



BEDFORDSHIRE POLICE

**Serving Communities and
Making them Safe from Crime**

2008-2011 STRATEGIC PLAN



FOREWORD BY THE CHAIR OF THE POLICE AUTHORITY

This Strategy has been developed, in consultation with the Force, following the disappointing report on Bedfordshire Police from Her Majesty's Inspectorate of Constabulary (HMIC). The Authority determined at the time to effect positive change to ensure that the service provided meets the needs of local people.

Our public consultation has strongly influenced the policing priorities for the next three years. We have asked the Force to remain firmly focused on the delivery of:

- A visible police service in local communities;
- An efficient response to calls for assistance;
- An effective strategy to tackle volume crime, such as burglary, robbery and vehicle crime;
- A robust approach to protecting people from violent crime, terrorism and organised crime.

The importance of working with our partners cannot be underestimated – no one agency could be expected to tackle all the problems that communities face. However, by working together a real difference can be made to the quality of life for those who live and work in our communities.

Equally, further collaboration, to echo the success of the joint Major Crime Unit with Hertfordshire Constabulary, is essential and we will seek out further opportunities in every area of activity. This will bring efficiencies – both financial and literal – it will promote best practice and it will increase the customers' satisfaction with the service provided by the police.

As a Police Authority we are here to challenge the Force, to scrutinise its work and to strategically influence its direction. We accept that we are not without responsibility and will therefore measure the outcomes of this strategy carefully over the next three years.

Success means that the public will see more officers on the beat, volume crime will be significantly reduced and more offenders will be brought to justice. The public will be satisfied with the service they receive and vulnerable people will be protected.

The challenges facing Bedfordshire Police are not to be underestimated and we support them wholeheartedly in their endeavours. It is our view that this Strategy will direct the activities of the Force over the next three years to enable it to meet those challenges head on.



Peter Conniff
Chair of the Police Authority

FOREWORD BY THE CHIEF CONSTABLE

The last three years have seen a number of changes in our structures and ways of doing business aimed at creating sustainable performance improvements and improved efficiency. In partnership with local agencies we have introduced Safer Neighbourhood Teams to improve our service to local communities. We have provided the technology and capability to deliver a more effective response to incidents and crime. Together with local partners we have looked at how we protect vulnerable people as well as the wider community. Finally, we have increased our collaboration with other forces to improve our services and our efficiency.

OUR PURPOSE: TO SERVE COMMUNITIES AND MAKE THEM SAFE FROM CRIME

Looking forward, we want to build on our progress to date. Over the next three years, our purpose statement will guide everything we do leading to four key outcomes in Bedfordshire and Luton:

- **People are safer;**
- **People feel safer;**
- **People are more satisfied with the service they receive from Bedfordshire Police; and**
- **People have more confidence in Bedfordshire Police.**

To achieve this we will work in partnership to:

- Embed Neighbourhood Policing into our business and community practices;
- Provide a higher level of business and operational support for frontline staff;
- Collaborate with other police forces and partner agencies to improve delivery of protective services and other activities;
- Streamline existing procedures to free up operational officer/staff time.

Performance indicators will assess how well we are doing against our outcomes. Targets will be set each year for selected indicators to promote performance against local and national priorities.

Our actions and the indicators of success to deliver our core policing services in each year of our strategy are presented in Annual Policing Plans.



Gillian Parker QPM
Chief Constable

BEDFORDSHIRE POLICE IN CONTEXT: CURRENT AND FUTURE INFLUENCES

Bedfordshire Police serves the new county of Bedfordshire and the Luton Unitary Authority, an area of 482 square miles. The population of 597,600¹ is distributed in the major urban areas of Bedford, Luton and Dunstable, smaller towns such as Ampthill, Biggleswade and Leighton Buzzard, and a large rural area. There is a wide diversity of communities, particularly in Luton and Bedford, with Luton having a proportionally high number of black and minority ethnic (BME) residents. In 2006 there were 235,700 households in Bedfordshire and Luton. Local features and amenities include Woburn Abbey and Safari Park, Luton Town Football Club, Whipsnade Zoo and Luton International Airport. Bedfordshire has some of the busiest roads in Europe, including a stretch of the national motorway network.

