



BEDFORDSHIRE POLICE

ANNUAL POLICING PLAN 2006 – 2007

***incorporating the
Best Value Performance Plan
And
Efficiency Plan***

Foreword from the Chairman of Bedfordshire Police Authority

From the Police Authority's perspective the forthcoming year looks certain to be exciting, filled with some unique challenges as work surrounding the proposed mergers of police forces continues.

While we are keen to work within Government guidelines at this time, local people should be assured that our over-riding priority remains to provide the best possible policing solution for those who live and work in Bedfordshire and Luton.

The Authority's commitment to local policing is clearly evidenced in this Annual Policing Plan, particularly the introduction of 'Safer Neighbourhoods', which will see every neighbourhood policed according to the needs of the people who live in it.

A MORI survey commissioned by the Police Authority helped focus the policing priorities, particularly in areas such as visibility, care for victims and witnesses and reassurance, and we were very pleased to learn that 78% felt the police do 'a good job'.

Our funding settlement for the year ahead highlighted the need to work smarter and effect greater efficiencies. This, combined with prudent financial management, led to eight additional mobile police units and a further 19 police support staff posts, releasing more police officers for frontline policing. We are especially pleased to report that Bedfordshire still has one of the lowest rates of policing precept (the amount of council tax that goes towards policing) in the country.

The changes introduced by the Chief Constable and the commitment to service delivery improvements demonstrated by the whole force deservedly receive the Authority's wholehearted support and appreciation. I look forward to seeing the results.

A handwritten signature in blue ink, appearing to read 'Peter Conniff', followed by a small mark resembling a stylized 'M' or a flourish.

Peter Conniff
Chair of the Police Authority

Foreword from the Chief Constable

The year ahead is filled with challenges, as we play our part in the national programme of police force restructuring whilst continually providing a responsive, local policing service. The demands on the police service range from local community issues and anti-social behaviour to serious organised crime and international terrorism.

This Annual Policing Plan highlights the priorities for policing in Bedfordshire and Luton over the coming year. It continues the journey set out in our 2005-2008 three-year policing strategy, telling you about the specific actions we will be taking this year to achieve our Mission:

"Delivering a Quality Policing Service in a Customer Focused Way"

Our focus this year is on two key priorities to support delivery of our strategic goals:

- **Reassurance** – increasing community confidence, safety and satisfaction by improving visibility, neighbourhood policing and care for victims and witnesses
- **Crime Management** – helping to drive down crime by improving investigation and end-to-end crime management processes

Neighbourhood policing teams, consisting of police officers, Community Support Officers (CSOs) and other personnel, are being established across the county. Dedicated to specific areas, these teams work in partnership with local people and organisations to provide a locally tailored service. We plan to more than double the number of CSOs in neighbourhood policing teams, increasing our visible local presence.

On 1st April we reduced our territorial divisions from three to two, to ensure that they match with local authority boundaries. This will provide an increased frontline policing performance, whilst at the same time strengthening our commitment to local partnerships.

This will be my first full year as Chief Constable of Bedfordshire Police. I look forward to continuing to work in service of Bedfordshire's residents and visitors and in facing the major challenges ahead.



Gillian Parker QPM
Chief Constable

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THE NATIONAL COMMUNITY SAFETY PLAN 2006-09

For the first time the National Policing Plan has been incorporated into a new National Community Safety Plan for 2006 - 2009. The National Community Safety Plan emphasises that community safety is not just the responsibility of the police. Many agencies and the community itself also have a role to play and the National Community Safety Plan highlights the local actions that other agencies are expected to take to make our communities safer and stronger.

The Government's community safety priorities for 2006-2009 are built around five themes:

- Making communities stronger and more effective;
- Further reducing crime and anti-social behaviour;
- Creating safer environments;
- Protecting the public and building confidence;
- Improving people's lives so they are less likely to commit offences or re-offend.

The police service has a role to play in supporting all these priorities, however the key priorities for policing are expressed in the National Policing Plan for 2006-2009. Police authorities' local strategic plans must reflect the national policing priorities.

The Government's five key priorities for the police service for 2006-2009 are to:

- Reduce overall crime by 15% by 2007-2008, and more in high crime areas;
- Bring more offences to justice in line with the Government's public service agreement;
- Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams, and reduce public perception of anti-social behaviour;
- Tackle serious and organised crime including through improved intelligence and information sharing between partners;
- Protect the country from both terrorism and domestic extremism.

CLOSING THE GAP

In August 2005, Her Majesty's Inspectorate of Constabulary published the 'Closing the Gap' report. This followed an assessment of the capabilities of all forces in England and Wales to provide protective police services. Protective services deal with the more serious crimes and incidents that occur. The report concluded that the current arrangement of 43 forces was not 'fit for purpose' and was not the best long term business solution to meet the country's future policing needs. In particular, the report concluded that those forces with less than 4000 officers, or less than 6000 staff in total, lacked the resilience and flexibility to deal with major issues when they occurred – in terms of both preventative, intelligence-led action and investigation. In light of this report the Home Office concluded that amalgamating forces would provide fewer, bigger forces and invited all police forces and police authorities to express their preferences for change.

Despite serious concerns with the process announced by the Home Office, particularly in terms of a lack of opportunity to consult the community, Bedfordshire Police Authority cautiously proposed a merger with the forces of Hertfordshire and Cambridgeshire as offering the best balance in terms of providing protective services and meeting the wider, day to day policing needs of the communities in Bedfordshire. The Home Secretary has subsequently announced his preferred option of a merger of Bedfordshire, Hertfordshire and Essex.

THE LOCAL CONTEXT

Local Consultation and Engagement

We are striving to raise our level of engagement and involvement with local communities. Consultation can vary from informal means such as mobile police station visits to local communities or more structured forms such as large scale public opinion surveys.

As part of our efforts to align our services more directly with the communities we serve, our policing divisions are being organised so that they are able to work with local communities and neighbourhoods to deal with particular problems. Many problems require partner action and communication is vital to agreeing a way forward. Until recently the area covered by Mid Bedfordshire District Council was policed by two divisions. From April this year our Central and North Bedfordshire divisions will be combined into one, improving communication and problem solving. Other improvements are also taking place, with local police bases and Neighbourhood Offices being established to make it easier for local communities to make contact with the police.

Bedfordshire Police and Bedfordshire Police Authority are also partners in local Crime and Disorder Reduction Partnerships (CDRPs). These partnerships are organised along district council boundaries. They bring together representatives from the police, local councils, other local agencies, business, community and other groups to develop plans to improve community safety.

The National Intelligence Model

Analysis of intelligence at both community and forcewide levels has helped to identify key trends and developments in criminal activity, together with a range of tactics to prevent crime, target prolific offenders and hotspots and enforce the law. Priorities for the year ahead include tackling:

- Domestic burglary
- Violent crime – including assaults and woundings, robbery and domestic violence
- Terrorism and domestic extremism
- Vehicle crime
- Drug dealing

Local Community Safety Issues

Police consultation, local intelligence analysis and consultation undertaken with partners has helped to identify the following common problems and concerns across our policing area:

- Anti-social Behaviour
- Graffiti
- Vandalism
- Drug misuse
- Nuisance youths and groups of youths
- Abandoned/burnt-out cars
- Level of crime
- Violent crime
- Visible policing
- Access to police services
- Drug dealing
- Burglary
- Vehicle theft

The issues our communities have identified, together with analysis of our recent and current performance, have been used to develop our Local Strategic Plan for 2005-2008. This annual policing plan for 2006-2007 tells you about the actions we will take this year on our journey to deliver our strategy, address community concerns and achieve our vision of reassurance and safety in Bedfordshire.

A 'Good Job'

The national British Crime Survey asks respondents whether they think their local police service is doing a 'good job'. However the Survey fails to define what is meant by a good job. We wanted to explore what the people we serve perceive to be a good job. By doing so we aim to provide a service that better meets your expectations. MORI, on behalf of Bedfordshire Police Authority, therefore conducted a survey among Bedfordshire residents of what a 'good job' by the police actually means.

Specifically, the survey investigated:

- How well the community felt Bedfordshire Police did its job;
- Perceptions of crime levels and worry about crime and anti-social behaviour;
- Levels of satisfaction with different policing duties;
- Experiences of crime and satisfaction with contact with the police;
- Priorities for policing in terms of increasing visibility and reassurance;
- How well informed residents feel by the police and whether they trust them to perform their duties.

Two consultation focus groups were followed by over 750 representative face-to-face interviews.

- The results highlighted visibility, reassurance and trust as key drivers of opinion of the police.
- The survey showed that people worry more about anti-social behaviour such as vandalism and teenagers gathering than about serious crime and wanted to see more patrols and greater attention paid to problem youths.
- Serious crimes are thankfully few and far between and the tactics we use to gather intelligence and investigate are not widely publicised. Despite the community's concerns about anti-social behaviour, the survey also showed residents are still keen to know that the police are tackling serious crime.
- Urban communities want to see more visible policing and effective action to tackle intimidation and violent crime. Rural communities were more concerned with general investigation and policing the roads.
- Those taking part in the survey indicated a strong desire to see more foot patrols in their area and feel that officers patrolling the streets would make them feel safer than officers patrolling in cars. Patrols in the evening, and in particular in town centres, were thought best for tackling crime. Police officers often change roles or locations and residents told us they would prefer continuity of local officers so that they could build up more of a rapport.
- People generally trust the police. The vast majority trust us to treat them with respect, but only just over half of those asked trust us to protect them from becoming a victim of crime. Clearly effective crime investigation and reduction are important.

The key messages from the survey are the importance of investigating serious crime, such as violent crime, burglary and hard drugs, and the level of worry about anti-social behaviour and problem youths

The results are a key driver to our focus for 2006-2007. We have directly reflected your priorities for what constitutes a 'good job' from Bedfordshire Police within our actions for 2006-2007.

THE 3-YEAR LOCAL STRATEGIC PLAN 2005-2008

The law abiding community puts trust and confidence in the police and other agencies to safeguard their interests and improve the quality of life. **Our Vision** is to work with others to meet those expectations:

Bedfordshire will be a place where the police engage with citizens and key partners to provide high levels of reassurance and public safety

Everyone who works for Bedfordshire Police has a part to play. We all share a **Mission**:

Delivering a quality policing service in a customer focused way

Our Vision requires that we improve the way we operate. Our Three-Year Local Strategic Plan shows the six areas in which we will develop new skills and new ways of working into the longer term:



PROGRESS AGAINST OUR 2005-2006 POLICING PLAN

Key improvements have been made in several areas highlighted in last year's policing plan. These will continue to develop in the coming year. Performance data indicating progress against targets are given in the performance tables at the end of this report.

Caring for Victims and Witnesses

Initiatives over the last year at both local and national level have impacted on care for victims and witnesses. Since introduction of the new Crime Recording System in April 2005 details of crimes are recorded more speedily, often while the reporting officer is still with the victim.

In accordance with the 'No Witness No Justice' report, Witness Care Units have been set up at Bedford and Luton to provide support to witnesses of crime, keeping them informed of case developments. Victims' Information Packs have been introduced for all victims of crime, providing, among other things, details of what happens once they have reported a crime and the minimum service levels they can expect from Bedfordshire Police. As a result of these initiatives, satisfaction levels have risen for almost all aspects of victim care with, amongst others, a 5.5% rise in satisfaction with how well victims are kept informed and a 3.6% increase in the level of overall satisfaction.

Engaging the Public

In addition to commissioning the MORI 'Good Job' survey forcewide, the continuing 'Stakeholder Policing' project is giving residents in Dunstable's Downside Estate and Luton's Farley Hill a real influence in how the police work in their area. A local agreement sets out the key issues identified by residents and the type of service police will provide to tackle them. Initiatives agreed under the scheme include cracking down on drug and alcohol misuse, action on anti-social behaviour, increased high-visibility policing, more patrols near schools, clamping down on speeding and weekly police surgeries. The Neighbourhood Policing Project was initiated in the last year. Safer Neighbourhood Teams were initially set up in Luton and have since been introduced across the county. 2005-06 also saw the countywide deployment of Community Support Officers across all divisions. Further recruitment is planned for the forthcoming year. Each division has appointed a Customer Care Manager to respond to complaints and issues relating to quality of service.

