



Agenda

1 March 2011

COMMUNITY ENGAGEMENT COMMITTEE

Bridgebury House, Woburn Road, Kempston, Bedford MK43 9AX

For further information, or to see the papers, please contact the Police Authority:



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To: **Rev. Lloyd Denny (Chair), Mrs. Fiona Chapman, Mr. Shahzad Choudhry, Mr. Peter Conniff, Ms. Alison Graham, Mrs Sarah Holland, Mr. Peter Hollick, Mrs. Linda Hockey, Mrs. Khtija Malik, Mr John Mingay and Mr. John Williams**

A meeting of the **COMMUNITY ENGAGEMENT COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Tuesday 1st March 2011** starting at **10.00am**, the agenda for which is set out overleaf

The Pre-Meet for Members only will start at 09.15am.

Pat Brown
Member Support Officer

AGENDA

(*indicates that a supporting document accompanies this Agenda)

1. Apologies

2. Minutes *

By Chairman - To confirm the minutes of the meeting held on 2 December 2010
Pages 3-10

3. Status Report *

Report on actions taken to implement decisions of the meeting of the Committee held on 2 December 2010
Pages 11-12

4. Declarations of Interest

To receive any personal or prejudicial interests from Members

To consider the exclusion of the press and public from the meeting on the grounds that the items to be discussed are confidential and involve the disclosure of exempt information as defined in paragraphs 2 and 3 of Part I of Schedule 12A to the Local Government Act 1972. Papers are not being sent to the press or made available to the public for Agenda Item 5, Appendix A or Agenda Item 6.

5. Public Confidence, Neighbourhood Policing and Annual Policing Plan 2010-11*

Report of the Chief Constable
Pages 13-42

6. Prevent Strategy Update Report

Report of the Chief Constable
Pages 43-52

7. Efficiency and Effectiveness Evaluation of the Joint Community Engagement Strategy

Report of the Chief Executive/Treasurer
Pages 53-58

8. Joint Partnership Strategy – Force Progress*

Report of the Chief Constable
Pages 59-64

9. Police Authority Publications and Communication*

Reports of Chief Executive/Treasurer and Better Times
Pages 65-68

10. Police Authority Committee Restructure

Report of the Chief Executive/Treasurer
Pages 69-78

**COMMUNITY ENGAGEMENT COMMITTEE
2 DECEMBER 2010**

MEMBERS PRESENT

Rev. Lloyd Denny – Chair
Mr. Peter Conniff, Mr. Peter Hollick, Mr. John Mingay and Mr. John Williams.

Also present were Deputy Chief Executive Dr Julie Wymer; Policy and Project Officer, Mr. Andrew Lane; Member Support Officer, Mrs. Pat Brown; Assistant Chief Constable (Territorial Policing) Mr. Andrew Richer, Divisional Commander (Lead on Citizen Focus), Chief Superintendent Clare Simon and Inspector John Cookman, Force Lead on Neighbourhood Policing.

10/CE/36 APOLOGIES

Apologies were received from Mrs. Fiona Chapman, Mr. Shahzad Choudhry, Ms Alison Graham, Mrs. Sarah Holland, Mrs. Linda Hockey and Mrs. Khtija Malik.

10/CE/37 MINUTES

The minutes of the meeting of the Community Engagement Committee held on 30th September 2010 were confirmed.

10/CE/38 MATTERS ARISING

There were no matters arising.

10/CE/39 DECLARATIONS OF INTEREST

There were no declarations of personal or prejudicial interests declared by members.

10/CE/40 PUBLIC CONFIDENCE, NEIGHBOURHOOD POLICING AND ANNUAL POLICING PLAN 2010 - 2011

EXCEPTION REPORT

The Assistant Chief Constable (Territorial Policing) submitted a report to members to inform of governance arrangements under the Force Public Confidence Delivery Board and activities to build public confidence and deliver Neighbourhood Policing.

The report highlighted activity on the following:

- Public Confidence Delivery Board
- Current Structure of Neighbourhood Policing
- Safer Neighbourhood Team (SNT) Performance
- Strategic development of Neighbourhood Policing
- Local Crime Maps
- SNT Problem Solving Capability
- Anti Social Behaviour (ASB) Recording
- Completion of Her Majesty's Inspectorate of Constabulary (HMIC) recommendations

Members were informed that enhancement of Police Community Support Officers (PCSOs) roles as referred to in the report was to include problem solving skills training and other improvements to current powers. Members were assured that PCSOs were to remain visible and locally accountable and that enhancement of their roles was to be managed in line with local policing requirements.

Members were reassured that 'Operation Vision' was being evaluated and that the Force was looking to the effect of this activity on local confidence in the longer term. Members welcomed that partners were involved in 'Operation Vision.' Members were informed that improvement in customer satisfaction was expected as an outcome of the call back activity within 'Operation Vision,' particularly with regard to keeping victims of crime informed.

The ACC (TP) accepted from Members that a further bullet point should be added to the outcomes sought by Operation Vision regarding providing assurance to the public.

Members were informed that the outcome of the review of police station opening times was to be implemented in June/July 2011. Members were reassured that the process had been impact assessed, had included a public consultation exercise and was linked with Programme 2011.

Members questioned how the local priorities identified by each SNT that were not the concern of the police, such as parking and littering, were addressed and were assured by the ACC (TP) that each SNT worked with partners to determine responsibility for each issue.

Members were informed that a review through Programme 2011 was being undertaken on the approach to local priority setting and problem solving. The local policing problem solving framework was being redesigned at district level and the aim was to make the process corporate and quantifiable. Members were reassured that the Force had learnt the lessons from implementing the SPARKS system and was working to improve this area of partnership working and sharing of information.

Members supported the Force in pursuing a countywide approach in partnership working to deal with Anti Social Behaviour and acknowledged the problems to overcome to achieve this, particularly in working with three local authorities and in consideration of diversity at neighbourhood level across the Force area.

Members discussed crime mapping that was to be introduced at neighbourhood

level from January 2011 as announced by the Home Office. Members suggested that the information could cause a negative effect on public confidence in policing and urged that good news needed to be also reported on this website e.g. crimes solved. Members were assured that the Force was looking at the best way to reassure the public whilst adhering to Home Office requirements to publish crime information at local level.

Members agreed that the Force had completed the remaining Neighbourhood Policing and Citizen Focus related HMIC recommendations.

Resolved

1. That Members consider and note the public confidence and Neighbourhood Policing activities presented in the report.
2. That Members consider and note the progress against the activities in the Annual Policing Plan 2010-2011.
3. That Members agree the completion of the recommendations of the HMIC Neighbourhood Policing and Citizen Focus Inspection.

OPERATION NEXUS

The Assistant Chief Constable (Territorial Policing) submitted a report to members to inform of Operation Nexus, the unit formed to deal with gang related activity.

Members were informed that 'Operation Nexus' had been in place for just over two months and that its main objective was to prevent any gang activity by young people from becoming a major crime issue. Members were assured that large scale gang activity was dealt with by the Serious Crime Units. Members were assured that firearms recovered discharges to date had been low. Members requested a further report of Operation Nexus in six months to include an evaluation for value for money purposes and details of the impact on affected communities.

Resolved

1. That Members consider and note the report.
2. That an update report on Operation Nexus be submitted to the Community Engagement Committee in six months.

10/CE/41 JOINT COMMUNITY ENGAGEMENT STRATEGY

FORCE PROGRESS

A report informing members of Force activity against the Joint Community Engagement Strategy was submitted by the Assistant Chief Constable (Territorial Policing). The following were detailed in the report:

- Current status of Joint Community Engagement Strategy
- Community engagement methods
- Provision of public information on complaints and professional standards performance
- Volunteering in Bedfordshire

Members welcomed that the revised Force website was to go live on 06 December 2010 with improvements to the accessibility and functionality of the SNT pages.

Members were informed that the Force was looking at ways to improve engagement in rural communities using Parish Council systems. The Deputy Chief Executive advised that the Police Authority had recently collated information about Parish and Town Councils, including contact details and newsletter/magazine publication frequency, and advised that this information could be readily shared with the Force. Members welcomed that the Force better engage within rural communities.

Members were reassured that the Force was to revisit provision of equal access to the complaints system following the outcomes of a recent equality impact assessment. Members were informed that the Force was not intending to develop a Public Information Strategy but was to focus actions within the Community Engagement Strategy specifically to provide easy and equal access to all. Members asked the Force to pro-actively market access to complaints information and were assured that training was provided by the Complaints and Professional Standards Department to all front-line staff regarding complaints. The ACC (TP) advised that he would bring a revised action plan to address easier and more equal access to the complaints system and the marketing of the complaints process and timetables to the next meeting of the Community Engagement Committee

Resolved

1. That Members consider and note activities undertaken under the Joint Community Engagement Strategy
2. That Members agree that these activities progressed in 2010 -11 and where required be carried over to the Community Engagement Delivery Plan 2011-12.
3. That Members agree that any new actions arising from the development of the Strategic Plan be included in the Community Engagement Delivery Plan.
4. That a revised Action Plan referencing access to and marketing of the complaints system, to include a timetable, be brought to the next meeting of the Community Engagement Committee.