Bedfordshire lies within one of the Government's four national growth areas. The housing stock is projected to grow 18% between 2006 and 2021. Population over the same period is projected to rise by 9%. With increased immigration at a national level community diversity in Bedfordshire can be expected to increase. Planned infrastructure growth includes major expansion of Luton Airport and development of the trunk roads network. Planned future economic developments include a new Centre Parcs village and the NIRAH research and tourism centre. Bedford town centre will be redeveloped over the next few years, as a result of which the current Bedford town centre police station will need replacing. We will also be impacted by the change from two-tier to unitary status among Bedfordshire's local authorities.

LOCAL AND REGIONAL INFLUENCES: WHAT IT MEANS FOR US

In response to local and regional influences, issues and challenges we will take actions to align delivery of core policing services.

Local / Regional Influences	Our Planned Response
Proposed growth in both housing and jobs (Milton Keynes and South Midlands Sub Regional Strategy)	Ensure new developments do not facilitate criminal behaviour. Obtain funding and estate to adequately service the new neighbourhoods.
Increased community diversity	Increase engagement through our Safer Neighbourhood Teams to ensure the needs of diverse communities are met.
Enhancements to road networks with the area having the potential to become a transport hub	Ensure casualty reduction is considered from the outset and our roads policing services are aligned to meet new demands.
Expansion of London Luton Airport	Plan effective delivery of policing at the Airport and work with partners in relation to counter-terrorism.
Planned new Centre Parcs village and longer term the establishment of the National Institute for Research into Aquatic Habitats (NIRAH)	Consider new demands in planning policing services and in particular the potential demands on public order during the development of new economic sites.
Regeneration of Bedford Town Centre	Maintain a presence in Bedford Town Centre and deliver a replacement for Bedford Police Station.
Local Authority Unitary Status	Consider the impact on partnership working and continue to work together to reduce crime and anti-social behaviour.

CITIZEN FOCUS: LOCAL CONSULTATION AND ENGAGEMENT

Community Safety Partnerships (CSPs). Local Community Safety Partnerships bring together the police, local authorities, fire and rescue service, health service, probation, local business, voluntary organisations and local communities. These partnerships carry out annual Community Safety Strategic Assessments to form community safety priorities for their local areas.

Local Area Agreements (LAAs). LAAs set out local priorities, including those relating to Stronger and Safer Communities. LAA agreements are negotiated between local partners and the regional government office.

Community Engagement: Listening to the public. Bedfordshire Police Authority and Police Service carry out regular consultation with individuals and groups across Bedfordshire. Such ongoing engagement helps translate our long term strategy into short term priorities. Our Annual Policing Plans describe how local consultation informs specific actions we will take during each year of our three year strategy.

¹ Source: Population estimates and forecasts 2006, Bedfordshire County Council and Luton Borough Council

Citizen Focus. We continually use focus groups and surveys to identify and understand how we can improve both confidence in Bedfordshire Police and individuals' experience when they use our services. Our Safer Neighbourhood Teams are critical to engaging with and delivering to the communities we serve. In addition we will continue to deliver our services in line with the National Quality of Service Commitment.

NATIONAL INFLUENCES: WHAT IT MEANS FOR US

Policing in Bedfordshire is also subject to national and global influences.

National / Global Influences	Our Planned Response
Impact of changing national legislation	Ensure our criminal justice systems and processes maximise the use of new legislation.
Tighter public funding	Optimise finance resource allocation, utilisation and monitoring in an accountable manner. Examine options for collaboration with regional forces and partner agencies. Have plans in place to meet national efficiency and productivity targets. Implement national findings to address bureaucracy. Effective utilisation of information technology and in particular mobile data technology.
Requirement for 9.3% Efficiency Savings over three years (2008 to 2011)	
National Review of Police Bureaucracy	
Threat of recession or economic slowdown	Plan for changing demands for core policing services in response to an economic slowdown.
New technology increasing criminal opportunities and police capabilities	Strengthen our Protective Services in the areas of counter-terrorism, serious & organised crime, public order, civil contingencies and critical incidents by adding resilience and sustainability. Collaborate with local, regional and national bodies to increase capacity and capability to deliver protective services.
New levels of threat from terrorism	
Increased threats in Serious & Organised Crime	
Preparation for 2012 Olympics	

THE NATIONAL COMMUNITY SAFETY PLAN 2008-2011

The **National Community Safety Plan 2008-2011** presents the Government's 4 national priorities for policing, as captured in **Public Service Agreement (PSA) 23 (Make Communities Safer)** and **PSA 26**.