To increase trust and confidence in the police service, Bedfordshire Police needs to be representative of the diverse community we seek to serve. In 2005 we continued our successful campaigns for targeted recruitment from minority ethnic communities and these will continue in the year ahead.

THE LOCAL POLICING PLAN 2006-2007

This is the second year of our three-year strategy. Our actions this year will focus on two key priorities:

Reassurance Increasing community confidence, safety and satisfaction and implementing neighbourhood policing.

Crime Management Helping to drive down crime by improving investigation and end-to-end crime management processes.

These priorities are supported by what you have been telling us in consultation and via the 'Good Job' survey. Their delivery will also be sustained by improved management of our human resources, enhanced training provision and the effective use of finance and information technology.

REASSURANCE

Increasing community confidence, safety and satisfaction

The 'Good Job' survey highlighted reassurance, visibility and trust as key drivers of satisfaction. These are reflected in the actions we will take. Findings from the 'Good Job' Survey shows that satisfaction is influenced by a multitude of inter-related factors. This highlights the value of 'bigger picture' approaches such as neighbourhood policing.

Neighbourhood Policing and Community Engagement

Neighbourhood Policing continues to be integrated into core activity. The Neighbourhood Policing Strategy is in three parts:

Neighbourhood Policing Vision – To achieve confident and secure neighbourhoods

Neighbourhood Policing Mission – Be accessible to all citizens; provide opportunities for all citizens to influence policing priorities in their neighbourhood; intervene and be seen to intervene with targeted and controlled responses to local priorities in collaborative partnership; implement resolutions and provide answers to local concerns

Primary outcome – To increase public confidence and reassurance

As part of a national initiative, Safer Neighbourhood Teams, each covering a small number of wards or parishes, are being established across the county. A Neighbourhood Policing Training Programme focuses on community intelligence and a problem solving policing model, to help deliver against locally identified problems. Eight new mobile police offices will be purchased over the next year to assist with the neighbourhood policing programme.

The Good Job Survey indicates that trust in the local police service is heavily influenced by keeping people informed. To this end this year the Police Authority will be producing a Local Policing Summary for distribution to every household in Bedfordshire and Luton.

The Good Job Survey also highlighted that visible presence on local streets is a key priority. Police Community Support Officers (CSOs) provide a dedicated visible frontline policing presence, and are an integral part of neighbourhood policing teams. They are not police officers, but do have some designated powers. Additional CSOs will be recruited over the next year under the Home Office Neighbourhood Policing Fund to improve visibility and accessibility to the communities they serve. The contribution of CSOs and other members of the 'extended policing family' (for example Special Constables, park rangers and street wardens) in relation to neighbourhood policing has been extensively investigated by a recently completed Best Value Review of Workforce Modernisation. Recommendations arising will be implemented over the next year. As a result of the review a Community Safety Accreditation Scheme is likely to be introduced.

Community Engagement is fostered through partnerships, with roles for the police, local authorities, local agencies and residents. We work closely with district and borough councils in local Community Safety Partnerships. A formal Partnerships Strategy is under development. The restructuring of our policing divisions to match local authority boundaries will assist in future accountability arrangements, especially in relation to Neighbourhood Policing. As part of this change we will examine and reorganise the management and organisational structure of our two new divisions and the support services provided to them. We aim to improve divisions' performance through improved partnership working, more efficient use of resources and enhanced community engagement.

Both our policing divisions have worked with their strategic partners to develop new 'Local Area Agreements' (LAAs) for their areas. An LAA is an agreement agreed between a regional Government Office, the Local Strategic Partnership (LSP) of an area and other key local partners. An LAA sets out the

priorities for a local area over a 3-year period and. It consists of outcomes, indicators and targets aimed at delivering improved performance on a range of national and local priorities under a single, overarching funding regime. Separate LAAs have been agreed for Luton and New Bedfordshire to run from April 2006 to March 2009. Although responsibility for achievement of the objectives and targets rests with the partnerships as a whole, in support of our aim of increasing reassurance, the following key LAA objectives are relevant to policing:

Bedfordshire LAA ('J' Division)

- Increase the level of reporting for domestic violence incidents
- Reduce repeat incidents of domestic violence
- Increase feelings of safety after dark
- Reduce perceptions of anti-social behaviour

Luton LAA ('C' Division)

- Increase the level of reporting for domestic violence incidents
- Reduce repeat incidents of domestic violence

Visibility and Accessibility

Bedfordshire Police rates among the top forces nationally in terms of the proportion of police officers in frontline posts. However, we recognise from the Good Job Survey findings that we are falling short of public expectations regarding the amount of time officers spend on the street and out of the station. 'Mobile Data' (IT systems aimed at reducing the need for police officers to return to the station whilst on frontline duty) will start to be introduced during the year ahead. Mobile police stations already operate a series of visits throughout rural and urban parts of the county. These, together with deployment of Mobile CCTV vans, further support police visibility, accessibility and the provision of neighbourhood policing teams. We are in receipt of £164,000 annually from the Rural Policing Fund and use this to fund police officers in rural policing teams.

Dealing with Anti-social Behaviour

Anti-social behaviour and rowdiness associated with the night time economy is being tackled through the BED:SAFE, LUTON:SAFE and, in South and Mid Bedfordshire towns, Operation LEAD. These are partnerships with local authorities, community safety agencies and town centre licensees. We will also utilise Mobile CCTV vans and fixed penalty notices for disorder. Partnerships also provide alcohol arrest referral workers and Drug Action Teams. We will work alongside our partners to use tools such as anti-social behaviour orders and anti-social behaviour contracts to make our communities safer. We have implemented National Standards for Incident Recording to enable better classification of anti-social behaviour. We will be introducing a survey of anti-social behaviour in line with national proposals.

Caring for Victims and Witnesses

The Good Job Survey has highlighted the importance of customer care for victims and witnesses (being kept informed of progress and officers making greater efforts to understand those needs). Such issues are to be addressed through our Customer Care Training Plan. This year will see the introduction of the Quality of Service Commitment which outlines the standards that users of our services can expect to receive. To this end we will, over the next year, implement:

- A Workforce Management System in the Call Handling Centre;
- The Victims Code of Practice;
- A Victim and Witness Delivery Toolkit;
- The National Call Handling Standards and actions from the HMIC 'First Contact' Thematic Inspection;
- A Quality of Service Commitment and Charter;
- A Training Programme to improve customer service delivery;
- The modernisation of probationer training with the inclusion of Customer Satisfaction Training.

We are also seeking to set up a Service Improvement Forum to establish minimum standards around key points in the incident and crime management processes.

Operational Support Services

In addition to the plans of our local policing divisions, our Reassurance strategy is supported by enhancements to our operational support services. Plans for the next year include a commitment to re-examine our firearms capability and management of our operational support and roads policing functions.

Diversity and Equality

The Good Job Survey demonstrates a higher level of trust among black and minority ethnic than white users with regard to protecting them from feeling intimidated and from becoming a victim of violent crime, and to catch offenders. This gives us a firm basis to fulfil our duty to eliminate unlawful racial discrimination and promote equality of opportunity and community cohesion. Our Race Equality Schemes are being monitored, and can be viewed on the Force and Authority websites:

www.bedfordshire.police.uk

www.bedfordshirepoliceauthority.co.uk

Implementation of the national Police Race and Diversity Learning and Development Strategy and delivery of a standardised Diversity Training Programme will help to spread a diversity ethos through the organisation. Linked to our plans to improve satisfaction, we are also developing action plans to increase the satisfaction of victims of racist incidents and of black and minority ethnic users with the overall service provided by the police.

Bedfordshire Police promote and support 'TRUE VISION', a campaign to tackle crime where an offender's prejudice is a factor in the offence ('hate crime'), as well as the national 'Stop Islamophobia' initiative. Information packs, which are available at various venues countywide, contain self-reporting forms for victims or witnesses to report such incidents. This can also be done online at www.bedfordshire.police.uk, by following the link to 'TRUE VISION'. Details can be given anonymously if desired.

We are implementing plans to address the six key areas of diversity: race, gender, disability, faith and religion, age and sexual orientation.

Maintaining Professional Standards

Each of the areas covered by the Quality of Service Commitment is governed by guidance that requires more specific standards to be met in dealing with the provision of information or complaints. Police conduct and the processes used to investigate complaints against the police by the public about their treatment are governed by statute. The Independent Police Complaints Commission (IPCC) has been established as guardian of the Police Complaints system, assisting in setting the standards for the way the police handle complaints and working together with the police forces in learning lessons and improving the way such issues are dealt with.

Complaints can be made by contacting a police station, direct to our Professional Standards Department (email: professionalstandardsdepartment@bedfordshire.pnn.police.uk) or by contacting the IPCC (at www.ipcc.gov.uk). Advice to the public on how to make a complaint against the police is on the IPCC website. This system includes conduct issues about Police Officers, Special Constables, CSOs and Police Staff.

The IPCC can only deal with complaints about the behaviour of police officers and staff. Complaints about the quality of our service delivery or the detrimental effect of any of our policies are known as complaints of Direction and Control and are governed by the Home Office Circular. Complaints can be made by contacting a police station or direct to our Professional Standards Department.

Reassurance Improvement Delivery Plan – 2006-2007 Actions and Activities

Strategic Outcomes	Enablers – the changes we will make
Increased community engagement/ confidence	Implement Neighbourhood Policing (NP) ensuring it is fully integrated into core activity (e.g. Call Handling) with a Performance Management regime embedded to the lowest levels
	Establish Neighbourhood Policing Strategy (Safer Neighbourhood Teams)/ Definition including reassurance, community engagement, partnership working, Neighbourhood Policing Team structure/ accountability
	Neighbourhood Policing Training Programme (including Beat Managers) with focus to embed Community Intelligence and a Problem Solving Policing Model
	Designate CSOs with wider range of powers and integrate role into Neighbourhood Policing with a maximisation of time spent on frontline
	Appointment of additional CSOs under the NP fund to improve visibility and accessibility to the communities they serve
	Consider implementing a Community Safety Accreditation Scheme
	Review use of Special Constabulary and wider police family especially in relation to Neighbourhood Policing
	BVR of Workforce Modernisation: Implementation of recommendations to contribute to a local WFM strategy with an identified champion to drive it forward
	Develop a Partnerships Strategy
	BCU restructuring to achieve coterminosity with local authority boundaries to assist in future accountability arrangements, especially in relation to Neighbourhood Policing
Improved corporate communications	Implement a Corporate Communications Strategy to align internal and external messages
Reduced public perceptions of anti-social behaviour (ASB)	Strategic approach / co-ordination to address the impact of anti-social behaviour on victims, witnesses and communities
	Introduce ASB Quality of Service Survey in line with national proposals to feed a performance culture around ASB and quality of life issues
Improved equality and fairness in service delivery	Develop a Community Cohesion Strategy
	Develop actions to increase the percentage of victims of racist incidents satisfied with the overall service provided
	Develop actions to minimise the difference between satisfied rates of Black Minority Ethnic (BME) and White users by increasing BME satisfaction
	Produce and implement the remaining five diversity schemes and associated action plans (gender; disability; faith and religion; age; and sexual orientation) whilst monitoring the existing Race Equality Scheme
	Permeate the Diversity ethos throughout the organisation through implementation of the Police Race and Diversity Learning and Development Strategy (PRDLDP) and delivery of a standardised Diversity Training Programme to meet different audience needs
	Improve Force accountability through implementation of recommendations from the HMIC Review of Professional Standards