AUTHORITY PROGRESS

Policy and Project Officer, Mr. Andrew Lane presented a report to members to inform of community engagement and consultation activity that had been undertaken by the Police Authority in the last three months. The report detailed the following:

Parish and Town Council Survey

The Authority had written to 120 Parish and Town Councils to establish opportunities for working together to better inform the public about local policing matters. Town and parish councils were keen to allow information on local policing to be included in magazines and newsletters and members agreed to sample

these publications.

Youth Forums

Members welcomed that the findings of Youth Forums held throughout September 2010 had been taken to the Force Young People and Children Strategic Group.

Deliberative Forums

Members supported that these Forums were being undertaken across the Force area to allow the public to shape strategic planning.

Consultation Stalls

Police Authority staff had taken a stall to two events and more activity was planned. The Police Authority used this opportunity to consult with attendees to determine their policing priorities and findings were fed into the Strategic Planning Working Group.

Local Confidence Survey

Members agreed that the local confidence survey should cease from April 2011 in response to the removal of the Single Confidence measure by Government. The financial saving that would be made was acknowledged by Members and they were assured that confidence data would still be available, albeit less timely and only at force-wide level, through the British Crime Survey.

Future Activity

Members were informed that an online survey to support the outcomes from the deliberative forums and to seek views on the budget was planned for January 2011.

Resolved

1. That the Authority shares with the Force information regarding Parish and Town councils to assist in improvements with community engagement within rural areas.
2. That Members agree for the Local Confidence Survey to cease from April 2011 and that the Authority liaise with the Force on this matter.
3. Members agree to take a dip sampling role of Parish magazines.

10/CE/42

JOINT PARTNERSHIP STRATEGY – FORCE PROGRESS

The Assistant Chief Constable (Territorial Policing) introduced a report to update Members of activity undertaken and ongoing against the Joint Partnership Strategy.

Members acknowledged that recent financial and political changes had a considerable impact on the way the Authority and Force worked in partnership to contribute to effective community safety. The ACC (TP) informed members that the outcomes of the Strategic Planning Working Group would determine planning for 2011-12.

Members were reassured that the Force was working hard to rationalise their partnership working landscape with both statutory and non-statutory partners. The ACC (TP) agreed to bring a report on Force Key Strategic Partnerships to the next meeting of the Community Engagement Committee. Members recognised that partner organisations were also rationalising their positions in light of government

funding cuts. Members expressed concerns about how Programme 2011 and other changes will affect partnership working and how the associated risks would need to be managed.

Resolved

1. That Members note the progress against the Partnership Strategy.
2. That the Force conduct an assessment of Partnership activities following agreement of strategic direction through the Joint Strategic Planning Working Group and opportunities presented through Programme 2011.
3. That Members agree that the final version of the Partnership Policy and Checklist be produced once the strategic intent for policing in Bedfordshire has been agreed.
4. That Members agree that the strategic intent for partnerships be included in the Strategic Plan supported by a Partnership Working Delivery Plan 2011-11.
5. That a report of Key Strategic Partnerships be submitted to the next meeting of the Community Engagement Committee in March 2011.

10/CE/43 FORCE COMMUNICATIONS STRATEGY UPDATE REPORT

Assistant Chief Constable (Territorial Policing) submitted a report to update Members on Force communications, highlighting the intention to review the current Force Communication Strategy in light of a number of changes within the Force's working environment during the last six months and in light of a new Chief Constable in January 2011. The changes referred to the following:

- Change of government and subsequent changes in policing policies
- The impact of the Comprehensive Spending Review (CSR) on budgets and resources
- The appointment of a new Chief Constable in January 2011
- The rejection of merger with Hertfordshire Constabulary
- Collaborative working with other forces and organisations
- Introduction of Police and Crime Commissioners
- The re-assessment of partner priorities where reduced funding and resources were likely to impact on policing
- The potential reduction/cessation of centrally funded grants.

Members discussed the content of the report and were reassured that the Force was delivering effective communications both internally and externally in consideration of a changing environment.

Resolved

1. That Members agree that the Force is delivering effective communications both internally and externally in consideration of a changing environment.

10/CE/44 POLICE AUTHORITY PUBLICATIONS AND COMMUNICATION

The Deputy Chief Executive presented a report to update members on recent and

future Bedfordshire Police Authority communications activity. The report detailed the work that had been undertaken and was planned as follows:

- Media relations
- Website
- Council Tax Leaflet
- Communications Strategy for Funding Reductions
- Communications Programme 2011
- Weekly Round-Up

Members considered the report and agreed for a partnership approach to the production and publication of the 2011-2012 Council Tax Leaflet.

Resolved

1. That members endorse a partnership approach to the production and publication of the 2011-2012 Council Tax Leaflet.

COMMUNITY ENGAGEMENT COMMITTEE
STATUS REPORT of 2 December 2010

	ITEM	DECISION	ACTIONED BY	CURRENT POSITION
1	Public Confidence, Neighbourhood Policing and annual Policing plan 2010-11	Update report on Operation Nexus in six months (June 2011)		June 2011
2.	Joint Community Engagement Strategy	Revised Force Action Plan referencing access to and marketing of the complaints system, including a timetable to next meeting	Force	Agenda item 5
		PA to share parish/town council contact information with Force	PA	complete
		PA to liaise with the Force with the Force regarding cessation of Local Confidence Survey	Force/PA	complete
		Members to dip sample police reports in Parish magazines	PA – Members	From Summer 2011
3.	Joint Partnership Strategy	Force to conduct an assessment of Partnership activities following agreement of strategic direction through the Joint SPWG and opportunities presented through Programme 2011.	Force	Agenda item 8
		Final version of Partnership Strategy to be produced once strategic intent for policing in Bedfordshire has been agreed	Force/PA	Agenda item 8
		That partnership working be included the Strategic Plan and be supported by a Delivery Plan 2011-12	Force/PA	Complete
		A report of Key Strategic Partnerships be submitted to the next meeting	Force	Agenda item 8

4.	Police Authority Publications and Communication	That the PA adopt a partnership approach to the production and publication of the 2011-12 Council tax Leaflet	PA	Complete



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE – 1st March 2011
AGENDA ITEM No:	5
TITLE:	PUBLIC CONFIDENCE, NEIGHBOURHOOD POLICING AND ANNUAL POLICING PLAN: UPDATE REPORT
DATE OF REPORT:	14TH FEBRUARY 2011
REPORT OF:	ASSISTANT CHIEF CONSTABLE (TERRITORIAL POLICING)
AUTHOR:	CLARE HARPER SMITH
ACTION REQUIRED:	REPORT FOR DISCUSSION
APPENDICES:	APPENDIX A: SCREEN SHOTS FROM CRIME MAPPER APPENDIX B: ACTIVITY REPORTING BY EXCEPTION FOR THE 2010-11 ANNUAL POLICING PLAN

EXECUTIVE SUMMARY:

This report informs the Authority of activities to build public confidence and deliver Neighbourhood Policing. It also reports by exception against community engagement related activities in the 2010-11 Annual Policing Plan.

RECOMMENDATIONS:

Recommendation 1

Members are asked to consider and note the public confidence and neighbourhood policing activities presented in this report

Recommendation 2

Members are asked to consider and note the progress against the activities in the Annual Policing Plan 2010-11

Originators: Clare Harper-Smith, Performance Analyst (Strategic)
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BACKGROUND PAPERS:

Neighbourhood Policing, Citizen Focus and Public Confidence reports and Annual Policing Plan 2010-11 updates provided to previous Community Engagement Committee meetings.

ADDITIONAL PAPERS:

None

1 INTRODUCTION

- 1.1 This report gives an overview of activities to build public confidence and further develop Neighbourhood Policing. It informs the Authority in the following areas:
- Local confidence survey conclusion
 - Repeat victim identification and parity gap
 - Changes in local policing/SNTs, including the appointments system and changes to engagement arrangements
 - SPARK problem solving software
 - Registered Social Landlords (RSL)
 - SNT Fora - attendance
 - Use of RJ disposals – consistency and fairness
 - Crime mapping
 - Ringmaster
 - Access to the complaints system
- 1.2 The report also incorporates updates against the Annual Policing Plan by exception (Appendix B).