- PSA 23, Priority Action 1: **Reduce the most serious violence**, including tackling serious sexual offences and domestic violence.
- PSA 23, Priority Action 2: Continue to make progress on **serious acquisitive crime** through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug-misusing offenders.
- PSA 23, Priority Action 3: Tackle the **crime, disorder and anti-social behaviour issues of greatest importance in each locality**, increasing **public confidence** in the local agencies involved in dealing with these issues.
- PSA 26: Reduce the risk to the UK and its interests overseas from international **terrorism**.

Other national policing related issues to be delivered in partnership are captured in PSA 24 and PSA 25.

- PSA 24: Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.
- PSA 25: Reduce the harm caused by alcohol and drugs.

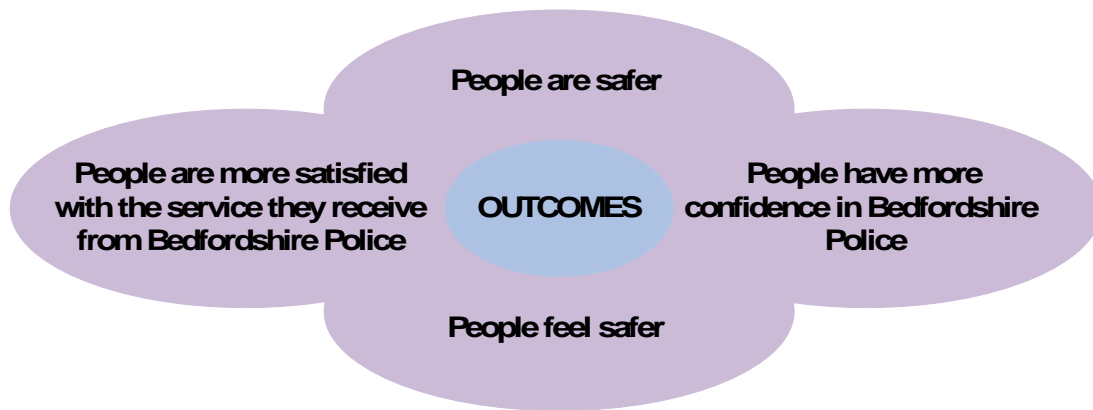
Assessments of Policing And Community Safety (APACS): APACS is the new national performance model, to assess activities of police and partner agencies. It provides the set of indicators that the Home Office will use from 2008-09 to monitor and track performance in local areas.

Comprehensive Area Assessments (CAA): CAA will provide the first holistic independent assessment of local areas and the quality of life for people living there. The first set of CAA results will be published in October 2009. Within this context the Police Authority and Service will continue to strengthen partnership working to deliver better outcomes for the public of Bedfordshire.

OUR PURPOSE AND OUTCOMES

TO SERVE COMMUNITIES AND MAKE THEM SAFE FROM CRIME

Our Purpose guides and directs all that we do. It's *what we stand for*. It steers our activities to deliver our four outcomes:



Our people have contributed directly to the strategic planning process through a series of workshops under the banner *'The Future Starts Now'*. Our people have defined the elements of our 'Purpose'.

Communities. Our purpose provides a clear focus on why we exist and our role in the communities of Bedfordshire. We aim to be highly regarded by the communities, delivering policing services of the highest possible standard.

Serve. We are here to serve. Being responsive to the different needs of our communities' demands openness and sensitivity. We will proactively listen and work closely with communities. This is embodied in the way our Safer Neighbourhood Teams engage with local people.