Increased victim and witness satisfaction	Define and measure against generic service quality / charter standards encapsulating the National Quality of Service Commitment
	Implement Workforce Management System in the Call Handling Centre
	Implement the Victims Code of Practice; Victim and Witness Delivery Toolkit; and the recommendations from the Best Value Review of Victim and Witness Care
	Implement the National Call Handling Standards and actions arising from the HMIC 'First Contact' Thematic report
	Offer welfare / occupational health assistance to staff in the Call Handling Centre who deal with distressing calls
	Establish a strategic level group to steer our new Call Handling Strategy
	Establish a Service Improvement Forum to establish minimum standards around key points in incident and crime management processes
	Implement a Training Programme to improve customer service delivery
	Implement Probationer Training Modernisation (IPLDP) with inclusion of Customer Satisfaction Training
Enhanced specialist operational support services	Link the threat assessment for Police Use of Firearms to the provision of armed capability
	Conduct a Post Implementation Review of the changes to the structure and working practices of the Firearms response capability
	Embedded performance management culture throughout the operational support and roads policing functions
Improved visibility	Utilise Mobile Data to maximise time on the frontline and improve remote access to / update of information
	Implement 'In/Out of Station Times' and 'Frontline Policing' areas of ABC Action Plan

Reassurance Improvement Delivery Plan – Performance Targets and Other Measures

- Increase the % of people who believe Bedfordshire Police do a 'Good Job' (Improvement target = 49%);
- Increase the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with the overall service provided (Improvement target = 82%);
- Reduce the difference in satisfaction with action taken for minority ethnic and white users of services (improvement target = difference of not more than 9%);
- Reduce the difference in satisfaction with follow-up action for minority ethnic and white users of services (improvement target = difference of not more than 7.6%);
- Reduce the difference in sanction detection rates for violence against the person offences for minority ethnic and white victims (Improvement target = difference of not more than 6.3%);
- Increase the % of victims of racist incidents satisfied with the overall service (Improvement target = 75%);
- Reduce the percentage of people perceiving anti-social behaviour to be high (Improvement target = not more than 17%);
- Increase the proportion of emergency calls answered within our new target time of 10 seconds (Improvement target = 90%);
- Increase the proportion of non-emergency calls answered within our target time of 30 seconds (Improvement target = 90%);
- Reduce the number of people killed or seriously injured in road traffic collisions (Improvement target = 299);
- Monitor the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very or completely satisfied with the overall service provided;
- Monitor the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with making contact with the police;
- Monitor the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with action taken by the police;
- Monitor the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with being kept informed of progress by the police;
- Monitor the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with their treatment by staff;
- Monitor the difference in satisfaction with the overall service for minority ethnic and white users of services;
- Monitor the difference in stop searches that lead to arrest for minority ethnic and white persons.

CRIME MANAGEMENT

Helping to drive down crime by improving investigation and end-to-end crime management processes

The 'Good Job' survey highlighted the importance of investigating crimes such as burglary, violent crime and hard drugs as being important drivers of satisfaction. This year we will be taking action to improve our crime management processes to reduce such crimes and, when they occur, to ensure that offenders are brought to justice.

Reducing Crime

Our activities continue to seek reductions in overall crime, domestic burglaries, violent crime, robbery and vehicle crime. Local policing divisions, in partnership with their partner CDRP agencies and authorities have committed to challenging targets to reduce crime in support of a national target. Hate Crime Investigation Training will be implemented to deliver a Hate Crime Strategy. The following specific actions are to be taken in respect of tackling domestic violence:

- Implement a corporate strategy, approach and organisational structure for Domestic Violence;
- Implement a computerised case management and assessment system to properly collate intelligence about Domestic Violence victims and offenders with an appropriate link to child protection;
- Professionalise the response to Domestic Violence.

Investigation

Our particular crime management focus this year is on investigation. A very high proportion of crimes are committed by a hardened core of criminals who offend again and again. By targeting these prolific offenders and ensuring they are brought to justice we can make a real impact on levels of crime. Our crime investigation processes will be developed in the following areas:

- Forensics: Implement a plan to improve comparative performance against our most similar forces, including implementation of recommendations from the recent Best Value Review of Forensics;
- Robbery: Develop tactical options and volume crime checklists of short term initiatives to disrupt offenders as well as long term preventative measures around Intelligence, Prevention and Enforcement actions;
- Violence and the Night Time Economy: Develop tactical options and volume crime checklists in relation to four priorities (better education and communication; improving health and treatment services; combating alcohol related crime and disorder; and working with the alcohol industry) based around Intelligence, Prevention and Enforcement actions;
- Domestic Burglary: Develop tactical options and volume crime checklists around Intelligence, Prevention and Enforcement actions based on processes, forensics, performance management and offender management;
- IT: Implement an IT system and enhanced business processes to support the management and investigation of Missing Persons.

Implementation of Probationer Training Modernisation (IPDLP) and the Professionalising the Investigation Programme (PIP) will enhance investigative skills at all levels of the organisation.

Crime investigation will benefit from enhanced use of intelligence and in particular the gathering and sharing of information between forces. As part of our response to the Bichard report into the investigation of the two tragic deaths in Soham, Cambridgeshire, we will support national improvements by implementing the Management of Police Information (MOPI), National Intelligence Model (NIM) 2 Minimum Standards and the IMPACT intelligence system. We will ensure appropriate levels of resourcing with processes focused on the gathering of information or intelligence from a wide range of sources including Community Intelligence. The implementation of NIM Level 2 (cross-border crime) minimum standards and greater use of Automatic Number-Plate Recognition (ANPR) technology will also aid investigation.

As part of the new Local Area Agreements, and in support of our 'crime management' aim, the following objectives have been agreed for local divisions and their partners:

Bedfordshire LAA ('J' Division)

- Increase detections for domestic violence
- Increase the number of people entering drug treatment programmes

Luton LAA ('C' Division)

- Reduce domestic burglary
- Reduce violent crime (woundings, common assaults and robberies)

Serious Crime and Major Incidents

We are working to enhance our capacity and capability to deal with serious and organised crime, counter-terrorism, critical incidents and other large scale events. We seek to increasingly disrupt organised crime networks, e.g. through making greater use of powers under the Proceeds of Crime Act 2002 and generating appropriate priorities for drug crime.

The events surrounding the terrorist incidents in London in July 2005 have highlighted the requirement for all police organisations to make appropriate plans and develop counter-measures. The current national focus on police force amalgamation has as its focus increased capacity and resilience in the provision of Protective Services – including counter-terrorism, serious and cross border crime and high profile crimes that impact upon community confidence and reassurance. We continue to liaise with the Home Office and other police authorities and forces as the amalgamation agenda develops however we recognise the need to begin to improve our capacity, capability and preparedness. This year we will be investing £0.4M in witness protection, counter-terrorism, child and adult protection and emergency planning.

Bringing Offences to Justice

We have set challenging targets in relation to 'sanction detections' based on our commitments to partners in our locally based Crime and Disorder Reduction Partnerships (sanction detections are those notifiable/recorded offences resulting in charge, summons, caution or being taken into consideration at court). Our work to increase the number of sanction detections is focusing on two areas - developing:

- Composite minimum standard formats for investigation plans and recording requirements, that can subsequently be used in an electronic recording process;
- Clear guidelines on the suitable use of penalty notices for disorder (PNDs) to ensure consistency across all territorial divisions.

Case and Custody IT system

As well as establishing national standards of performance for case preparation, the new national Case and Custody IT system will provide a seamless link between the police and other key partners in the criminal justice system including the Crown Prosecution Service (CPS) and the Courts. The system will enable us to provide better and more timely support to victims and witnesses as cases progress - increasing their confidence and ensuring that offenders are brought to justice.

New Statutory Charging Arrangements

At the beginning of this year we implemented new 'statutory charging' arrangements to improve the quality of the case files we produce. Through the early involvement of the CPS and a focus on those cases most likely to succeed at court we will reduce follow-up work and discontinued cases and work with our partners to bring more offenders to justice.

Other efforts this year aim to improve custody and case handling procedures both within Bedfordshire Police and with our Criminal Justice Partners. These include establishing a mentoring programme for all first line supervisors to enable them to provide more direction to officers, with a focus on maximising detections and improving file quality.

Crime Management Improvement Delivery Plan – 2006-2007 Actions and Activities

Strategic Outcomes	Enabler
Improved protective services provision	Police Force Restructuring: maintain a dialogue with the Home Office on our proposals for amalgamation and seek to have our highlighted concerns addressed
	Develop, implement and effectively communicate a Critical Incident Policy to ensure effective and efficient action is taken at an early stage for those incidents where the effectiveness of the Police response could have a significant impact on the confidence of the victim, their family and/or the community
Reduced crime	Implement a Corporate Problem Solving Model addressing Crime and anti-social behaviour
	Hate Crime Investigation training to provide knowledge and skills to deliver the Hate Crime Strategy
	Implement a corporate strategy, approach and organisational structure for Domestic Violence
	Implement a computerised case management and assessment system to properly collate intelligence about domestic violence victims and offenders with an appropriate link to child protection
	Professionalise the response to Domestic Violence
	Ingrain measures from the Proceeds of Crime Act (POCA) into force tactics through the implementation of a training / awareness programme and a multi-agency Service Level Agreement
	Utilise the “Strategy to Reduce Crime Through Tackling Drugs” to generate and deal with appropriate priorities for drug crime
Improved Crime Investigation	Develop composite minimum standard formats for investigation plans and recording requirements, that can subsequently be replicated into an electronic recording process
	Clear guidelines reiterated on the suitable use of Penalty Notices for Disorder (PNDs) to ensure consistent use across all divisions
	Forensics: Implement a plan to deliver greater Most Similar Forces comparison which includes implementation of recommendations of the Best Value Review
	Robbery: Develop tactical options and volume crime checklists of short term initiatives to disrupt offenders as well as long term preventative measures around Intelligence, Prevention and Enforcement actions
	Violence and the Night Time Economy: Develop tactical options and volume crime checklists in relation to four priorities (better education and communication; improving health and treatment services; combating alcohol related crime and disorder; and working with the alcohol industry) based around Intelligence, Prevention and Enforcement actions
	Dwelling Burglary: Develop tactical options and volume crime checklists around Intelligence, Prevention and Enforcement actions based on processes, forensics, performance management and offender management
	Implement an IT system and enhanced business processes to support the management and investigation of Missing Persons
	Implement Probationer Training Modernisation (IPLDP) with focus on improving frontline investigative skills
	Implement the Professionalising the Investigative Programme (PIP)
Improved Custody and Case Handling	Consider the implementation of a centralised Criminal Justice structure
	Implement NSPIS Custody and Case Preparation ensuring adequate training is in place
	Develop a corporate ability to analyse and translate new legislation
	Mentoring programme for all first line supervisors to enable them to provide more direction to officers with a focus on maximising detections and improving file quality

Improved leadership skills	Develop the management and leadership skills of sergeants, inspectors and police staff managers
Enhanced use of intelligence	Implement the Management of Police Information (MOPI), National Intelligence Model 2 Minimum Standards and IMPACT ensuring appropriate levels of resourcing with processes focused on the gathering of information or intelligence from a wide range of sources including Community Intelligence
	Implement the Intelligence Function Prioritised Action Plan to improve intelligence gathering, analysis and dissemination
	Maximise use of ANPR to improve intelligence capability and increase number of detections / arrests / assets recovered whilst evaluating current activity to identify ANPR service improvement actions

Crime Management Improvement Delivery Plan – Performance Measures

- Reduce the level of overall recorded crime (Improvement target = 56353 crimes, which equals 97.8 crimes per 1000 population);
- Reduce the level of acquisitive crime (Improvement target = 15965 crimes which equals 27.7 crimes per 1000 population);
- Reduce the level of domestic burglaries (Improvement target = 3332 crimes which equals 14.1 crimes per 1000 households);
- Reduce the level of vehicle crime (Improvement target = 9074 crimes which equals 15.7 crimes per 1000 population);
- Reduce the level of violent crime (Improvement target = 10657 crimes which equals 18.5 crimes per 1000 population);
- Reduce the level of personal robbery (Improvement target = 1038 crimes which equals 1.8 crimes per 1000 population);
- Increase the number of arrests for domestic violence where a power of arrest exists (Improvement target = 80%) (NB definition due to change);
- Reduce repeat victimisation for domestic violence offences (Improvement target = 41%);
- Increase the number of Offences Brought to Justice (Improvement target = 13045 crimes);
- Increase the number of sanction detection (Improvement target = 13800);
- Increase the sanction detection rate (Improvement target = 23.9%);
- Increase number of POCA asset seizures (Improvement target = at least 22);
- Increase the value of POCA-related asset seizures (Target = £600,000);
- Achieve PNC Arrest / Summons Target of 90% within 24 hours;
- Monitor key forensics performance indicators;
- Monitor repeat victimisation for domestic burglary.