2 LOCAL CONFIDENCE SURVEY CONCLUSION

2.1 How the survey data has been used to drive confidence

- 2.1.1 The local confidence survey is to end on 31st March 2011. The survey was started in October 2009 and, to date, around 3150 survey responses have been collected and analysed using statistical testing. Each survey question falls into one of four categories: outcomes (confidence), drivers (experience and actions), context (setting) and demographics.
- 2.1.2 Statistical testing assesses the strength of correlation between each 'driver' and overall confidence. A strong correlation implies that the 'driver' is a better predictor of confidence and a 'yes' response in the survey tends to coincide with higher levels to confidence. A weaker correlation implies a less predictable (i.e. more random) relationship between the 'driver' and confidence. An example of a driver is a respondent's perception of whether or not the police understand the needs of local people.
- 2.1.3 The strength of correlation between any given driver and overall confidence can vary between groups (such as CSPs) indicating that some drivers of confidence may be more important to some groups than they are to other groups. There can also be variations in 'yes' response rates between groups.
- 2.1.4 Drivers which are strong predictors of confidence but which show shortfalls in their 'Yes' response rates become the priority areas for improvement.
- 2.1.5 The top five drivers for improvement of confidence have been identified as:
- Being kept well informed about the policing in the local area
 - Agreeing that the police inform local people of the activities they are undertaking to deal with their problems
 - Agreeing that the local police get involved in activities within the local community
 - Agreeing that the police can be relied upon to be there when they are needed

- Agreeing that the police can be relied upon to deal with minor crimes
- 2.1.6 Programme 2011: The drivers above are being utilised in the local policing design of Programme 2011 to ensure that the solutions being developed will deliver public confidence. 'Active' local policing teams are being designed to solve problems and communicate outcomes to local people. The response function is being designed to better meet service requests with appointments being made to deal with minor crimes.
- 2.1.7 Operation Vision: The operation was created in direct response to the results from the local confidence surveys. Areas identified as having low confidence or specific demands are targeted to: address crime and anti-social behaviour in local areas; raise public confidence; build trust in the police; and increase visibility of the police within communities. Operation Vision continues to be received in an extremely positive way, both by the community and the members of police staff that take part. This has been highlighted through recent focus group sessions held with Op Vision volunteers. Dates have now been added to the diary for the rest of the year. The challenge now is to build on early success and ensure flexibility in order to meet the needs of both the organisation and the communities.
- 2.1.8 The Force Senior Leadership Team received a performance report which contains detailed analysis of the local confidence survey. This will now be included as a summarised statement which will maintain the focus on the drivers of confidence which have been identified through the survey.

2.2 Further opportunities to use the survey data

- 2.2.1 The survey data has been extensively analysed to establish the correlation between 29 drivers and overall confidence in the police. It is not felt that there are any opportunities to further analyse the data.

2.3 Data limitations and recommendations for future survey activity

- 2.3.1 Although this was a local confidence survey, 'local' has been defined as CSP level. Drilling down into the data below this level has not been possible. However, survey companies can use localised telephone dialling to survey smaller geographical areas.
- 2.3.2 A number of questions returned a high level of 'don't know' responses, e.g. how the police manage resources, therefore reducing the value of including such questions.
- 2.3.3 The lowest age group for the survey was 16-24 years. It was therefore not possible to use the data to consider confidence in the police specifically amongst under 18s.
- 2.3.4 Future surveying has the potential to be linked to MOSAIC mapping to assist with market segmentation. Financial constraints and the national move away from the confidence agenda means that it is not feasible to continue the survey. Enough data has been collected and analysed to inform future service delivery within the new policing model (i.e. Programme 2011) design and delivery.

3 REPEAT VICTIM IDENTIFICATION AND PARITY GAP

- 3.1.1 From the analysis conducted during 2010, the key differences between white and black and minority ethnic (BME) groups that could be driving the parity gap were the delivery rates of the main predictive drivers of satisfaction (keeping informed without asking, reassurance, giving practical help, investigating the crime, offering advice and being happy with the arrival time explanation). It was found that these had higher delivery rates for white respondents than for BME respondents – this suggested a very likely driver of the perceived parity gap. The Force has implemented a new performance management framework for customer satisfaction which includes providing automated feedback to officers and staff following surveys. In particular this picks up on how well the main predictive drivers are being delivered. Results have also been incorporated into the performance management report which services the Force Senior Leadership Team. Over the coming months it will be possible to determine if this has delivered an effect as customer survey results become available.
- 3.1.2 One of the key issues with the parity gap measurement, recognised nationally at ACPO level, is that it is of “poor technical quality”. It is a simple difference in percentage points between two groups of vastly differing size. Furthermore, grouping respondents into white and BME is a somewhat blunt approach which has questionable relevance to real-world cultural differences. Even if we were to assume that BME is a valid grouping of respondents, a more appropriate statistical test to quantify any difference between white and BME groups’ satisfaction levels shows there to be a very weak effect size in that difference.
- 3.1.3 In terms of repeat victims, looking beyond data and analysis, it is possible to draw a different hypothesis. National research has shown that repeat victims will have lower levels of satisfaction. If in any local area repeat victimisation levels are higher where there is a high density BME population then this could be a driver of a parity gap. With this in mind, it is proposed that repeat victims, locations and offenders will feature heavily in service delivery in 2011-12, particularly in Luton and this has been included in the draft Strategic Plan. Work to ensure the identification of vulnerability is being undertaken as part of the local policing project being developed by Programme 2011 (see section 4).

4 CHANGES IN LOCAL POLICING / SNTs

- 4.1.1 Local Policing within Bedfordshire is envisaged to be foundation level of policing. In order to assist in the better management of our resources and to reduce unnecessary deployment, a better system of assessment based around threat, harm and risk will be incorporated at the point of first contact. This will ensure that vulnerability is properly assessed for both crimes and ASB type incidents. There is a need to ensure SNTs are fully aligned with the delivery of the force’s strategy around fighting crime and protecting the public. This piece of work is currently ongoing.
- 4.1.2 Local Policing is going to be built on four cornerstones:
- Engagement
 - Tasking
 - Crime Reduction & Low Level Crime investigation
 - Non emergency incident resolution

- 4.1.3 Local Policing teams will be made up of police officers, specials, PCSOs and other police staff members. It is envisaged that a new role of 'neighbourhood specialist' will be created to manage neighbourhoods, attend priority setting meetings and conduct problem-solving at a neighbourhood level. This neighbourhood specialist role is envisaged to be a role for both PCs and PCSOs and will influence the tasking of PCs and PCSOs to deal with community and policing issues.
- 4.1.4 Those PCSOs that undertake the role of neighbourhood specialist may need some form of enhancement in order to recognise their specialism.
- 4.1.5 All other members of the Local Policing team will be involved collectively in non-emergency incident resolution, low level crime investigation and tasking.

4.2 Engagement

- 4.2.1 This process is currently quite wasteful of PCSO and PC time and it is envisaged that engagement will become more targeted through Operation Vision, specific surgeries or events and better use of technology, e.g. website input, etc. The use of the Parish council network as a means of two way communication is also being developed. This whole area is currently subject to the detailed design phase and as such is still open to input and modification.
- 4.2.2 Priority setting fora will still take place, but views from the wider community will have a much bigger influence than the few individuals that attend the meetings.

4.3 Tasking

- 4.3.1 The tasking of officers and PCSOs is a key process which is currently in the early stages of development. It is likely however that given the skill set required for effective tasking, warranted officers will be the resource pool for tasking teams. It would naturally follow from this that the job of 'Neighbourhood Management' is likely to fall to PCSOs with the inevitable impact on their core role of highly visible community engagement.
- 4.3.2 In the future it is envisaged that greater analysis of anti-social behaviour / crime hot spots, vulnerable victims, repeat offenders and emerging series will form a greater part of tasking. Local Policing Teams will be responsible for solving problems in localities and will 'commission resources from other parts of the organisation to assist. Consideration within Programme 2011 is also being given to a central team which will provide a Forcewide problem solving capability and will deal with identified repetitious issues.

4.4 Non-Priority Crime Investigation

- 4.4.1 Non-priority crime will be investigated at local level as crimes of this nature are often the result of, or are indicative of, underlying community issues which are best resolved by local teams.
There will be a concerted push to deal with local level crime outside the custody arena where appropriate and use more out of court disposals. This is intended to increase victim satisfaction and reduce officers' time in custody suites.

4.4.2 It is envisaged that the prisoner handling function will remain within the Criminal Justice business area and will be available to local policing officers should they need to process someone through custody. This will reduce the amount of time officers are away from their visible duties.

4.4.3 The crime appointment system will remain and will be resourced by Local Policing teams, although it may be subject to some changes dependent upon the results of data analysis. Sharepoint will replace the current Outlook-based system for booking appointments, but this is in the early stages of design.

4.5 Non Emergency Incident Resolution

4.5.1 All emergency incidents (prompts and immediate) will be dealt with by the new Response policing teams, leaving all other OIS incidents to be dealt with by local policing with the assistance of the Contact Management Centre (CMC).