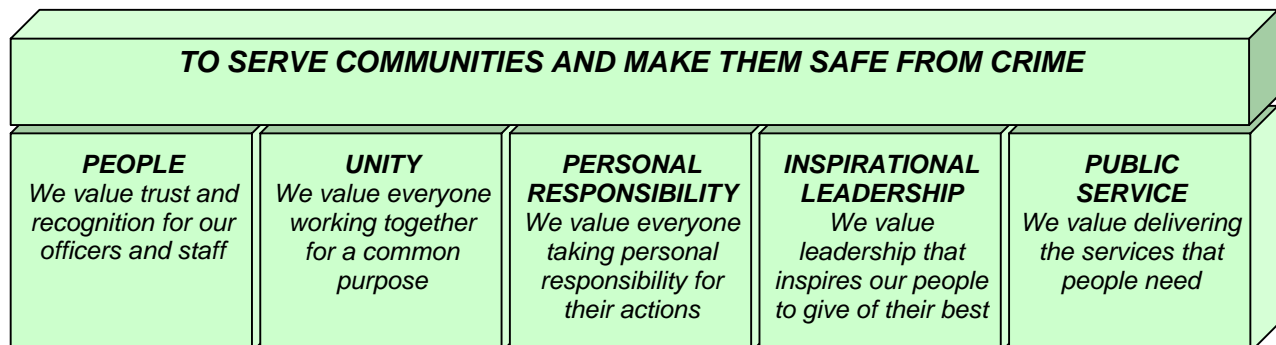
Safe. People and communities share the goal of living in a safe environment; to be safe and feel safe at home, at work, in school, in public and on the roads. People need reassurance that the police will be there in times of crisis, be confident in our ability to help protect them, and to be satisfied with what is delivered.

Crime. We recognise that crime and disorder, and the fear they cause, are a community priority. We know that without safety from crime communities will not be able to grow, prosper and achieve their potential.

Every member of Bedfordshire Police service knows that their job is **to serve communities and make them safe from crime.**

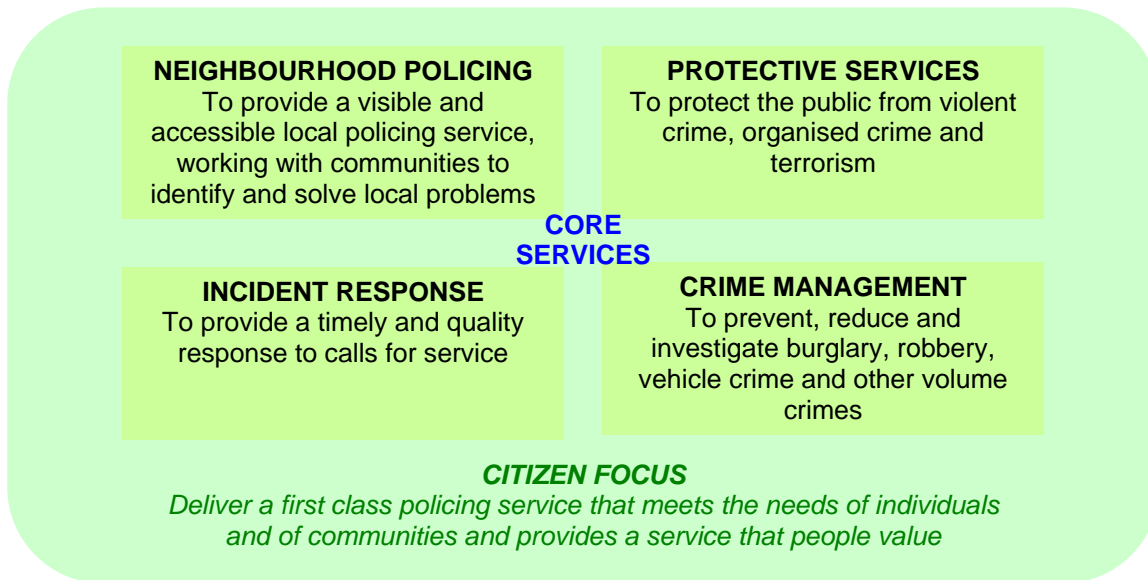
OUR VALUES

Our Purpose stands on deeply held Values that motivate us to constantly seek to improve our service and performance.