RESOURCE MANAGEMENT

Human Resources

We are working in a number of areas to enhance our staff recruitment, retention, development, reward, compensation and progression.

Working Environment Survey: We will continue to address the outcomes of a survey carried out last year, canvassing staff views about management and other workplace issues. Improved communications will help address staff concerns, including uncertainty surrounding the national police restructuring agenda.

Managing Attendance: Attendance management will be reviewed to improve the approach of managers to dealing with poor attendance, especially frequent, short-term absence. This will consider best practice sickness processes elsewhere in the police service; more targeted use of return to work interviews; and a formalised process regarding persistent absence interviews. We will continue to promote the psychological health of the workforce to address stress related absence. We will seek to develop proactive and reactive strategies for reducing the impact of stress on individuals and teams. These strategies will take into account information gleaned as part of the Working Environment Survey.

Health and Safety: Health and safety inspections will continue and actions taken to address any issues arising. We will proactively develop our resistance to fire risks at all police buildings.

Recruitment and Diversity: Positive Action recruitment and development programmes will be undertaken to encourage minority ethnic staff and women to apply for posts where they are currently under-represented (specifically specialist departments and roles). Open days and information evenings will continue for departments currently under-represented by ethnic minority groups (particularly Call Handling and the Crime Recording Unit). These will be followed up by workshops and one-to-one support.

Our recruitment and police probationer training emphasise our commitment to diversity and equality. The following table indicates the current diversity of police officers and staff within Bedfordshire Police.

Gender and Ethnicity of Bedfordshire Police Officers as at 21 March 2006

	Total	By gender		By ethnicity		
		Male	Female	White	Minority ethnic	Not stated
Police Officers	1243.1	931.7	311.4	1150.9	71.4	20.8
Police Staff	848.7	269.9	578.8	798.4	41.8	8.5
TOTAL	2091.7	1201.6	890.2	1949.3	113.2	29.3

Note: Based on fulltime-equivalent posts (FTEs)

A recently completed review of Workforce Modernisation looks at how Community Support Officers (CSOs), Special Constables, police staff and other non-police personnel can work together with police officers to reduce crime and disorder and improve public safety. CSOs have some designated powers and will play an increasingly important role in our neighbourhood policing teams. This year we will be recruiting a further 43 CSOs. Targeted marketing and community engagement will be used to raise awareness of the CSO role, particularly among under-represented groups. The special constabulary will be promoted through the STEP (Specials Through Employer Partnership) project.

Training and Development

The Bedfordshire Police Annual Training Plan indicates how training and development objectives support staff development and force performance. A number of key services are being developed for 2006-07. We will implement measures to ensure consistent, co-ordinated and prioritised training and development across Bedfordshire Police. Training will address issues including file quality, standards of investigating, crime management, neighbourhood policing, customer service, race & diversity and leadership skills.

The 'Professionalising Investigation' Programme (PIP): The intention of PIP is to improve standards of crime investigation nationally, leading to more convictions and thereby increasing public confidence and reassurance. Dedicated investigators will receive standardised, quality assured training to raise the bar of investigative expertise and professionalism.

The Police Race and Diversity Learning and Development Programme (PRDLDP): The national PRDLDP strategy was published in 2005 in response to the "secret policeman" television programme. We are introducing training to meet the strategy's requirements for all police personnel and supervisors to achieve national occupational standards in race and diversity.

Initial Police Learning and Development Programme (IPLDP): From April 2006 all training of newly recruited police officers previously delivered at District Training Centres is to be delivered in force, against the nationally developed IPLDP model. The IPLDP requires new officers to meet 22 National Occupational Standards during the course of their two-year probation. This will mean that they will have a better understanding of local communities and be better placed to meet the needs of Bedfordshire and its people.

Neighbourhood Policing: Training will continue to be developed and delivered against the broad range of community-based policing skills required by the national rollout of Neighbourhood Policing. CSO training will expand to provide more extensive training to the increasing CSO numbers being recruited into Force.

Customer Service: Personnel in our Crime Recording Bureau have received NVQ Level 2 training on customer services. Standards will be maintained by giving the same training to new staff.

Victim and Witness Care: The probationer training programme will be expanded to specifically incorporate additional training focusing on victim and witness care and the quality of crime investigation. Victims Code of Practice training will be delivered across the organisation for all staff working with victims.

Management Development and Leadership Training: Groups of police officer and police staff managers are undertaking the Professional Development Certificate in Management Studies. Other supervisors are being put through our Core Leadership Development Programme. This training will benefit the managers' individual development as well as their teams. The High Potential Development Scheme will be promoted to all officers with a view to identifying potential leaders. High performers coming through assessment centres will be targeted and encouraged to apply to the Scheme. Divisions and trainers will continue to be encouraged to flag up officers with potential.

Force Amalgamation and Divisional Boundary Changes

This year sees significant organisational change in terms of divisional reorganisation and anticipates further change in terms of force amalgamations. Both changes are intended to provide more than simply larger administrative units with increased efficiency, improved performance and a focusing of resources on priorities being the goals. Change on this scale inevitably causes some concerns among staff but also provides new opportunities. Human resource challenges will include retention of staff (possibly through innovative development and/or reward policies) and managing those issues connected with large-scale workforce reconfiguration.

On 1st April this year the two policing divisions serving the administrative area covered by Bedfordshire County Council were amalgamated into a single division. Luton continues to be policed by a separate, dedicated division. Benefits from this change will be felt in improved community engagement and improved working with local authorities and other partners. The economies of scale and removal of duplication will help us to focus resources towards our key priorities.

We continue to respond to the Government's programme seeking the formation of large, strategic forces to meet the demands of serious organised crime, counter-terrorism, critical incidents and other overarching 'protective services'.

Resource Usage and Strategic Management Improvement Delivery Plan – 2006-2007 Actions and Activities

Strategic Outcomes	Enabler
Improved HR Services	Clarify the roles, responsibilities and deliverables between the divisional and central HR functions
	Review of HR structure to focus on service delivery and customer satisfaction
	Develop and implement a corporate HR performance management framework through monthly HR Performance Meetings
	Expand the implementation of Empower Human Resources IT system to include enhanced recruitment, career development and training requirements
	Improve the quality of the PDR process with increased follow-up where performance falls short at the lower levels of the organisation
	Add resilience to Health and Safety function to enable delivery of a more proactive capability
	Address the outcomes 2004 Working Environment Survey through a specific action plan
	Improve management of sickness absence through implementation of recommendations from the HMIC Inspection of Sickness Absence
Improved Training Services	Implement the Training Strategy
	Introduce a QA framework within the training function
	Introduce a Training Evaluator to ensure all four levels of evaluation are taking place within the training function in all relevant areas of training delivery
	To agree and deliver a prioritisation model within the TPSG that allows consistent management and prioritisation of training and development across the Force
	Co-ordinate the delivery of all training within the costed training plan ensuring that the cost of all training on all divisions is captured and co-ordinated through Training Priorities Strategy Group (TPSG) to inform the budget setting process
	Implement a Divisional Training and Development Board (DTDB) and TPSG structure to deliver consistent, co-ordinated, prioritised training across Bedfordshire Police
	To develop the Training Prospectus on the Training and Development Services (TADS) website as part of the TADS Marketing Plan
	To achieve Centrex Quality Approval / Assured Status
Improved Support Services	Implement a Performance Delivery Department with a forcewide inspections regime to assist in future self-assessment.
	Integrate Support Services into a consistent performance regime covering all aspects of the business and including a formal review of staff resources (with ABC and HR data utilised)
	Professionalise the procurement function moving it away from the traditional supply culture and establishing a network user group to better involve customers
	Procurement department to rollout e-procurement to divisions
	Force Estates Strategy to be defined based on agreed policing style (neighbourhood policing approach) and cell provision requirements
	Robustly implement a performance management regime down to the lowest levels of the organisation supported by NMIS reporting at section and individual levels
	Establish an Environmental Scanning Function

Resource Usage and Strategic Management Improvement Delivery Plan – Performance Measures

- Reduce the number of working hours per police officer lost due to sickness (Improvement target = 72 hours); (NB definition due to change);
- Reduce the number of working hours per police officer lost due to sickness (Improvement target = 64 hours); (NB definition due to change);
- Reduce the number of medical retirements per 1000 police officers (Improvement target = not more than 3.5);
- Reduce the number of medical retirements per 1000 police staff (Improvement target = not more than 3.5);
- Increase the proportion of police recruits from minority ethnic communities (Improvement target = 14.6%, equivalent to 14 recruits from minority ethnic communities);
- Increase the proportion of female officer recruits (Improvement target = 26%, equivalent to 23 female recruits);
- Increase the proportion of police officer time available for frontline policing (Improvement target = 71%).

MANAGING FINANCIAL RESOURCES

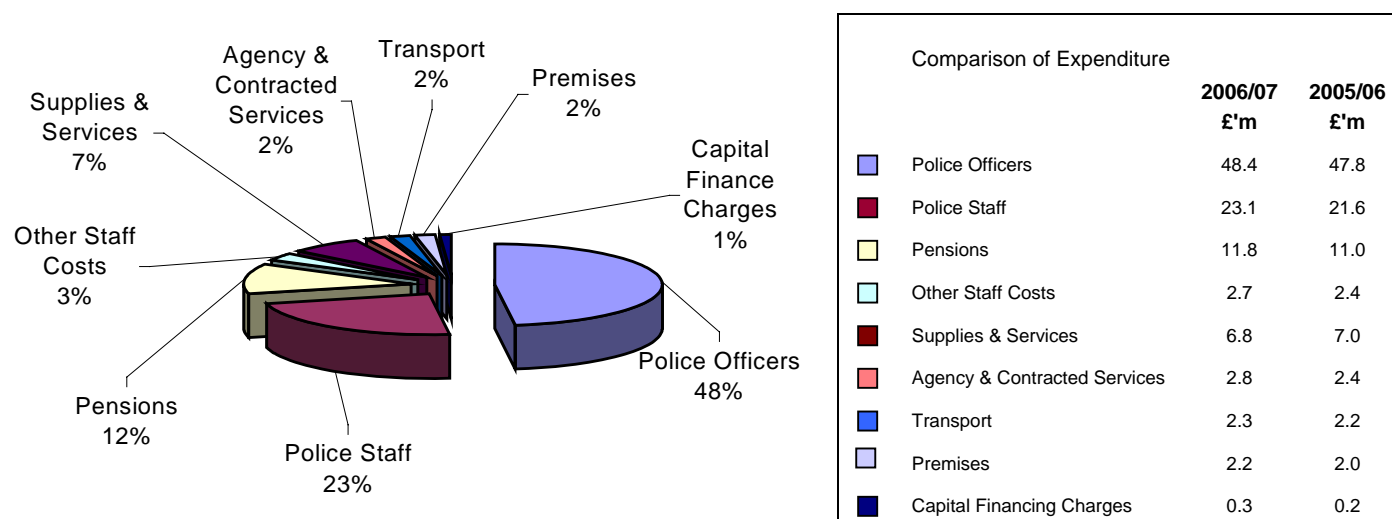
2006-2007 Budget

The Police Service saw a dramatic change in the calculation of the 2006-2007 National Finance Settlement in comparison with previous years. Major differences centred around the financing of police pensions and changes in the emphasis of the data used within the funding formula and in the method of security funding.

The national settlement for the Police Service equated to an average increase of 3.2% with Bedfordshire securing a 3.3% increase. The 3.3% increase was considerably less than the Authority needed to provide for a standstill budget of £88.7M thus providing the Authority with a shortfall of some £2.7M.