4.5.2 It is envisaged that where possible, incidents are resolved over the telephone either by current CMC staff or, for more lengthy enquiries, by staff on a local policing desk. Resources will only be deployed if there is an identified need to attend and this will be within 60 minutes. For all other incidents that cannot be resolved over the 'phone and do not require attendance, the victim will be offered an appointment with an appropriate resource. CMC staff will be trained to assess Threat Harm and Risk (in particular vulnerability) to ensure that an appropriate first response is delivered. Identification of repeat ASB victimisation will be critical and great intelligence analysis will assist in this area. Immediate and prompt response times will remain for appropriate incidents.

4.5.3 Programme 2011 are currently analysing the data from recent incident dip samples to determine how many incidents and ultimately how many resources will be needed to fulfil this model.

4.5.4 Subject to the results, the option of holding appointments in local stations to reduce travelling time and costs, as well as the length of time for appointments will be considered.

4.6 Role of PCSO

4.6.1 PCSOs will remain, however their role will be more structured with greater involvement in appropriate incident resolution and crime investigations, as well as community engagement. The role of neighbourhood specialist will be open to PCSOs and will offer some career development opportunities. Currently Programme 2011 are analysing the data to determine the level of incidents and crimes appropriate for PCSO deployment and investigation.

5 SPARKs PROBLEM-SOLVING SOFTWARE

5.1 SPARKs is an internet-based IT package that is intended to record and share team problem-solving activity, based on the principles of the SARA (Scan, Analyse, Respond, Assess) model. The Sparks IT System was purchased by the Force in 2008 and has a continual annual maintenance fee (circa £8000).

5.2 The SPARKs system has an area for each neighbourhood, where problems can be recorded in the form of both local priorities and ongoing neighbourhood issues. In addition to recording the nature of a given problem, the system

allows individuals (who must be pre-registered users of the system) to be tasked with carrying out agreed actions.

- 5.3 Problem solving in relation to community policing matters almost always involves partners. In many cases, there is a strong case for the 'ownership' of a local problem to be held by an agency other than Bedfordshire Police. The SPARKs system was intended to promote this through being an internet based package accessible to agreed individuals.
- 5.4 However, there have been significant issues with the use of SPARKs both internally and by partner agencies around duplication and bureaucracy; a preference for updating locally-held paper-based files; and partners who are unwilling to use SPARKs as they already have problem-solving IT systems of their own. The system is not user-friendly and managers have stated that they see little value in it.
- 5.5 On this basis, Programme 2011 has submitted a business case to the Senior Leadership Team for the SPARKs system to be phased out before April 2011. This case has been accepted and work is now underway to construct a more effective and less bureaucratic process which utilises existing IT facilities. This will deliver a saving to the organisation, as well as going some way to improve the effectiveness of local policing teams.

6 REGISTERED SOCIAL LANDLORDS (RSL)

- 6.1 There are in the region of 38,000 public sector homes in the county which equates to approximately 18% of the total number of dwellings. Previous research has identified a significant skew in the rate of criminality and ASB from individuals residing in public sector housing as compared to the free market sector. It is estimated that the Force spends around £3 million per annum dealing with residents of public sector housing. If this demand were on a par with the private sector, the cost would equate to roughly £1.2 million. Therefore, even a relatively modest reduction would realise cashable savings. This opportunity was identified some years ago and the creation of working protocols with the Force's biggest stockholders of social housing was added to the role of the Force Architectural Liaison Officer (ALO).
- 6.2 The ALO, in conjunction with the 17 participating local authorities / housing associations, has put in place a system which identifies when someone living at a public sector housing address has been cautioned or charged with an indictable offence. The housing provider will then write to the tenants, copied to the offender, with the threat of eviction if further offences are committed.
- 6.3 From a human rights perspective, the overriding intention of this process is to secure compliance and an improvement in behaviour. It is not to try and make people homeless. This is why the rate of actual evictions as a result of tenancy law enforcement is low.
- 6.4 Although the process is deemed to be working well, a number of areas for improvement have been identified.
 - 'Provability' around non-crime ASB needs to be strengthened.

- A small number of cases of inaccurate data have resulted in a letter being sent to an offender who does not / has not resided at the address.
- The Force Training Manager is reviewing the Neighbourhood Policing refresher package to include tenancy law enforcement. The ALO remains the single point of contact for the scheme.
- The Neighbourhood Development Inspector and Force Customer Service Manager are considering the potential for using tenancy law as part of the range of options in the drive to improve confidence and satisfaction in neighbourhoods.

7 SNT FORA ATTENDANCE

7.1 ACC (Territorial Policing) raised the issue of over-attendance of SNT officers at community events with the divisional commanders for J and C Divisions. The message of proportionate attendance will be reinforced by the divisional commanders to appropriate staff. The Head of Communications has confirmed that methods of community engagement are being reviewed with new schemes coming on line. These include the use of Ringmaster, texting and bluetoothing. Section 4 highlights the changes to Local Policing which will ensure appropriate and proportionate engagement takes place.

8 CONSISTENCY / FAIRNESS IN RESTORATIVE JUSTICE DISPOSALS

8.1.1 The use of Restorative Justice (RJ) was introduced into Bedfordshire between November 2009 and April 2010. As part of the monitoring process, the ethnicity of the offender is recorded.

8.1.2 This section looks at the use of Restorative Justice (RJ) by ethnicity. The data is for the period 1st April 2010 to 31st January 2011.

Force

	White	Black	Asian	Unknown	TOTAL
Accused	3290	617	583	1588	6078
Dealt via RJ	921	194	179	185	1479
% each category	28.0%	31.4%	30.7%	11.7%	24.3%

Table 1

8.1.3 Table 1 compares the ethnicity of people accused of an offence with the ethnicity of those who went on to be dealt with by RJ.

8.1.4 It should be noted that a quarter (26%) of offenders and 12.5% of those receiving an RJ disposal had no ethnicity recorded. Clearly, this will reduce the value of the comparison.

8.2 CSP

8.2.1 Bedford Borough

	White	Black	Asian	Unknown	Total
Accused	1036	166	152	746	2100
Dealt via RJ	326	62	68	57	513
% each category	31.4%	37.4%	44.7%	7.6%	24.4%

Table 2

Table 2 compares the ethnicity of people accused of an offence with the ethnicity of those who went on to be dealt with by RJ in Bedford Borough. 35.5% of those accused and 11% of those receiving an RJ disposal had no ethnicity recorded.

8.2.2 Bedfordshire Central

	White	Black	Asian	Unknown	Total
Accused	927	51	39	413	1430
Dealt via RJ	322	28	10	105	465
% each category	34.7%	54.9%	25.6%	25.4%	32.5%

Table 3

Table 3 compares the ethnicity of people accused of an offence with the ethnicity of those who went on to be dealt with by RJ in Bedfordshire Central. 28.9% of those accused and 22.6% of those receiving an RJ disposal had no ethnicity recorded.

8.2.3 Luton

	White	Black	Asian	Unknown	Total
Accused	1327	323	478	420	2548
Dealt via RJ	273	104	101	23	501
% each category	20.6%	32.2%	21.1%	5.5%	19.7%

Table 4

Table 4 compares the ethnicity of people accused of an offence with the ethnicity of those who went on to be dealt with by RJ in Luton. 16.5% of those accused and 4.6% of those receiving an RJ disposal had no ethnicity recorded.

8.3 Partnership Monitoring Group

- 8.3.1 The Chief Inspector lead for Restorative Justice has recently set up a partnership monitoring group. The remit of the group will include monitoring RJ disposals and continuing to progress their use across the Force and the development of RJ level 2. Monitoring will include the consistency and fairness in the use of RJ.

9 CRIME MAPPING

Street level crime mapping was launched to the public on 1st February 2011.

9.1 Main Changes to the CrimeMapper site

- 9.1.1 Greater prominence is given to SNT information. Previously this was “hidden” several clicks away from the default view. Formerly, and in common with many other forces, Bedfordshire elected to re-direct users to our Force website, which contained identical information. With the greater prominence given to this information, this is no longer possible and places an additional burden on the Communications Department to update two websites with identical information. A project to semi-automate this process is currently being scoped.
- 9.1.2 Certain information (e.g. officer biographies, Twitter and RSS links etc.) previously considered optional for forces to supply, now appears to have become mandatory. Spaces have been created which contain words giving the impression forces will supply the information, irrespective of whether they actually have it. There has been no consultation with forces on this.
- 9.1.3 Crimes can be viewed at “street” level. Users can select a point on a map and view crimes and their locations within a 1.5km (approx 1 mile) radius. At the time of writing, only total crime & ASB figures are available at a neighbourhood level. Individual crime types can only be seen on the street level view. Additionally, no historic data (either previous months or year) is available. It is unclear whether this is a permanent arrangement. Information and communication from the NPIA to forces on the project has been notably poor.
- 9.1.4 An “other crime” category has now been added, which encompasses offences such as criminal damage, drugs offences, fraud & forgery, sexual offences, dangerous driving, bigamy, health & safety offences, planning offences.
- 9.1.5 The site does not have an area for forces to add a narrative to “contextualise” local patterns.

