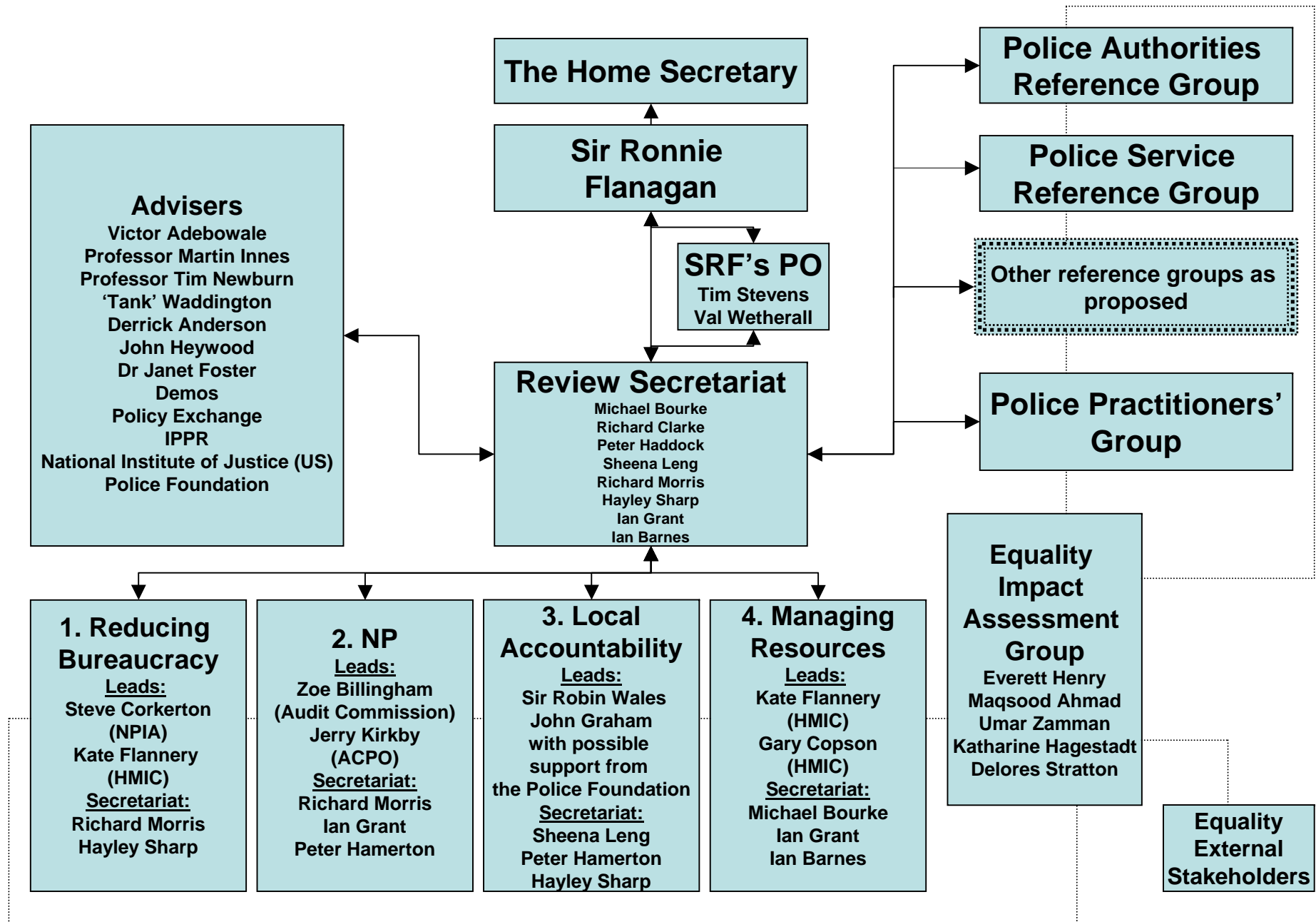


# The Review of Policing by Sir Ronnie Flanagan – Structure



The Review of Policing  
*by Sir Ronnie Flanagan*

# The 4 Work Streams

Review Secretariat

24<sup>th</sup> May 2007

# 1. Reducing Bureaucracy

- Questions

- What is the true level of bureaucracy, particularly that bearing on the front line?
- Where does necessary record keeping finish and unnecessary red tape begin?
- How do police officers interpret the requirements from government and the criminal justice system and are there steps we can take to clarify and/or empower officers to act smartly?
- What are some of the specific remedies that could be applied to remove any unnecessary burdens (from whatever source) and free up officers for front line tasks?
- What are the best examples of efficient business processes from other parts of the public and private sectors and from around the world?
- How can we ensure that the right people are doing the right jobs and that warranted officers are, wherever possible, free to do the jobs they joined to do?

# 2. Mainstreaming Neighbourhood Policing

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- Questions

- How do we successfully mainstream neighbourhood policing so that it will always be a core part of effective and 'joined up' policing?
- What are the principal barriers to making this happen?
- How can neighbourhood policing build on its successes in improving confidence and reassurance, engaging with communities, and building a completely appropriate role or roles for the PCSO?
- How should Neighbourhood Policing be integrated with other forms of policing, such as response policing, specialist squads and combating terrorism and domestic extremism?
- What should effective training for neighbourhood officers look like, and how do we deliver this?
- How do we secure more and better commitment to Neighbourhood Policing from local community safety and other partners?
- Where are local partners already working well with Neighbourhood Policing?

# 3. Local Involvement and Accountability

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- Questions

- What means would allow local people to have a greater say in decisions on policing and remedying any dissatisfaction in performance while maintaining the importance of operational independence?
- What can be learnt from other public services, for example the NHS and schools?
- What should be the role of police authorities in delivering accountability to local people in the future?
- What should be the role of councillors?
- What would be the benefits or possible drawbacks of separately elected officials being the accountable body for policing locally?
- What lessons can be learnt from elected Mayors in areas such as London?

## 4. Managing Resources

- Questions

- Which forces and areas are effectively tackling this challenge now?
- What are the most effective levers and incentives for the achievement of greater efficiency and productivity?
- What lessons can be learnt from other contexts and how can they be linked to recommendations on bureaucracy and business processes?
- What measures should be taken locally to drive efficiency and productivity and what decisions might more usefully be taken on a regional and national level?
- How can the use of consistent management data and the exploration of best practice most effectively be made useful to senior officers?
- How can joint procurement between forces be expanded to encourage greater VfM?
- To what extent should funding be tied to performance?
- Are there alternative mechanisms to the police precept which should be considered in respect of police funding?