In announcing the finance settlement the Home Secretary advised the Authority that any increase in Council Tax of over 5% would be subject to capping. The Authority undertook a series of consultation evenings with the general public to ascertain their views on the most appropriate way for the Authority to fund the shortfall whilst achieving a Council Tax increase of less than 5%.

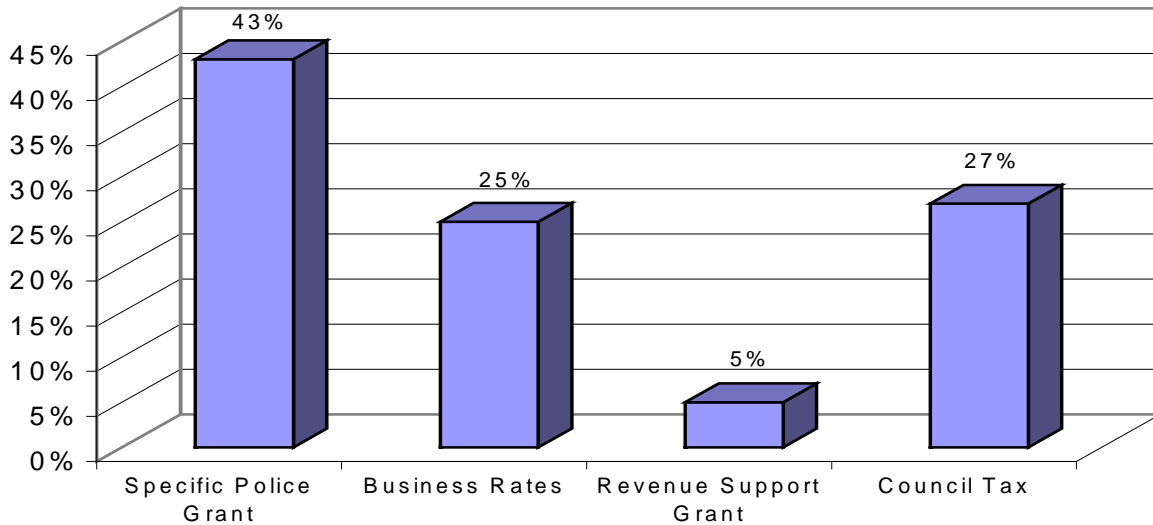
The consultations and careful consideration by the Authority led to a revenue budget of £87.3M being approved, comprising of £100.4M gross expenditure, income of £12.0M (including specific grants) and the use of reserves totalling £1.1M. An analysis of the areas in which the gross expenditure will be spent is given below:



In achieving this budget, reductions of £0.8M were made mainly through efficiency savings in back-office functions and the utilisation of the new Initial Probationer Learning and Development Programme to assist in the recruitment of officers in line with Force needs. However, the Authority has retained the same police officer establishment of 1,250 officers and increased its police staff numbers by 62 from 859 to 921, including an additional 43 CSOs.

How is the Budget funded?

The funding of the £87.3M revenue budget is comprised of 4 main sources, as shown below. Central Government provides 73%, or £64.0M, with the remaining 27%, £23.3M, coming from Council Tax.



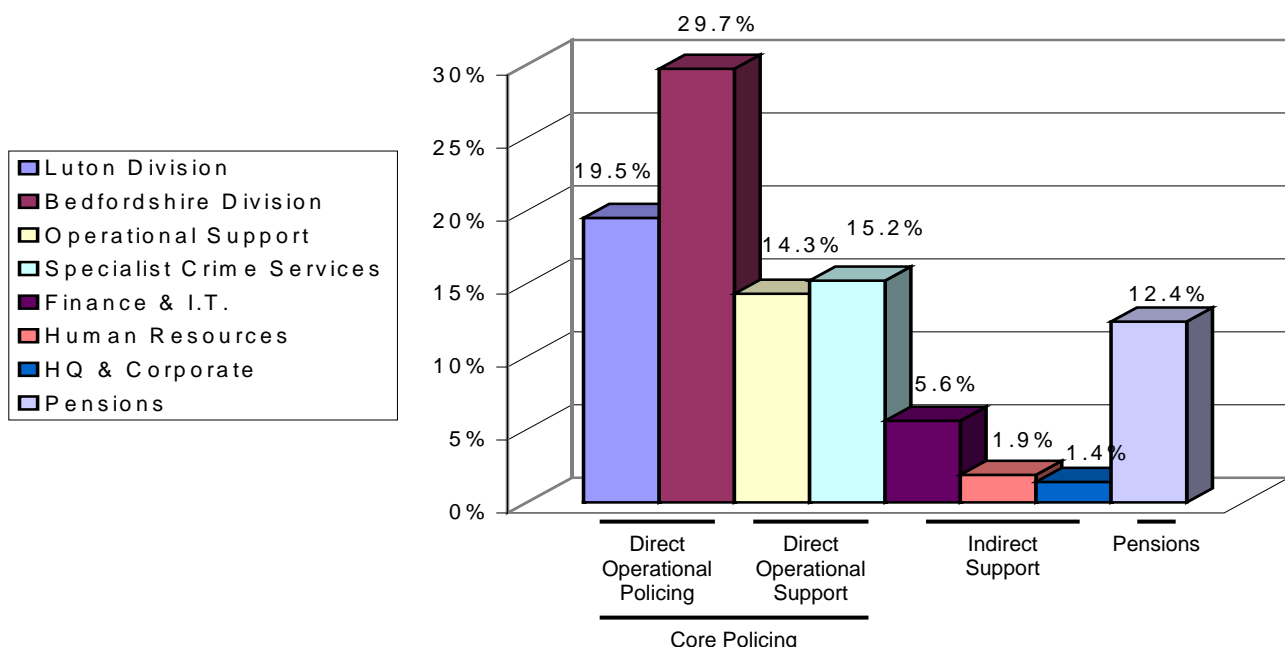
The Band D equivalent Council Tax for 2006/07 was set at £117.55, which represents a 4.97% increase on the 2005/06 figure of £111.98. This equates to an increase of under 11p per week and compares favourably with the national average of approximately £137.

Future Outlook

The Police Authority is aware that the funding settlement for 2007-2008 will result in a 3.7% increase in Government funding. However, taking into account the national pay awards for both police officers and police staff and shortfalls in funding for national initiatives (such as CSOs and National Occupational Standards) it is likely that the Authority will face a shortfall in finalising its revenue budget. In the funding of any shortfalls the Authority will no longer have the availability of reserves and therefore may need to consider reductions in service.

Operational Level: Resource Allocation For 2006-2007

In 2006-2007, 80% of our Net Revenue Budget will be spent on core policing. When excluding pensions this equates to 90% of the budget.



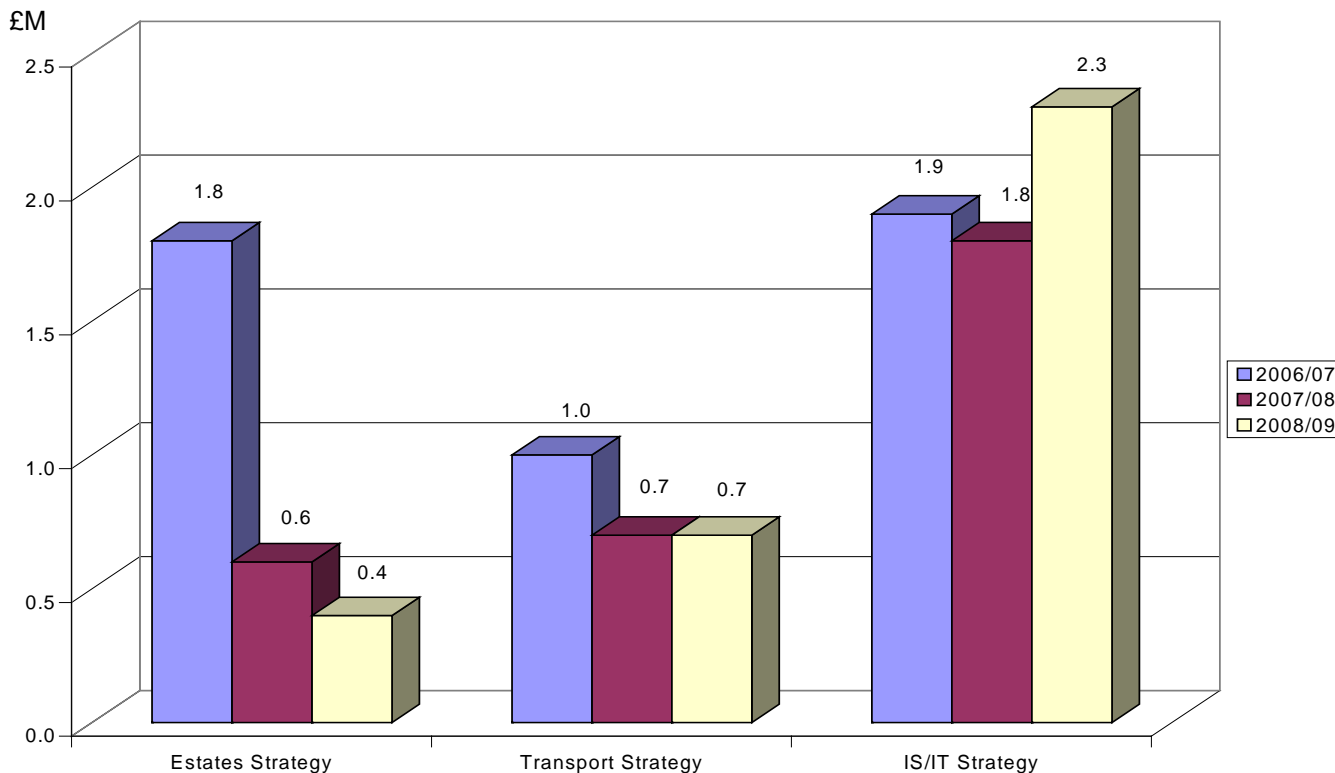
Police performance is now assessed against a framework of 'domains', defined by the Police Performance Assessment Framework. Activity based costing (ABC) will be used to cost activity and

achievement. Based on activity based costing data, the expenditure on each of the four domains is anticipated as follows:

Domain	%	£m
Proactive Crime (reducing crime)	6.8	5.94
Reactive Crime (investigating crime)	46.3	40.43
Proactive Non-crime (promoting public safety)	28.1	24.54
Reactive Non-crime (providing assistance)	18.8	16.42
TOTAL	100.00	87.33

Capital Expenditure Programme

The Police Authority has agreed a three-year Capital Programme totalling £18.0M based upon three key strategies – Information Technology, Transport and Estates. The major areas of expenditure for the three-year period 2006-2007 to 2008-2009 amounting to £11.2m, are shown below:



A large element of capital expenditure is in the IS/IT strategy and will assist the Force in the provision of mobile data and the implementation of nationally required solutions such as Criminal Justice and Intelligence systems. The additional investment in the transport strategy will, through the provision of 8 mobile police offices, assist the Force in the effective implementation of Neighbourhood Policing, as well as providing for the annual replacement programme for the current fleet.

SUMMARY OF THE 2006-2007 EFFICIENCY PLAN

The 2006-2007 Efficiency Plan indicates the planned savings from efficiency measures. Total efficiency savings for 2006-2007 amount to around £6.2M. The changes will give ongoing annual savings of around £4.0M. The following table indicates the projects in the Efficiency Plan and the uses to which the savings will be put.