9.2 Launch of the New CrimeMapper site (www.police.uk)

- 9.2.1 Two main themes were picked up by the media:
- Issues with accessing the website due to the high volume of traffic
 - “Locations” of crimes being inaccurate or producing strange results such as quiet streets or Police Headquarters being labelled as crime hotspots.

However, the provision of the data has proved popular with members of the public as evidenced by the heavy traffic on the site.

9.3 Locations of Offences

- 9.3.1 The main feature of the new site is the apparent ability to pinpoint the location of offences. Closer examination by the user though, will reveal this is not entirely the case. Pinpoint crime maps are popular in the United States which unlike the UK, have no data privacy laws. Consequently, in some areas users can view crime data down to individual houses with full details of the offence. Data privacy restrictions and confidentiality concerns in the UK, mean such an approach is not possible.

9.4 Snap Points

- 9.4.1 To overcome this, the developers devised a concept known as “snap points”, “safe points” or “approximate locations”.

Each of the points was designed not to identify particular buildings and for the most part, it identifies a location in the tarmac of a road. Only streets and postcodes with twelve or more postal addresses can be allocated a snap point. This was included following guidance from the Information Commissioners Office.

- 9.4.2 Forces supply the geographic location of all reported offences to the site hosts (RKH) and their processes “snap” the offence to the nearest available snap point.
- 9.4.3 This can produce a number of anomalies, all of which were highlighted to the NPIA by forces prior to launch. For example:
- An offence may be snapped to a different street if that street’s snap point is nearer.
 - High volume, low population and single postal address locations such as shopping centres, service stations and transport hubs do not automatically receive a snap point. In Luton, The Mall Arndale centre does not have a snap point. In fact, the entire area from the university to the Town Hall is snap point free. Instead, crimes are snapped to adjacent streets. It is this type of anomaly which led to a quiet street in Preston being labelled as Britain’s crime hotspot.
 - Toddington Service Station on the M1 does not have a snap point. Crimes from here are likely to be snapped to a point on a rural road some ¾ of a mile away.
 - If no snap point exist within 20 miles (unlikely in Bedfordshire but possible elsewhere), the crime will simply not be mapped.
 - Crimes can be snapped over force boundaries. In December, 16 Bedfordshire crimes were snapped to neighbouring forces. We have no details of how many foreign force crimes were snapped to Bedfordshire.
- 9.4.4 Forces have the option of adding in snap points, but there is a lack of clarity over the process. At this time, all snap points have been created to a single standard. In order for the site to be truly “national”, all forces need to work to the same standard when adding snap points. No standard has yet been developed.
- 9.4.5 These widely publicised shortcomings will possibly generate scepticism and mistrust towards official crime figures and may affect the site’s credibility as an information source.

9.5 Communicating CrimeMapper

- 9.5.1 The CrimeMapper 1 site consistently produced 600-650 visitors per month to the Bedfordshire pages. This was in keeping with forces of a similar size. This should be contrasted with the 650+ visitors per day visiting the Bedfordshire SNT pages.
- 9.5.2 In publicity, the Home Office and ministers quote tens, even hundreds of thousands of “hits” to CrimeMapper. Indeed on launch day they were quoting millions. While sounding impressive, this is somewhat misleading, as one visitor will create multiple hits as they move around the site or, as in the case of launch day, attempt to access it. Therefore, it should be borne in mind that exposure to and awareness of CrimeMapper is comparatively low.

- 9.5.3 There has been little UK based research on the subject. Additionally, opinion is divided in public debates on the matter. Most respondents welcome the idea of crime maps until they realise their area or street could appear as a crime hotspot. Aside from the initial flurry of activity on launch day, the site is unlikely to get a stream of regular visitors and only occasional use by those seeking information on an area, such as prior to a house move.
- 9.5.4 The CrimeMapper system has always had shortcomings and those with experience will always advocate presenting crime figures in context rather than simply using raw data. The widely publicised lack of accuracy over crime locations adds to these concerns. Historically, Bedfordshire has pursued a policy of not actively promoting the site due to these shortcomings. The Force will provide a link from our own website and reference it in neighbourhood newsletters, community meetings or answers to specific Facebook enquiries.
- 9.5.5 Taking into account all of the above, the site is unlikely to have any significant impact on fear of crime.
- 9.5.6 On launch day, in common with many other forces, we elected not to proactively promote the site through any of our channels. Many forces anticipated the likely technical issues and were happy to refer enquiries to the Home Office/NPIA. In response to press enquiries, the following 'if asked' statement was prepared:

Bedfordshire Police fully supports the concept of local accountability. The www.police.uk website has been developed by the National Policing Improvement Agency on behalf of the Home Office, using data supplied by Bedfordshire. Any enquiries regarding accessing the information or how the site operates should be addressed to the NPIA or Home Office. Users should not call Bedfordshire Police about it.

We want to reassure local people that we are of course aware of areas that have high levels of crime and anti social behaviour and are constantly working to reduce incidents in those areas. Due to technical limitations with how the website displays the locations of offences, users should bear in mind the locations shown are only approximate and therefore do not necessarily reflect the level of crime in that particular area.

- 9.5.7 Other forces have gone further. Visitors to the Norfolk Constabulary website are invited to read "explanatory notes" (see Appendix A) before linking through to the www.police.uk site. A similar approach for visitors to the Bedfordshire site is under consideration.

9.6 Conclusion

- 9.6.1 Consultation and communication with forces before, during and after the introduction of CrimeMapper 2 by the Home Office/NPIA has been poor.
- 9.6.2 Additional burden has been placed on the Force to now update a second website with identical information. It remains too early to abandon the first website.

- 9.6.3 The widely publicised “inaccuracy” of offence locations may undermine the credibility of the crime mapper site in due course.
- 9.6.4 Visitor volumes will be monitored.
- 9.6.5 The risk of CrimeMapper 2 adversely affecting fear of crime is likely to remain low. The Force will continue its policy of not proactively publicising CrimeMapper, but will continue to focus communications in hot spot areas where there is evidence that crime and the fear of crime need to be addressed.

10 RINGMASTER

- 10.1.1 The system has been in use by the Force since December 2002, with two system administrators, one on each operational division. Over the years the service has expanded to incorporate both email and SMS text messages, to residents, businesses and community groups. The system has been upgraded a number of times moving towards a web based application hosted by the software provider. The system is supported by a website which accepts on line applications for new subscribers and provides additional information and documentation to the messages.
- 10.1.2 As of 1st April 2010, the system moved to the Corporate Communication Department. Since then the services have been aligned to produce a force-wide communication tool.
- 10.1.3 As of January 2011, the system has 14,400 registered recipients covering all of the Local Policing teams. This includes 9989 residents, 1557 students, 695 countryside members (J Division only) and 604 businesses. Membership of Ringmaster is actively marketed through a number of channels, including Operation Vision, SNTs and community events.
- 10.1.4 Ringmaster messages are designed to encourage two-way communication. All messages include a reply back option alongside the contact details for the Contact Management Centre (CMC) and Crimestoppers. Crime alerts always include an appeal for information, which includes the CMS or OIS reference. These messages will also include crime specific advice that has been produced by the Crime Reduction Officers and links to any specialist advice or web sites.
- 10.1.5 Local Policing messages include the contact details for the local policing team as standard. Suspicious vehicle texts invite sightings to be reported to the Call Management Centre. Members frequently respond to these messages whether it to simply to acknowledge the message, to ask for further information or report information to us.

10.2 Op Missouri – 5th Feb 2011

- 10.2.1 The Ringmaster system was fully utilised during this event. In the weeks leading to the day, members were sent copies of publications, leaflets and press releases to advise of the possible disruptions. On the day of the event, members were issued with 24 real time messages. These complemented the SMS service that was also running throughout the day.

Since the day many messages of thanks have been received from members of the service who felt that the constant supply of information helped to quash rumours and reassured them of the Police presence.

10.3 Value for Money

10.3.1 As the number of registered recipients increases, the value of the licence improves. Based upon a three year licence renewal at £25,000:

Current membership 14,400 members
57p per member per year

Assuming an increased membership of 20,000
41p per member per year

Assuming an increase to 25,000
33p per member per year

10.3.2 Excluding staffing costs the above illustrates that for as little as 57p per year per person, Bedfordshire Police can have an unlimited dialogue with members of the public. Staffing is provided by two full time scale 4/5 administrators.