CITIZEN FOCUSED CORE SERVICES: OUR OBJECTIVES

A **Citizen Focus** approach provides the basis for delivery of our four core services. We aim to secure and maintain high levels of satisfaction and confidence. This will be achieved through the consistent delivery of a first class policing service that meets the needs of individuals and of communities and provides a service that people value. Our simple and straightforward strategic priority is to improve delivery of our core services to the people of Bedfordshire. Working with partners we will make the most effective and efficient use of current and new resources to meet the local needs of communities. An objective is set for each core service area.



The table below outlines our objectives, priorities and the contribution of partnership working in each core service area over the next three years.

	Neighbourhood Policing (NP)	Incident Response	Crime Management	Protective Services
Objectives	To provide a visible and accessible local policing service, working with communities to identify and solve local problems	To provide a timely and quality response to calls for service	To prevent, reduce and investigate burglary, robbery, vehicle crime and other volume crimes	To protect the public from violent crime, organised crime and terrorism
Priorities	<ul style="list-style-type: none"> • Providing Safer Neighbourhood Teams to every area • Being visible and accessible to local people • Preventing and reducing anti-social behaviour 	<ul style="list-style-type: none"> • Delivering accessible contact services • Providing effective responses to routine and emergency calls 	<ul style="list-style-type: none"> • Reducing crime • Investigating volume crimes • Bringing offenders to justice 	<ul style="list-style-type: none"> • Protecting vulnerable people • Investigating major crimes • Managing critical incidents • Providing firearms response • Contingency planning
Partnership Working	<ul style="list-style-type: none"> • Joint delivery of neighbourhood services • Joint neighbourhood problem solving • Exploring Neighbourhood Management initiatives • Effective community engagement • Anti-Social Behaviour partnership working 	<ul style="list-style-type: none"> • Incident response IT systems collaboration with other forces • Working with agencies to manage down demand 	<ul style="list-style-type: none"> • Delivering LAA priorities in relation to reduction of acquisitive crime • CSPs • Providing accessible drug and offender referral schemes • Working effectively with Criminal Justice agencies • Utilising Safer Schools and Youth Offending partnerships 	<ul style="list-style-type: none"> • Child / Adult protection partnerships (e.g. Local Safeguarding Children Boards) • Collaboration with regional police forces • Local Resilience Forum to plan responses to major emergencies • Counter-Terrorism partner agencies • Road Safety partnerships

	Neighbourhood Policing (NP)	Incident Response	Crime Management	Protective Services
Year 1 Activities (2008-09)	<ul style="list-style-type: none"> • Embed NP processes and service delivery • Introduce NP Analytical capability • Minimise staff abstractions from NP • Increase partnership Problem Solving activity 	<ul style="list-style-type: none"> • Conduct a 'Fundamental Review' of Contact Management • Collaboration with regional forces on replacement Incident Response System (Command & Control) 	<ul style="list-style-type: none"> • Professionalise the Investigation Process • Implement the findings of a 'Fundamental Review' of Criminal Justice • Increase Offender Management capability 	<ul style="list-style-type: none"> • Collaboration with regional forces in areas of greatest threat/ need • Increase resources in Protecting Vulnerable People with a specific focus on Domestic Abuse • Increase provision in specialist training • Enhance Serious and Organised Crime intelligence gathering/ analytical capability
Year 2 Activities (2009-10)	<ul style="list-style-type: none"> • Further explore Neighbourhood Management initiatives • Enhance sustainability of NP • Conduct a 'Fundamental Review' of NP to maximise Workforce Modernisation opportunities 	<ul style="list-style-type: none"> • Implement changes to Contact Management services • Consider options to match resources to changing demand for response policing as a result of economic and housing growth 	<ul style="list-style-type: none"> • Consider Workforce Modernisation opportunities to increase investigative capabilities • Further enhance Criminal Justice Processes • Enhance forensic and crime scene activity 	<ul style="list-style-type: none"> • Further collaboration with regional forces to meet the changing local and national needs • Meet the requirements of the Management of Police Information (MOPI) Code of Practice
Year 3 Activities (2010-2011)	<ul style="list-style-type: none"> • Increase NP capability and capacity through Workforce Modernisation opportunities • Service new Neighbourhoods from regional housing growth 	<ul style="list-style-type: none"> • Explore collaboration to improve Contact Management services • Implement options to match resources to new demands 	<ul style="list-style-type: none"> • Deliver PSA 23 Priority Action 2 (progress on serious acquisitive crime) through enhanced capabilities 	<ul style="list-style-type: none"> • Preparedness for 2012 Olympics • Further enhance capability to fight information technology driven crime