Project	Planned savings (£000)		Use to which savings will be put
	2006/07	2007/08 on (full year)	
Cashable Savings			
Carry Forward from 2005/06 Savings	396		
Civilianisation 05/06: Civilianisation of 6 Constables, 3 Sgt., 5 Insp. and 1 C/insp. Post	30	95	To increase operational supervision given recent increases in constable ranks
Transport: Chiltern Transport Consortium savings	100	100	Minimising the impact on service delivery in achieving a balanced budget for 06-07
IS/IT: Reduction of IT maintenance costs	100	100	Minimising the impact on service delivery in achieving a balanced budget for 06-07
Back Office Functions: Rationalisation of back office functions	100	100	Minimising the impact on service delivery in achieving a balanced budget for 06-07
Re-Profiling of Police Staff Recruitment	300	300	Minimising the impact on service delivery in achieving a balanced budget for 06-07
Non-Pay Budget Reductions	100	100	Minimising the impact on service delivery in achieving a balanced budget for 06-07
Civilianisation 06/07: Police staff to undertake duties currently undertaken by Police Officers	100	100	Minimising the impact on service delivery in achieving a balanced budget for 06-07
Police Staff: Savings arising from rationalisation of back office functions undertaken at BCU level	130	130	Minimising the impact on service delivery in achieving a balanced budget for 06-07
Re-Profiling Police Officer Intake	490	490	Minimising the impact on service delivery in achieving a balanced budget for 06-07
Total Cashable Savings	1,846	1,515	

Non-Cashable Savings			
Carry forward from 2005/06 Savings	2,023		
Mobile Custody Unit provision	13	64	To increase visibility and accessibility of patrol officers
Change in payroll supplier reducing the cost per payslip	18	44	Reinvestment into pensions administration to comply with legislation
Crime Recording System (Officers to record crimes via phone/radio while out on patrol)	63	126	To increase visibility and accessibility of patrol officers
Reduction in maintenance costs	15	30	Reinvestment into reassurance and crime management
Dedicated Decision Makers to free up detective inspectors and chief inspectors' time	68	68	To increase the force resilience in the investigation of crime
Increase in Frontline Policing from 70.25% in 2005/06 to 71% in 2006/07	1,466	1,466	To increase visibility and accessibility of patrol officers
Increased numbers of CSOs allowing officers to be utilised for other functions	151	151	To increase visibility/ reassurance and accessibility of patrol officers
Protective Services (reprioritisation of resources)	380	380	Transfer of resources into Child Protection, Witness Protection and Special Branch
Scenes of Crime (reprioritisation of resources)	100	100	Reinvestment into imagery, high tech crime, telephone investigation
Livescan (cost reduction due to transfer to a national contract)	36	36	Reinvestment to fund a Shoe Technician in Forensics
Effective use of Taser	67	67	To increase resilience within armed response function and maintain patrol officer visibility/accessibility
Total Non-Cashable Savings	4,400	2,532	
TOTAL EFFICIENCY SAVINGS	6,246	4,047	

THE BEST VALUE PERFORMANCE PLAN

The Best Value Process

We regularly carry out reviews of various aspects of policing to ensure they are “best value”, as required by statutory duty. Areas subject to a best value review are determined with reference to our strategic priorities and advice from Her Majesty’s Inspectorate of Constabulary. The review process enables us to undertake a detailed examination of current performance, evaluate options and implement changes. Reviews must demonstrate that they have:

- **Challenged** why the service is needed at all and whether it is needed in a particular form;
- **Consulted** local taxpayers, service users and the wider community and potential providers in setting new performance targets and redesigning services;
- **Compared** performance with others, including the ‘best’ performers;
- Considered fair **Competition** as a means of securing efficient and effective services;
- Examined opportunities for **Collaboration**.

We follow legal guidance on staffing matters, ensuring the just treatment of staff transferring to new organisations and that companies bidding for work are fit and fair employers.

Supporting Reassurance and Crime Management

Each review leads to an improvement plan detailing a number of recommendations. Our focus is to implement those recommendations that support the twin priorities of reassurance and crime management. To this end work is continuing on recommendations from completed reviews on Partnership Working, Offender Handling, Victim and Witness Care and Forensic Services. A recently completed review of Workforce Modernisation looks at how PCSOs, police staff and other non-police personnel can work together with police officers to reduce crime and disorder and improve public safety. Workforce Modernisation is an enabler for Neighbourhood Policing. Full details of recommendations and progress from past and present reviews can be obtained from our website:

www.bedfordshirepoliceauthority.co.uk

Auditor’s Report of the Best Value Performance Plan

The Audit Commission’s review of our 2005-2006 Best Value Performance Plan concluded that the Plan has been prepared and published in accordance with requirements of legislation and statutory guidance. The auditor had no recommendations to make on procedures in relation to the Plan.

PERFORMANCE MANAGEMENT

Performance management ensures that activities are progressing as planned and that the service as a whole is progressing towards the Vision. This section describes how performance will be measured, improved and influenced over the coming year.

2005-06 AUDIT AND INSPECTION RESULTS

HMIC Baseline Assessment 2005

In October 2005, HMIC published their second annual 'Baseline Assessment' of Bedfordshire Police. The Baseline Assessment process evaluated seven aspects of force activity and achievement, grouped under the six 'Domain' headings of the PPAF model and an additional heading – Leadership and Direction. These seven aspects were assessed using twenty seven sub areas and graded as Poor, Fair, Good, or Excellent. The definitions for these grades, as used by HMIC are:

- *Excellent* - significantly above the range of acceptable performance;
- *Good* - above the range of acceptable performance;
- *Fair* - within the range of acceptable performance, around the Most Similar Forces or national mean as appropriate;
- *Poor* - below the range of acceptable performance (i.e. unacceptable).

Bedfordshire achieved seventeen 'goods', nine 'fairs' and one 'poor'.

Performance in each area was also assessed by comparison to the previous Baseline Assessment and given a 'direction of travel' rating of either *improved*, *stable* or *deteriorated*. Only twenty one areas included an assessment of 'direction of travel'. Of these Bedfordshire was rated as 'stable' in eleven areas and 'improved' in ten.

A summary of the judgements is shown below. Progress has already been made on addressing some areas for improvement since publication of the report and other areas for improvement underpin this 2006-2007 Policing Plan.

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Good	
1B Neighbourhood Policing and Community Engagement	Fair	Improved
1C Customer Service and Accessibility	Good	Stable
1D Professional Standards	Good	
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Improved
2B Volume Crime Reduction	Fair	Improved
2C Working with Partners to Reduce Crime	Good	Stable
3 Investigating Crime		
3A Investigating Major and Serious Crime	Fair	
3B Tackling Level 2 Criminality	Fair	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Good	Improved
3D Volume Crime Investigation	Good	Improved
3E Forensic Management	Good	Stable
3F Criminal Justice Processes	Fair	Improved
4 Promoting Safety		
4A Reassurance	Fair	Improved
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Fair	Stable
5 Providing Assistance		

5A Call Management	Good	Stable
5B Providing Specialist Operational Support	Fair	Improved
5C Roads Policing	Good	Stable
6 Resource Use		
6A Human Resource Management	Fair	Improved
6B Training and Development	Poor	Improved
6C Race and Diversity	Good	
6D Resource Management	Good	Stable
6E Science and Technology Management	Good	Stable
6F National Intelligence Model	Good	Stable
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Good	Stable
7C Performance Management and Continuous Improvement	Good	Stable

Other HMIC Inspections

Audit	Background	Headline finding	Areas for improvement	Subsequent actions
Class A Drugs Audit (Apr 05)	Assesses whether information on the number of Class A Drug supply offences is accurately captured and appropriately recorded, measured and reported	The Force complies with the National Intelligence Model, collects substantial intelligence and uses this to focus most activities	<ul style="list-style-type: none"> Concern over quality assurance of drugs offence recording and returns; supervisory checks and validation did not identify poor modus operandi to justify offence classification 	Actions being incorporated into detailed Corporate Improvement Plan under ownership of Specialist Crime Services Division
Sanctioned Detections Audit (Dec 05)	Assesses compliance with Home Office Counting Rules across the range of sanction detections	The Force is establishing compliance with sanctioned detections; assisted by new Crime System	<ul style="list-style-type: none"> Some concerns over victim satisfaction, audit capacity and consistency of documentation between divisions Supervision and decision-making rationale is not being recorded appropriately; procedures for direction and recording of decisions could be addressed through Crime Management system 	Actions being incorporated into detailed Corporate Improvement Plan under ownership of Specialist Crime Services Division
Domestic Violence Review (Dec 05)	Assesses Force arrangements to ensure compliance with Statutory Performance Indicators and the Policing Performance Assessment Framework	The Force 'violence against the person project' has developed an action plan for domestic violence encompassing most findings from this review	<ul style="list-style-type: none"> Consider reviewing Force policy in some areas of domestic violence Force structures and resourcing for domestic violence are inconsistent. Lack of corporacy and consistency The current process for recording/reporting domestic violence involves duplication and relies on manual processes to ensure accurate data collection 	Actions being incorporated into detailed Corporate Improvement Plan under ownership of Specialist Crime Services Division

Home Office Audit and Assurance Unit Inspections

Audit	Background	Headline finding	Areas for improvement	Subsequent actions
User Satisfaction (Dec 05)	Assesses whether user satisfaction surveys are carried out in compliance with guidance and whether survey results are correctly aggregated and reported	Arrangements for collation & submission of accurate User Satisfaction data are FAIR	<ul style="list-style-type: none"> Absence of a surveys policy may risk inconsistency with management aims Communication of user satisfaction results to officers/staff requires improvement Minor anomalies identified in questionnaires; questionnaires should be regularly and independently reviewed Communication to officers could be further improved to raise awareness of public perception of police contact with the public 	Action plan to be developed under ownership of Performance Delivery Unit
Sickness Absence (Dec 05)	Assesses whether sickness absence targets are being set and figures accurately recorded, measured and reported	Arrangements for the collation and submission of accurate sickness absence data are FAIR	<ul style="list-style-type: none"> Lost hours due to sickness should be based on shift hours Reporting codes should be amended to include job-share employees Line managers should be more engaged in Return to Work process Force level reporting of sickness should recommence as soon as practical 	Action plan to be developed under ownership of Director of Human Resources

PERFORMANCE AND ACHIEVEMENT

Performance is measured against a series of local and national indicators. The Home Office determines national Statutory Performance Indicators (SPIs). Local indicators measure performance on issues of local concern identified through local consultation and engagement.

In addition to being used to monitor our performance, some SPIs are used as the basis for performance improvement targets in support of national Home Office 'Public Service Agreements' (PSAs).

Improvements in performance are, in part, attributable to greater emphasis on performance management issues. At the heart of performance management is accountability. All police staff have an annual performance review to ensure that they know what is expected of them in terms of force objectives and priorities, and to review everyone's abilities and effectiveness in their roles.



Through a programme of regular divisional meetings, the Deputy Chief Constable reviews achievement with local divisional commanders, holding them to account for their contribution to performance. In turn, the Police Authority holds the Chief Constable to account for performance through quarterly scrutiny and review meetings. In particular, chief officers will be expected to evidence how they have promoted equality and diversity within their area.

Targets and Other Performance Indicators

The measures detailed on the following pages show performance against targets set last year for improvement by the end of March 2006 (the first phase of the period covered by the 2005-2008 Local Strategic Plan). Performance against a range of other Statutory Performance Indicators (SPIs) is also shown, together with an indication of where our performance in 2005/6 is better or worse than our performance in 2004/5. We have also included comparative information for the 2004/5 year – showing how we performed compared to our family of 'Most Similar Forces' (MSF).

Our Recent Performance and Targets For 2006/2007

These tables show our performance against targets for the year just ended (2005-2006) plus new targets being set for 2006-2007. Also shown is performance in 2004/05, compared to that in 5 other 'Most Similar Forces' (MSF)¹. This information is provided to enable you to judge the service we provide and the improvements we are achieving for the community. The following symbols have been used to show how our performance for 2005/6 compares with the previous year:

 2005/6 performance better than 2004/5 performance;
 2004/5 performance better than 2005/6 performance.

Because of successive changes to the suite of performance indicators applicable to the police service, historical comparative data is not always readily available. Similarly, targets are not always set for old indicators where new measures provide a better indication of our performance. In some cases we have retained old indicators or developed new ones where we feel such 'local indicators' provide additional useful information.