10.4 Future developments

10.4.1 As the membership grows so the opportunity to better target messages increases.

10.4.2 A great deal has been learned as a result of Op Missouri and the Force envisages greater usage of SMS messaging, particularly when needing to reach a community in real time, for example supporting BLLRF in times of widespread emergency situations.

10.4.3 The increase in the number of Smart Mobile phones also provides an opportunity to further develop the email service, keeping subscribers informed effectively in the way they prefer and actively use.

10.4.4 The development of an out of hours capability using Oscar 2 staff in the CMC allows us to deal with rapid situations when the regular systems administrators are unavailable. This has currently been used as part of the response to distraction burglaries. Staff in the control room use Ringmaster as part of their regular duties sending details out sometimes within minutes of the incident being reported. This same service is already being considered for Vulnerable Missing Persons and has the potential to be utilised in a number of immediate response scenarios.

11 ACCESS TO THE COMPLAINTS SYSTEM

11.1.1 In May 2010, an Equality Impact Assessment (EIA) was completed on the public access to the complaints process. The report found that process was geared towards those who have English as a first language, are able-bodied and who have the confidence to report things. This disadvantaged:

- Members of the public who do not have English as a first language;
- Members of the public who are not able to physically make a complaint with ease;
- Members of the public who do not have individual confidence to make a complaint;
- Young people who may feel they do not have a 'voice';
- Communities who are potentially disengaged since they do not have a high level of 'trust' in the police.

11.1.2 The report made the following recommendations:

- The Bedfordshire Police website needs further work to ensure that the complaints page can be translated into other languages;
- Further work needs to be completed to improve community engagement and ensure complaints registered in these forums are fed into the process;
- The process and advice to staff for recording complaints needs to be reviewed;
- The Force needs to consider introducing a media strategy for accessibility of the complaints procedure.

11.1.3 Recent IPCC research confirms the need to promote access to the complaints system at the local level, by reviewing police forces' corporate communications, websites, leaflets and posters in order to encourage people to complain locally.

11.1.4 The IPCC research showed that in almost half (15,090 out of 31,259) of the complaints they received in 2009/10, the complainant had tried to make a complaint to the local police force first.

11.1.5 The IPCC completed a survey of those that had tried to contact the police in the first instance. Of those surveyed:

- Half said they found it difficult to find the right person to talk to;
- A quarter were told they could not complain or that their complaint was not valid;
- Around a quarter said the force did not provide enough information to make a complaint.

11.1.6 A further report has recently published by Consumer Focus, titled '*The Police Service, Consumer Experiences with the Police*' (Alison Hopkins, Consumer Focus). This reported that the public felt that the police were poor regarding complaints processes in the following areas:

- Keeping people informed throughout the process;
- Making it easy to understand how to give feedback;
- Publicising how to give feedback;
- Making it clear what would happen at each stage of the process.

11.2 The Way Forward

11.2.1 Bedfordshire Police is addressing these issues by focusing on the four areas of improving access to the process, publicising the process, improving the infrastructure and training.

11.2.2 Improving Access to the Process

- Previously giving feedback to the organisation was perceived as a complicated process, with members of the public being pointed in different directions and at different departments;

- A new Force internet site being launched in February 2011 will give clear information on how to provide feedback, including the options of letters, e-mail, voiceform or in person;
- The webpage will be translated into the top five languages used in Bedfordshire and will not rely on internet translations service.

11.2.3 Publicising the Process

- The new Force Internet site will display the '*Your voice counts*' header to publicise the feedback process. This will sign post members of the public to the routes available to them to give feedback;
- All e-mail messages sent externally by the Force will have the links into the complaints process incorporated within the disclaimer;
- The Communications Department will consider inclusion of the feedback process within all public facing communications (for example safer neighbourhood team posters, newsletters, Ringmaster, Facebook, telephone directories and on business cards issued to SNTs);
- The Communications department will manage the media strategy for all local media channels;
- SNTs will advise local forums and groups (including partner organisations such as Victim Support and Bedford Race Equality Council) of the new process.

11.2.4 Improve the Infrastructure

- The Force has approved the business case for a Service Improvement Database (that is a dissatisfaction database) that will create a single user friendly system where all members of Bedfordshire Police can log feedback and reports of dissatisfaction;
- The database will be actively managed by Customer Services to ensure reports are acted upon in a timely manner and more serious complaints are escalated to Professional Standards when needed;
- Analysis will include the number and type of complaint, mapped against locality, department and the officer involved. This will assist in corporate learning, community engagement by department and individual development.

11.2.5 Training

- Staff will be made aware of the changes to the Force internet site and advised of the new ways members of the public can provide feedback;
- Detailed training on complaints resolution and how to use the Service Improvement Database will be rolled out with the Database's introduction.

12 **ANNUAL POLICING PLAN – EXCEPTION REPORTING**

- 12.1 Appendix A lists the ten activities in the 2010-11 Annual Policing Plan which are subject to scrutiny by the Community Engagement Committee. The following table highlights one completed activity and two activities subject to exception issues:

Activity Description			Status	
ref	During 2010-11 we will:	By the end of the year:	Summary	Notes
2.3	Continue to implement the national and local standards for increasing satisfaction and confidence in the police service, including a focus on increasing minority community satisfaction.	We will be able to show progress towards meeting the national standards for increasing satisfaction and confidence, and have met the satisfaction targets including the reduction in the gap between white and ethnic minority victims' satisfaction.	Exception issues	Satisfaction and Confidence levels are scrutinised by the Force Senior Leadership Team and the Police Authority Performance and Planning Committee. Following improving trends earlier in the financial year (including the White/BME satisfaction gap) levels have stabilised but remain below the March 2011 targets. The Quarterly Performance Report to the Performance and Planning Committee on 8 th February informs the Authority of Force initiatives regarding confidence and satisfaction.
5.2	Work with local partners under the 'Total Place' scheme to provide an integrated local service to the public.	The way that local partners jointly provide benefits will be reviewed and the process of managing offenders will be more closely integrated between local partners.	Exception issues	The Total Place scheme is now being taken forward as the 'Pan Public Sector Group' of local Chief Executives (from the three local unitary authorities, Police, Police Authority, Fire & Rescue Service, Probation and Health Service). The Group will be meeting on 29 th March to determine the way forward for the next financial year.
5.3	Recruit further local people to the Independent Advisory Groups in Bedford, Central Bedfordshire and Luton.	IAGs with a diverse membership will be operating in each local authority area, helping more effective dialogue with diverse communities.	Complete	Members for the Central Bedfordshire IAG have been selected. Vetting was completed in December 2010. The members are being consulted and are working with local police inspectors. An IAG chair will be appointed at an AGM. IAGs for Luton and Bedford have been operating for some time.

13 **SERVICE AND FINANCIAL IMPLICATIONS**

11.1 Service and financial implications are outlined above.

14 **OTHER IMPLICATIONS**

12.1 Other implications are outlined above.

15 **RISK**

15.1 The issues in this paper impacts on operational risks in the new Risk Register agreed by the Authority and Force in August 2010:

- Managing public expectations in relation to confidence and satisfaction
- Significant budget gap over the medium term to 2014/15
- Managing the reduction in officer numbers to meet the funding gap

16 CONCLUSION

- 14.1 This report informs the Authority of activities to build public confidence and deliver Neighbourhood Policing. It reports by exception against community engagement related activities in the 2010-11 Annual Policing Plan.

17 RECOMMENDATIONS

17.1 Recommendation 1

Members are asked to consider and note the public confidence and neighbourhood policing activities presented in this report.

17.2 Recommendation 2

Members are asked to consider and note the progress against the activities in the 2010-11 Annual Policing Plan.

