, the project has received massive attention on a Force and Nationwide scale. ACPO are committed to the implementation of the project in Lancashire Constabulary and there is now a timetable detailing the implementation across the Force. All divisions should be on-board by September this year.

There has also been interest from other forces including Strathclyde, Cleveland, Northampton, Essex and Merseyside, various Police Authorities and the Police Standards Unit. Some forces are already looking at adopting the processes and making them fit to their own force requirements.

10. The Project Team

The Project Team consisted of:

Ch Supt David Mallaby - Eastern Divisional Commander

Sergeant Mark Sharples - Blackburn Geographic

Detective Sergeant Neil Haworth - Great Harwood CID

Detective Sergeant Pam Holgate - Great Harwood CID

Sharon Kemp - Crime and Disorder Manager, Blackburn with Darwen Council

Liz Riding - PR and Communications Officer, Eastern Division.