CITIZEN FOCUS

SPI no. 2006/07	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
1a(i)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>satisfied</i> when first making contact with the police	84.6%	5 out of 6	No target set	88.7%	↑	Not applicable	No target set
1a(ii)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>very/ completely satisfied</i> when first making contact with the police	64.3%	5 out of 6	No target set	69.0%	↑	Not applicable	No target set
1b(i)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>satisfied</i> with action taken by the police	72.2%	6 out of 6	No target set	76.9%	↑	Not applicable	No target set
1b(ii)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>very/ completely satisfied</i> with action taken by the police	54.8%	4 out of 6	No target set	59.2%	↑	Not applicable	No target set
1c(i)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>satisfied</i> with respect to being kept informed of progress by the police	57.1%	4 out of 6	No target set	66.8%	↑	Not applicable	No target set
1c(ii)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>very/ completely satisfied</i> with respect to being kept informed of progress by the police	38.4%	4 out of 6	No target set	48.4%	↑	Not applicable	No target set
1d(i)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>satisfied</i> with their treatment by the police	84.5%	5 out of 6	No target set	88.8%	↑	Not applicable	No target set
1d(ii)	Percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions <i>very/ completely satisfied</i> with their treatment by police	67.3%	5 out of 6	No target set	73.2%	↑	Not applicable	No target set
1e(i)	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>satisfied</i> with the overall service provided	74.8%	5 out of 6	No target set	79.5%	↑	Not applicable	82%
1e(ii)	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>very or completely satisfied</i> with the overall service provided	55.5%	3 out of 6	No target set	61.3%	↑	Not applicable	No target set
1e(i) North Beds Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>satisfied</i> with the overall service provided	73.1%	Not applicable	No target set	79.3%	↑	Not applicable	Not applicable

¹ For comparative purposes police forces are organised into peer groups of 'Most Similar Forces', using a range of geographic, demographic and socio-economic information. Bedfordshire's most similar forces are Avon & Somerset, Hampshire, Kent, Leicestershire and Northamptonshire.

CITIZEN FOCUS (continued)

SPI no. 2006/07	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
1e(ii) North Beds Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>very or completely satisfied</i> with the overall service provided	53.8%	Not applicable	No target set	62.3%	↑	Not applicable	Not applicable
1e(i) Central Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>satisfied</i> with the overall service provided	78.2%	Not applicable	No target set	82.3%	↑	Not applicable	Not applicable
1e(ii) Central Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>very or completely satisfied</i> with the overall service provided	59.9%	Not applicable	No target set	65.1%	↑	Not applicable	Not applicable
1e(i) County Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>satisfied</i> with the overall service provided	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	No target set
1e(ii) County Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>very or completely satisfied</i> with the overall service provided	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	No target set
1e(i) Luton Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>satisfied</i> with the overall service provided	73.0%	Not applicable	No target set	77.5%	↑	Not applicable	No target set
1e(ii) Luton Division	Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, the percentage <i>very or completely satisfied</i> with the overall service provided	52.6%	Not applicable	No target set	57.5%	↑	Not applicable	No target set
2a	Percentage of people who think their police do a 'good job' (British Crime Survey)	41%	6 out of 6	52%	50.7% ¹	↑	×	49%
3a(i)	Percentage of victims of racist incidents satisfied with the police service when dealing with the incident	57% ²	6 out of 6	No target set	73.2%	↑	Not applicable	75%
3a(ii)	Percentage of victims of racist incidents very/completely satisfied with the police service when dealing with the incident	Not applicable	Not applicable	No target set	52.7%	Not applicable	Not applicable	No target set
3b(i)	Of white victims of domestic burglary, violent crime, vehicle crime, road traffic collisions and racist incidents, the percentage <i>satisfied</i> with the overall service provided	75.7%	4 out of 6	No target set	80.9%	↑	Not applicable	No target set
3b(ii)	Of minority ethnic victims of domestic burglary, violent crime, vehicle crime, road traffic collisions and racist incidents, the percentage <i>satisfied</i> with the overall service provided	65.8%	6 out of 6	No target set	73.6%	↑	Not applicable	No target set
3b(iii)	Of white victims of domestic burglary, violent crime, vehicle crime, road traffic collisions and racist incidents, the percentage <i>very or completely satisfied</i> with the overall service provided	56.6%	3 out of 6	No target set	63.2%	↑	Not applicable	No target set
3b(iv)	Of minority ethnic victims of domestic burglary, violent crime, vehicle crime, road traffic collisions and racist incidents, the percentage <i>very or completely satisfied</i> with the overall service provided	41.9%	6 out of 6	No target set	48.8%	↑	Not applicable	No target set
3c	Percentage of PACE stops leading to arrest, white persons	13%	Not available	No target set	9.5%	Not applicable ³	Not applicable	No target set
3c	Percentage of PACE stops leading to arrest, persons of minority ethnic groups	13%	Not available	No target set	10.8%	Not applicable ³	Not applicable	No target set
3d	Percentage of sanctioned detections for violence against the person offences, white victims	38% (53% of all detections)	1 out of 6	37%	37%	Stable	✓	No target set
3d	Percentage of sanctioned detections for violence against the person offences, victims from minority ethnic groups	32% (48% of all detections)	1 out of 6	30%	30%	Stable	✓	No target set

REDUCING CRIME

SPI no. 2006/07	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
4a	Level of Personal crime (British Crime Survey); Percentage victim at least once	8.2%	4 out of 6	No target set	7.5% ¹	↑	Not applicable	7%
4b	Level of Household crime (British Crime Survey); Percentage victim at least once	23.5%	5 out of 6	No target set	21.5% ¹	↑	Not applicable	18.3%
5b	Violent crimes per 1,000 population	20.7	3 out of 6	18.3	20.7	Stable	×	18.5
5e	Life threatening crime and gun crime per 1,000 population	0.3	5 out of 6	No target set	0.6	↓	Not applicable	No target set
5f	Acquisitive crime offences (domestic burglary, robbery, vehicle crime, theft from person, theft of pedal cycle) per 1,000 population	Not applicable	Not applicable	27.5	28.8	Not applicable	×	27.7

INVESTIGATING CRIME

SPI no. 2006/07	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
6a	Offences brought to justice. Number of notifiable offences that resulted in a caution/conviction, or were taken into consideration by a court (Offences brought to justice)	12,431	Not applicable	13,045	Between 13,100 and 13,250	↑	✓	13045
6b	Offences brought to justice. Percentage of notifiable offences that resulted in a caution/conviction, or were taken into consideration by a court (Offences brought to justice).	21.4%	4 out of 6	23.5%	Between 22.0% and 22.3%	↑	×	No target set
7a	Sanction detections. Percentage of notifiable offences that were detected where a person has been charged, reported for summons or cautioned, or the offence was taken into consideration by a court	24.0%	2 out of 6	26%	23%	↓	×	23.9%
8a (old)	Percentage of reported domestic violence incidents where there was a power of arrest, in which an arrest was made relating to the incident	71.0%	2 out of 5	73%	78%	↑	✓	Not applicable
8a (new)	Percentage of reported domestic violence incidents in which an arrest was made relating to the incident	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Equivalent to 80% using old definition
8c	Value of cash and confiscations from Proceeds of Crime Act (POCA) seizures	£56,375	Not applicable	£1,513,029	£276,788	↑	×	£600,000

PROMOTING PUBLIC SAFETY

SPI no. 2006/07	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
9a	Number of people killed or seriously injured (KSIs) as the result of road traffic collisions per hundred million vehicle kilometres travelled	4.8	Not available	4.7	6.2 (293 KSI)	↓	×	6.0 (299 KSIs)
10a	Fear of crime (British Crime Survey); Percentage very worried about burglary	12%	3 out of 6	10%	15.0% ¹	↓	×	No target set
10a	Fear of crime (British Crime Survey); Percentage with high level of worry about vehicle crime	13%	2 out of 6	12%	18.8% ¹	↓	×	No target set
10a	Fear of crime (British Crime Survey); Percentage with high level of worry about violent crime	19%	5 out of 6	15%	21.7% ¹	↓	×	No target set
10b	Feelings of public safety (British Crime Survey); Percentage feeling high level of perceived anti-social behaviour	21%	5 put of 6	17%	18.2% ¹	↑	×	17%
10c	Feeling of public safety (British Crime Survey); Perceptions of local drug use	Not applicable	Not applicable	Target not set	27.4% ¹	Not applicable	Not applicable	No target set

PROVIDING ASSISTANCE

SPI no. 2006/07	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
11a	Proportion of police officer time available for frontline policing	70.3%	1 out of 6	72.5%	69.0%	↓	×	71%
13a (old)	Number of working hours lost through sickness per police officer	52.2 hours	3 out of 4	72 hours	91.1 hours	↓	×	Not applicable
13a (new)	Percentage of available working hours lost due to sickness for police officers	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Equivalent to 72 working hours using old definition
13b (old)	Number of working hours lost through sickness per civilian police staff employee	44.0 hours	3 out of 4	67 hours	70.2 hours	↓	×	Not applicable
13b (new)	Percentage of available working hours lost due to sickness for police staff	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Equivalent to 64 working hours using old definition

MANAGING RESOURCES

SPI no. 2006/07	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
3e	Proportion of police recruits from minority ethnic groups	14.1%	Not available	14.3%	13.8%	↓	×	14.6% (14 recruits)
3e	Percentage of minority ethnic population of working age	11.5% (August 2004, as provided by the Home Office)						
3f	Ratio of officers from minority ethnic groups resigning to white officer resignations	0.05 to 1	Not available	No target set	0.31 to 1	Not applicable	Not applicable	Not applicable
3g	Percentage of female officers in the organisation	24%	2 out of 6	26%	25%	↑	×	No target set
12a	Delivery of efficiency savings – cashable	1.03%	Not applicable	1.5%	1.96%	↑	✓	1.5%
12a	Delivery of efficiency savings – non-cashable	3.08%	Not applicable	1.5%	4.84%	↑	✓	1.5%

LOCAL INDICATORS

	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
Local indicator, based on 3b	Percentage difference in satisfaction with action taken between white and minority ethnic victims of crime ⁴	Not applicable	Not applicable	No target set	10.6%	Not applicable	Not applicable	9.0% (stretch target ⁵ 8.0%)
Local indicator, based on 3b	Percentage difference in satisfaction with follow-up action between white and minority ethnic victims of crime ⁴	Not applicable	Not applicable	No target set	8.5%	Not applicable	Not applicable	7.6% (stretch target ⁵ 6.8%)
Local indicator, based on 3b	Percentage difference in satisfaction with the overall service between white and minority ethnic victims of crime	8%	Not applicable	Not more than 7%	7.3%	↑	×	No target set
Local indicator, based on 3c	Difference between minority ethnic groups of the percentage of stop searches that lead to arrest	No difference	Not applicable	Not more than 2%	1.3%	↓	✓	No target set
Local indicator, based on 3d	Difference between racial groups of the percentage of sanction detections for violence against the person offences ⁴	6%	Not applicable	Not more than 2%	7%	↓	×	6.3% (stretch target ⁵ 5.5%)
Local indicator	Percentage of non-emergency calls answered within target response time (30 secs)	67.7%	Not applicable	85%	91%	↑	✓	90%

LOCAL INDICATORS (continued)