APPENDIX B: ANNUAL POLICING PLAN – UPDATE AGAINST ACTIVITIES

Priority area	Activity Description			Status	
	ref	During 2010-11 we will:	By the end of the year:	Summary	Reference
Strategic Priority: To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service	1.1	Continue to actively engage with neighbourhoods.	All areas will have appropriate community engagement mechanisms to a schedule agreed with local people, with Police Authority representation.	In progress	See sections 4 and 5, above
	1.2	Launch a new Safer Neighbourhood Team IT system.	The new system will help local police teams to engage with local people to more effectively meet their specific local needs.	Reported as complete to Community Engagement Committee, December 2010	
	1.3	Upgrade the Force website.	The SNT section on the website will have details of all local meetings and up to date local crime figures.	In progress	See Section 7, above
Strategic Priority: To ensure that our services are viewed from the individual's perspective, and that our staff respond to our different communities' expectations, when dealing with crime and incidents	2.1	Continue to deliver the Policing Pledge, focusing on those areas where we have identified the need for improvement.	We will be able to demonstrate that we are meeting the standards in all areas of the Policing Pledge.	Reported as discontinued to Community Engagement Committee, December 2010	
	2.2	Continue to run local confidence and satisfaction surveys in co-ordination with local partners.	Changes driven by local confidence and satisfaction surveys will be implemented.	In progress	See Section 2, above
	2.3	Continue to implement the national and local standards for increasing satisfaction and confidence in the police service, including a focus on increasing minority community satisfaction.	We will be able to show progress towards meeting the national standards for increasing satisfaction and confidence, and have met the satisfaction targets including the reduction in the gap between white and ethnic minority victims' satisfaction.	Exception issues	See Section 11; Exception reporting
	2.4	Make targeted improvements in our Criminal Justice technology and capability including application of the process improvement methodology.	Working with our Criminal Justice partners we will be able to demonstrate improved processes for managing defendants and improved public visibility of criminal justice results.	In progress	See 8/02/2011 Performance & Planning Committee, agenda Item 4
Strategic Priority: To ensure people see us working with partners and with other police forces, making the best use of public money and improving services together	5.1	Launch the joint partnership strategy, setting up the arrangements for co-ordinating services with local partners.	Partnerships will deliver local services more efficiently and effectively, and will increase public confidence more, than would be achieved by working alone.	In progress	See agenda Item 8
	5.2	Work with local partners under the 'Total Place' scheme to provide an integrated local service to the public.	The way that local partners jointly provide benefits will be reviewed and the process of managing offenders will be more closely integrated between local partners.	Exception issues	See Section 11; Exception reporting
	5.3	Recruit further local people to the Independent Advisory Groups in Bedford, Central Bedfordshire and Luton.	IAGs with a diverse membership will be operating in each local authority area, helping more effective dialogue with diverse communities.	Complete	See Section 11; Exception reporting



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	Community Engagement Committee 1 st March 2011
AGENDA ITEM No:	7
TITLE:	Efficiency and Effectiveness Evaluation of Community Engagement Strategy 2010/11
DATE OF REPORT:	19 th February 2011
REPORT OF:	CHIEF EXECUTIVE / TREASURER
AUTHOR:	Samantha Orcheston-Findlay
ACTION REQUIRED:	Members to agree recommendations
APPENDICES:	None

EXECUTIVE SUMMARY:

This report updates Members on Police Authority community engagement and consultation activity undertaken in 2010-11. In particular, the report updates Members on the dip-sample of Community Safety Forums, Parish and Town Council survey and the budget consultation. This also reports against the 2010/11 Community Engagement Action Plan and a copy is available on request.

RECOMMENDATIONS:

Recommendation 1: Members to discuss and evaluate the cost effectiveness of continuing to dip-sample the CSF at this time until Local Policing Teams have a new corporate approach to the way they communicate and engage.

Recommendation 2: That the Authority continues to enhance engagement and communication using stalls focus groups and online-surveys.

Recommendation 3: That the Authority agrees to developing future engagement around the scrutinizing the impact of the spending cuts on front line policing service.

Recommendation 4: Members to agree with the Chair and Vice Chair a future personal engagement plan.

Originators: Samantha Orcheston-Findlay, Andrew Lane

Date: 14th February 2011

Telephone No: 01234 842208

E-mail:

BACKGROUND PAPERS:

NONE

ADDITIONAL PAPERS:

NONE

1 INTRODUCTION

- 1.1 This report will highlight this year's community engagement achievements and lessons learnt. The report will go through the different aspect of Members' engagement, budget and parish council consultation, including consultation findings and future plans.

2 STATUTORY REQUIREMENTS

- 2.1 The Police Authority has a statutory duty to consult with the local community. Section 96 of the Police Act 1996 states that arrangements must be made in each police area to obtain the views of people in that area about matters concerning policing, and to obtain people's co-operation with the police in preventing crime. In the 14 years since this legislation, information and communication technology has developed expanding the opportunities for the Authority to interact with the communities it represents.

3 COMMUNICATIONS AND COMMUNITY ENGAGEMENT PLAN 2010-2011

Community Safety Forums

- 3.1 It is important to start with emphasising that over the last year a total of 80 Community Safety Forums have occurred across the county and Members have attended 28 or 36% of them. Members were able to introduce themselves as representatives of the PA and often give additional information on the budget, new Chief Constable and new Police and Crime Commissioner. Member's attendance at CSF has been variable.
- 3.2 There are a number of issues that have come out of the dip-sampling of CSF:
- Attendance of CSF is often varied and can range from as little as 8 up to more than 50 members of public. There does not appear to be any consistent approach to publicity and consultation shows that a majority do not know what a CSF is, when or where they are held. There must be a minimum standard for CSF publicity, as some clearly have better attendance than others.
 - It is evident that the approach to partnership working is inconsistent, with varying degrees of partner attendance. Limited attendance causes a

greater burden on the Police Force to deal with all issues rather than just those pertinent to the Force.

- Setting priorities is important for delivering responsive local policing, but when they are only being set by a very small group of people priorities may not be representative.
 - There is also an issue around value for money both for Authority and Force attendance. Very often more than one officer and at times as many as five officers have attended a CSF. It is difficult to see the benefits of CSFs in providing effective engagement for the Force that is cost effective and ensures that public receive the same quality of service throughout the county.
 - CSF are run differently in all three CSP, making it a difficult for Members to continue to scrutinize them effectively. There have been several changes this year to the CSF. Central Bedfordshire has moved away from the old style of forum and began 'Let's Talk Together'.
- 3.3 Police Authority Members have been dip-sampling CSF since mid 2009. The agreed purpose was to evaluate them to ensure that members of the public are able to access and influence policing in their local community through meaningful engagement. The evaluations were to be monitored to identify best practice for this process and any areas of concern.
- 3.4 At the March Community Engagement Committee Members discussed CSF and concluded some CSF raised few issues within the responsibility of the police and that communities need to be informed of the different roles of partner agencies. It was also noted that attendance at CSF was not representative of the local population.
- 3.5 Given the consistency of Member evaluations over a long period of dip-sampling, Members may wish to consider the value of continuing. This would not prevent Members from choosing to attend CSF on an individual basis. An alternative would be for Members to take a more flexible approach to their engagement and agree this with the PA Chair through their PDR. Secretariat capacity that currently supports CSF attendance could be re-orientated toward a programme of focus groups. These could be used to test changes in policing services against public expectations.

Parish and Town Council Survey

- 3.6 The Police Authority sent surveys to 124 Parish and Town Councils in Bedfordshire and received 51 responses. The main aim of the survey was to understand how the Authority and Force currently communicate more effectively with and through the Parish councils.
- 3.7 Four-fifths of Parish and Town Councils reported the police attend sometimes or often and the vast majority said SNTs provide information on occasions when they do not attend. Parish and Town Councils have said that their preferred means by which to be kept informed after face to face contact would be via email.

- 3.8 It is encouraging that only 1 Parish did not have contact details of SNTs and that 1/3 of SNTs already use their Parish magazine to keep the local community informed. There was over whelming support from the Parish Magazines for the Force and Authority to use the magazine at no expense. The Force are going through structural changes of the new Local Policing Teams it may be an opportunity to ensure that the Force look towards a corporate approach towards communication and engagement.
- 3.9 From April 2011 the outcomes of the Resources and Performance Scrutiny Committees will be communicated through a press release. The Secretariat will also ensure that Parish and Town Councils are kept informed at the same time.

Budget Consultation and Lessons Learnt

- 3.10 This year the Authority took a different approach to consultation. We looked at various ways we could consult with the public and it was decided that stalls, focus groups and the online survey would give us a more rounded and informed piece of consultation. Each of the three styles has pros and cons e.g.
- 3.11 Stalls: Whilst it is not always easy to provide a great deal of information to the public, it is a good mechanism for capturing numbers and diversity of public especially at the students' union and other events. The stalls do not take a lot of setting up and are therefore not only cost effective but provide us with a clear overall picture.
- 3.12 Focus Groups: These groups do take more officer time to set up however we had a great response at all of the focus groups and therefore it gave us an opportunity to have a more in depth understanding of the issues. We were able to front load these sessions and have learnt that more information may be required in the future session but on a more strategic level.
- 3.13 Whilst there were some cost implications these were minor as we took the opportunity to find venues free of charge and took the decision not to offer incentives to those attending. We had a total spend of less than £60 as opposed to the £0'000 it would have cost for an outside agencies to conduct it.
- 3.14 Online Survey: We took the information provided from the stalls and focus groups to develop the online survey. We used Survey Monkey which enables us to use various channels through which to convey the survey. We have over 1400 completed surveys which is 300 more than last year. Our business response was also hugely improved this year and we managed this by increasing our contact list and also asking Members to encourage businesses to complete the survey within their local area.
- 3.15 Overall, a more flexible approach to consultation has provided members with more robust findings without the cost of maintaining a citizens' panel.