RESOURCE MANAGEMENT: SUPPORTING THE FRONTLINE

Between 2008 and 2011 the financial climate within the public sector will become tighter. The Police Authority, having carefully considered funding pressures and key priorities, approved a one-off investment into the Force in 2008-09 to provide additional resources to bring about performance improvements over the next three years.

All Business Support functions have been brought together under a Corporate Services Directorate, supporting operational personnel to deliver the core services. Resources must be used in ways that maintain and continually improve service delivery as well as continuing to provide value for money.

One of the keys to our success will be a skilled, committed and modernised workforce that shares our common values and embraces continual learning to deliver our purpose. We will:

- use modern approaches to attract and recruit suitable applicants to meet recruiting targets;
- embrace responsive and contemporary human resource management practices;
- enhance reward and recognition systems;
- ensure training programmes meet current and emerging organisational needs whilst being aligned to our purpose and values;
- maintain a focus on developing leadership capabilities;
- achieve occupational health, safety and welfare performance outcomes.

Deploying a limited amount of resources to meet operational needs is a constant challenge. We will be engaging more with our people on how we can use resources more wisely and meet efficiency and productivity targets over the next three years. We will continually evaluate the way we operate, seeking innovation, collaborative activity and strategic partnerships. Improving our business processes by making best use of information technology, infrastructure and equipment is critical. The Force will also continue to review provision of Corporate Services such as human resources and finance.

The Police Authority and Service need to account fully for utilisation and allocation of current and new funding to deliver improvements to our core services. Strong financial control will be maintained.

POLICE AUTHORITY GOVERNANCE: HOW WE ADD VALUE

Bedfordshire Police Authority comprises seventeen members, representing a cross section of county and borough councillors, magistrates and the general public, collecting a wide variety of personal and career backgrounds. The Police Authority holds the Chief Constable to account for the performance of the Force and service provided. A number of principles define how the Police Authority leads and governs policing activity. We will ensure:

Customer Focus. An ethos of service to the public underlies everything.

Diversity Focus. Services are delivered to all, without bias.

Integrity. The highest standards of ethical behaviour are followed in delivering policing services.

Transparency. Policing activities are delivered in a clear and understandable way.

Efficiency and Effectiveness. Resources are used wisely to provide policing services that meet local and national standards and are value for money.

Partnerships. Partner resources and expertise are used together to improve services and deliver services that could not be provided by organisations working alone.

Police Authority Committees, comprising groups of members, scrutinise policing activity in a number of high profile areas, including Human Resources, Performance, Audit, Complaints and Finance. We have developed a Community Engagement Committee to co-ordinate consultation, communication, partnership and other engagement activities. In addition, individual Authority members take a lead in other issues affecting policing in Bedfordshire, for example regional housing growth. This lead member scheme ensures the Authority has a detailed understanding of core services to be able to provide effective challenge, identify priorities for collaboration plus assess the confidence and consistency of delivery.

PERFORMANCE MANAGEMENT: INDICATORS OF SUCCESS

Performance Management enables us to assess how well we are doing against our outcomes. Performance Indicators assess actions to deliver our core services. Targets are set annually for selected indicators to promote performance in higher priority areas. Indicators and targets reflect APACS, Local Area Agreements and other local priorities.

Assessments of Policing and Community Safety (APACS)	Local Area Agreements (LAAs)	Other local measures
The new national performance assessment framework, providing the indicators that the Home Office will use to monitor and track performance in local areas	Indicators and targets set with reference to LAAs, reflecting partnership priorities	Indicators set by the Police Authority and Service, reflecting priorities from local consultation and engagement

Details about targets and performance indicators for the current year can be seen on the Authority and Force websites.



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