	Description	2004/2005		2005/2006				2006/2007
		Actual Performance	MSF Position	Target	Per- formance*	Improved/ worsened	Target achieved?	Target 2006/07
Local indicator	Percentage of 999 calls answered within local target response time (15 seconds)	95% in 15 seconds	2 out of 5	95% in 15 seconds	95% in 15 seconds	Stable	✓	Not applicable
Local indicator	Percentage of 999 calls answered within National Call Handling Standards target response time (10 seconds)	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	90% in 10 seconds
Local indicator	Total recorded crimes per 1,000 population	101.5	3 out of 6	97.4	104.2	↓	✗	97.8
Local indicator (was 5a)	Domestic burglaries per 1,000 households	16.7	5 out of 6	15.5	15.3	↑	✓	14.1
Local indicator	% of repeat victimisation for domestic burglary	7%	Not available	No target set	5.9%	↑	Not applicable	No target set
5c (deleted)	Robberies per 1,000 population	1.8	Not available	1.7	2.3	↓	✗	Not applicable
Local indicator	Personal robberies per 1,000 population	Not applicable	Not applicable	1.6	2.2	Not applicable	✗	1.8
Local indicator (was 5d)	Vehicle crimes per 1,000 population	14.7	4 out of 6	14.0	15.6	↓	✗	15.7
Local indicator	% of repeat victimisation for domestic violence ⁴	44%	Not available	No target set	42.0%	↑	Not applicable	41.0% (stretch target ⁵ 40.0%)
Local indicator, based on 7a	Sanction detections. Number of notifiable offences detected where a person has been charged, reported for summons or cautioned, or the offence was taken into consideration by a court	13893	Not applicable	14580	13471	↓	✗	13800
Local indicator, based on 8c	Number of confiscation orders issued in relation to the POCA	4	Not applicable	12	16	↑	✓	22
Local indicator	Number of seat belt offences detected	4,527	Not applicable	No target set	4,402	↓	Not applicable	No target set
Local indicator	Number of speeding offences detected	88,316	Not applicable	No target set	79,912	↓	Not applicable	No target set
Local indicator	Number of medical retirements of police officers per 1000 officers	2.4	4 out of 6	5.0	Zero	↑	✓	3.5
Local indicator	Number of medical retirements of police staff per 1000 police staff	3.8	5 out of 5	5.0	Less than 1.0	↑	✓	3.5
Local indicator	Percentage of minority ethnic officers in the organisation	5.4%	Not available	6.2%	5.9%	↑	✗	No target set
Local indicator	Percentage of female police officer recruits	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	26% (23 recruits)

KEY A shaded box indicates that the measure or standard was not in formal use during the time period in question or has now been deleted. In some cases, it has been possible to assemble historical comparative data

Not available: historical or comparative data not readily available

Not applicable: Relative achievement or assessment of success in meeting a target is not appropriate for this measure

No target set: an improvement target was not, or has not been, set for the year in question

↑ 2005/6 performance better than 2004/5 performance

↓ 2004/5 performance better than 2005/6 performance

Stable 2005/6 performance on par with 2004/5 performance

NOTES * This Policing Plan was first published on 31st March 2006 and contained estimates of our expected performance for the full year. This version has been updated with our actual performance for the 2005/2006 year.

¹ British Crime Survey data, as made available through the Home Office 'Quanta' police performance management system.

² The response to this survey is small and the data therefore not statistically reliable.

³ PACE stops are used for a variety of purposes. An increase or decrease is not representative of a change in performance.

⁴ These local indicators form the PPAF local domain and will be assessed alongside national Statutory Performance Indicators.

⁵ Stretch targets represent a level of performance over the minimum acceptable targets, achievement of which will secure Local Area Agreement reward grants.

HOW TO CONTACT BEDFORDSHIRE POLICE

Accessibility

Our two territorial divisions provide 24 hour a day police services. Operational demands dictate that some bases provide limited opening hours. Some bases are not open to the public but are staffed by police personnel providing a local presence in the community. Three Neighbourhood Offices are used by local Beat Managers for community surgeries. Opening hours vary and are publicised in advance wherever possible. Our Mobile Police Stations tour the County, providing opportunities for both rural and urban communities to discuss policing issues.

Police Authority

Clerk to the Police Authority

John Atkinson

Bedfordshire Police Authority

Bridgebury House

Woburn Road, Kempston, MK43 9AX
(01234) 842066

Email: police.authority@bedfordshire.pnn.police.uk

Bedford Rural Sub-Division

Riseley Police Station ***

37 High Street, Riseley, MK44 1DX

Castle Road Neighbourhood Office **

104a Castle Road, Bedford, MK40 3QR

Gostwick Road Neighbourhood Office **

22 Gostwick Road, Bedford, MK42 9XD

Springfield Centre Neighbourhood Office **

Unit 5, Springfield Centre

Orchard Street, Kempston, MK42 7PR

Police Headquarters

Chief Constable:

Gillian Parker QPM

Bedfordshire Police Headquarters**

Woburn Road, Kempston, MK43 9AX

Email: staff.officer@bedfordshire.pnn.police.uk

Specialist Crime Services Division

Divisional Commander:

Detective Chief Superintendent Debbie Simpson

Bedfordshire Police Headquarters **

Woburn Road, Kempston, MK43 9AX

Luton Division

Divisional Commander:

Chief Superintendent Ivor Twydell

Luton Police Station *

Buxton Road, Luton, LU1 1SD

Email: luton.division@bedfordshire.pnn.police.uk

Luton North Sub Station **

High Street, Leagrave, LU4 9YZ

Operational Support Division

Divisional Commander:

Chief Superintendent Nicky Dahl

Kempston Police Station***

Bedford Road, Kempston, MK42 8AX

County Division

Divisional Commander:

Chief Superintendent Andy Frost

Greyfriars Police Station *

Greyfriars, Bedford, MK40 1HR

Email: bedford.division@bedfordshire.pnn.police.uk

Dunstable Police Station **

West Street, Dunstable, LU6 1SJ

Houghton Regis Police Station **

Sundon Road, Houghton Regis, LU5 5LN

Leighton Buzzard Police Station **

Hockcliffe Road, Leighton Buzzard, LU7 8JL

Biggleswade Police Station**

Station Road, Biggleswade, SG18 8AL

Ampthill Police Station **

Woburn Road, Ampthill, MK45 2HX

Shefford Police Station ***

Gladwell House

Hitchin Road, Shefford, SG17 5JA

Kempston Police Station***

Bedford Road, Kempston, MK42 8AX

* = open to personal callers 24 hours a day

** = limited opening hours.

*** = not open to personal callers.

☺ Suitable for access by people with disabilities.

☎ How To Contact Us By Telephone

North or Mid Bedfordshire:	☎ (01234) 841212
South Bedfordshire or Luton:	☎ (01582) 401212
MINICOM Users:	☎ (01234) 842233

In an emergency always dial 999

Details of how to contact us are also available on our websites:
www.bedfordshirepoliceauthority.co.uk
www.bedfordshire.pnn.police.uk

OTHER USEFUL CONTACTS

Bedfordshire Police is committed to working in partnership to improve community safety, feelings of safety and quality of life. The police are not the appropriate service for dealing with all enquiries. On the following page we have provided contact details for other groups and agencies who can offer help, support and advice.

Victim Support Bedfordshire

This service helps Bedfordshire residents cope with the effects of crime by providing confidential support and information to victims of crime and to witnesses attending local courts. Services are free, independent of the police and courts, and available to everyone, whether or not the crime has been reported and regardless of when it happened.

Victim Support Bedfordshire (Area Office)
Saxon Centre
230 Bedford Road
Kempston
Bedfordshire MK42 8PP
Tel: 01234 840 300
Fax: 01234 842 876
E-mail: victimsupport@bedsvs.co.uk

If you prefer, you can
contact Victim Support's
national telephone
supportline:
0845 3030900.

Road Victim Trust

The need to provide support to those affected by death, or life-changing injuries, resulting from road collisions, is a significant local issue. The Road Victims Trust provides a free and confidential service including support through the grieving process, access to all information required to deal with the aftermath of a serious road collision, support to make choices as to how to use that information and practical support, e.g. attending inquest or court hearings.

RVT Co-ordinators
146 Bedford Road
Kempston
Bedfordshire MK42 8BH
Tel: 01234 843345
E-mail: enquiries@rvtrust.co.uk

Bedford and Luton Casualty Reduction Partnership

The Bedfordshire and Luton Casualty Reduction Partnership aim to reduce the number of road casualties in the Bedfordshire area by combining Road Safety Engineering, Driver Education (including publicity) and Speed/Red-light safety camera enforcement.

Bedfordshire & Luton Casualty Reduction Partnership
PO Box 412
Bedford
MK41 7WD
Tel. 01234 716333
E-mail: partnership.administrator@bedfordshire.pnn.police.uk

Community Safety Partnerships

Bedfordshire Police and Bedfordshire Police Authority are members of four local Crime and Disorder Reduction Partnerships (CDRPs). Partnerships have a statutory duty to identify, prioritise and make plans for dealing with crime, disorder and general community safety issues in their area.

Anti-social Behaviour Reduction Co-ordinators

Anti-social Behaviour Reduction Co-ordinators can provide practical help and advice for dealing with issues affecting the quality of life for our communities. They can bring together the partners and agencies needed to deal with problems.

Acceptable Behaviour Contracts (ABCs) – voluntary, signed agreements between offenders and agencies such as the police. These are intended to help modify behaviour and rebuild relationships with aggravated neighbours and communities. If the contract is broken, offenders risk going to court where magistrates can impose a more serious Anti-Social Behaviour Order (ASBO).

Anti-Social Behaviour Orders (ASBOs) – seen as a last resort. These are imposed by a Magistrates' Court and, if broken, can result in a custodial sentence.

Environmental Services

Local councils run environmental service departments. These can provide help and guidance for problems associated with loud noise (for example DIY, loud music, barking dogs, audible alarms) and other problems such as smoke, bad odours or abandoned cars.

OTHER USEFUL CONTACTS

BEDFORD AREA

Community Safety Partnership

Community Safety Team
Bedford Borough Council
Riverside House (Room B101)
6 Horne Lane
Bedford
MK40 1PY
Tel: 01234 221881
E-mail: communitysafety@bedford.gov.uk

Anti-social Behaviour Reduction Co-ordinator

Ann Louis-Stephenson
Greyfriars Police Station
Greyfriars
Bedford
MK40 1HR
Tel: 01234 275260

Noise Nuisance

Environmental Health
Town Hall
St Paul's Square
Mk40 1SJ
Tel: 01234 267422
E-mail: ehadmin@bedford.gov.uk

Abandoned Cars

Streetcare and Transportation
Bedford Borough Council
Riverside House
6 Horne Lane
Bedford
MK40 1PY
Tel: 01234 227227
E-Mail: streetcare@bedford.gov.uk

MID BEDFORDSHIRE AREA

Crime and Disorder Reduction Partnership

Dave Rollings
Community Safety Officer
Mid Beds District Council
The Limes, Dunstable Street
Amphill
MK45 2JU
Tel: 01525 842225
E-mail: david.rollings@midbeds.gov.uk

Anti-social Behaviour Reduction Co-ordinator

Graham Caves
Amphill Police Station
Woburn Road
Amphill
Beds.
MK45 2HX
Tel: 01234 842614

Noise Nuisance/ Abandoned Vehicles

Steve Whittaker
Environmental Services
Mid Beds District Council
23 London Road
Biggleswade
Beds
SG18 8ER
Tel: 08452 304040
E-mail: customer.services@midbeds.gov.uk

SOUTH BEDFORDSHIRE AREA

Community Safety Partnership

Jeanette Keyte
Community Safety Liaison Officer
South Bedfordshire District Council
The District Offices
High Street North
Dunstable
LU6 1LF
Tel: 01582 472222 extension 32016

Anti-social Behaviour Reduction Co-ordinator

Iain Turner
South Bedfordshire District Council
The District Offices
High Street North
Dunstable
LU6 1LF
Tel: 01582 472222 extension 33714
iain.turner@southbeds.gov.uk

Noise Nuisance

Environmental Services
South Beds District Council
The District Offices
High Street North
Dunstable
LU6 1LF
Tel: 01582 472222 extension 32455

Abandoned Vehicles

South Beds District Council
The District Offices
High Street North
Dunstable
LU6 1LF
Tel: 01582 474126

LUTON AREA

Luton Social Behaviour Unit
6 Cardiff Road
Luton
LU1 1PP
Tel: 01582 451609

Noise Nuisance

Environmental Protection
Luton Borough Council
Town Hall
George Street
LU1 2BQ
Tel: 01582 510330
E-mail: environmentalhealth@luton.gov.uk

Abandoned Vehicles

Waste Management Services
Central Depot
Kingsway
Luton
LU4 8AU
Tel: 01582 546896/510333
E-mail: abandoned.vehicles@luton.gov.uk

The Police Authority is responsible for the preparation of the performance plan and for the information and assessments set out within it, and the assumptions and estimates on which they are based. The Police Authority is also responsible for setting in place appropriate performance management and internal control systems from which the information and assessments in the performance plan have been derived. The Police Authority is satisfied that the information and assessments included in the plan are, in all material respects, accurate and complete and that the plan is realistic and achievable.

Bedfordshire Police Authority
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