Feedback

- 3.16 We are aware as an Authority that in previous years we have missed the opportunity to feedback the results of any consultation that we have undertaken.

- We do aim to ensure that all those who completed the survey will be given the key facts of the budget.
- Via the e-zine all Parish and Town Councils will be given an update and plan to produce future information for the magazines.
- Members are at present taking the key facts sheet out to CSF to ensure that we inform members of the public.
- Information and updates will again be sent out through the messaging system.
- Our website and the Forces will also be updated.
- We plan to continue to hold focus groups to ensure that we continually seek the public's views, provide information and improve our communication and engagement.

Future of Consultation

- 3.17 There are areas which we know can be improved upon for the next round of consultation especially age, disability and BME statistics. In the coming year we plan to continue to hold focus groups every quarter to give a more balanced approach to the consultation. As we have recognised we aim to consult with groups who we have not been successful in hearing from.
- 3.18 We will look to begin budget consultation earlier this year to ensure we can give a more comprehensive piece of engagement.
- 3.19 There will be a role for the Authority in providing the community with information on the role of the new Police and Crime Commissioner.

4. SERVICE AND FINANCIAL IMPLICATIONS

- 4.1 It is currently unclear how the new office of the PCC will be structured, but the Police and Social Reform Bill transfer the duty to engage from the Authority to the Commissioner. As more detailed proposals are yet to be published the Authority should remain flexible and able to adapt accordingly. Overall the office of the PCC is expected to have an expanded engagement role, possibly beyond current PA capacity.

5. OTHER IMPLICATIONS

5.1 Equality, Diversity and Human Rights – None

5.2 Procurement – None

5.3 Legal Implications – None

5.4 Corporate Governance – In addition to meeting our obligation to our communities, the consultation outlined in the above report ensure that the Authority fulfils a statutory duty.

5.5 Policy and Strategic Aims – The activities outlined above supports the Authority in meeting its strategic priorities, embedding local community voices into our strategic planning processes, meeting the objectives of our

Community Engagement strategy and monitoring performance in terms of public confidence.

5.6 Welfare of Children and vulnerable adults – None

5.7 Reducing Carbon footprint / waste – Engagement activity has a carbon cost, but consideration is given to keeping this at a minimum.

5.8 Confidence – None.

6. RISK

This paper relates to three risks identified within the Business Plan.

- Reduced funding
- Communications
- Governance

Key actions within the Authority's Business Plan will address these risks and help mitigate against them.

7. CONCLUSION

Last year's Audit Commission / HMIC inspection recommendations required the Police Authority to improve feedback and inform consultation participants of what has changed as a result of consultation. Following recent consultation improvements, this remains our key challenge.

The Police Authority has successfully implemented the 2010/11 Community Engagement strategy both in terms of increased, robust, consultation and value for money. The Community Engagement Officer has established a number of useful contacts and networks and work will continue to build relationships across the county.

The Community Engagement Action Plan 2010/11 does incorporate years 2 & 3. It is important that with the current political and financial changes that this plan remains flexible as the Police Authority look to the future.

8. RECOMMENDATIONS

Recommendation 1: Members to discuss and evaluate the cost effectiveness of continuing to dip-sample the CSF at this time until Local Policing Teams have a new corporate approach to the way they communicate and engage.

Recommendation 2: That the Authority continues to enhance engagement and communication using stalls focus groups and online-surveys.

Recommendation 3: That the Authority agrees to developing future engagement around the scrutinizing the impact of the spending cuts on front line policing service.

Recommendation 4: Members to agree with the Chair and Vice Chair a future personal engagement plan.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE – 1st MARCH 2011
AGENDA ITEM No:	8
TITLE:	JOINT PARTNERSHIP STRATEGY - PROGRESS
DATE OF REPORT:	15TH FEBRUARY 2011
REPORT OF:	CHIEF EXECUTIVE/TREASURER CHIEF CONSTABLE
AUTHOR:	DEPUTY CHIEF EXECUTIVE/HEAD OF CORPORATE DEVELOPMENT
ACTION REQUIRED:	REPORT FOR APPROVAL
APPENDICES:	NONE

EXECUTIVE SUMMARY:

This report updates members on progress against the joint Partnership Strategy.

RECOMMENDATIONS:

Recommendation 1

Members are asked to note the progress update against the Partnership Strategy.

Originators: Dr. Julie Wymer, Deputy Chief Executive
Parjinder Basra, Head of Corporate Development
Date: 15th February 2011
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BACKGROUND PAPERS:

**JOINT PARTNERSHIP STRATEGY – PROGRESS, COMMUNITY ENGAGEMENT
COMMITTEE, 2nd DECEMBER 2010**

ADDITIONAL PAPERS:

None

1 INTRODUCTION

- 1.1 The Police Authority and Force approved a joint Partnership Strategy in April 2010. This report provides progress against the current strategy.
- 1.2 The recent financial and political changes will impact on the way in which the Authority and Force work in partnership. Following the agreement of the Strategic Plan 2011-15 a review of partnership working arrangements will be conducted as part of the implementation of the new policing model in Bedfordshire. This will ensure partnership working is contributing effectively in the delivery of community safety and public protection in Bedfordshire.
- 1.3 **Statutory Requirements:** The Police Authority / Force are named as two of the 'responsible authorities' required to work in partnership to ensure local people receive a good quality, value for money, policing service.

2 PROGRESS AGAINST THE JOINT PARTNERSHIP STRATEGY

2.1 Local Policing Changes: Partner Briefings and Partner Day

- 2.1.1 The changes to local policing delivery as part of Programme 2011 will have an impact on partnership working as Bedfordshire Police moves to a functional approach to service delivery. Between November 2010 and January 2011 one-to-one briefings have been conducted by the Chair of the Police Authority, Chief Executive and Chief Constable. In addition, presentations have been delivered in January 2011 to each of the local authorities in Bedfordshire. These have been received well by partners and have also provided the opportunity to articulate the new strategic intent of Bedfordshire Police. The Programme 2011 team have also delivered presentations to various partnership forums.
- 2.1.2 Through the Joint Strategic Planning Working Group the need was identified to brief and consult with partners on the proposed changes to policing in Bedfordshire. The Deputy Chief Executive worked with the Programme 2011 Team to organise and deliver a Partner Day. Partners were invited in December 2010 and briefing material on what the financial challenge means for Bedfordshire Police was sent out in advance of the Partner Day. The Partner Day was held on 19 January 2011 at Bedfordshire Police Headquarters. The event was jointly hosted by the Authority and Force. The day involved presentations by the Chair and Chief, a presentation on the financial challenge by the Head of Corporate Development followed by Force leads presenting changes to their areas of business. In the afternoon partners had the opportunity to conduct a Strength Weakness Opportunity and Threat (SWOT) analysis of the proposals.
- 2.1.3 The event was very well received by attendees. Feedback from partners has indicated they greatly appreciated the opportunity to feed into the proposed changes. At the same time a number of common concerns were raised by partners. The key areas of concern were:
 - Who will attend partnership meetings, in particular those relating to Community Safety Partnerships, in a functional model of policing?
 - Will data and intelligence still be provided to service partners and partnerships?

- Will a disparity of service occur with police resources potentially deviating to the North and South of the county leaving those in the centre without an adequate service?
- Will anti-social behaviour and vulnerability remain a priority for the police?
- Whether training within the Force would prepare personnel for the new ways of working and to deliver efficiency?
- How will priorities and outcomes be aligned across partnerships?

2.1.4 Partners were provided with reassurance on many of the matters. On others Force Leads are meeting on a one-to-one basis with partners to detail future working arrangements. In addition, consideration is being given to further practitioner and strategic briefings post March 2011 to continue the engagement. These processes will continue until the majority of the new policing model is implemented in October 2011.

2.1.5 Partners are also facing significant financial challenges and will be making changes to deliver their required changes. At the moment it is not certain what the impact of these changes will be on crime, public protection and anti-social behaviour matters in Bedfordshire. This is being monitored.

2.2 Pan Public Sector Joint Service Project

2.2.1 The Authority and Force have been actively involved in the Pan Public Sector Joint Service Project within Bedfordshire being led by the Chief Executives Forum. This builds on Total Place and seeks to scope opportunities for shared services and improved processes with statutory partners to both improve service delivery and deliver significant financial savings.

2.2.2 One of the strategic priorities for the Force is to deliver Integrated Offender Management with partners. In addition, collaboration of estates is being progressed with partners. Progress on these initiatives will be reported to the future Performance and Resources committees of the Police Authority respectively.

2.3 Partnerships Review

2.3.1 The Force had previously agreed to conduct an assessment of current partnerships against a framework which considers value for money in relation to Finance, People and Outcomes. This will be conducted as part of the process to design the new local policing model and in line with the Strategic Plan 2011-15 which is being considered by the Authority.

3 SERVICE AND FINANCIAL IMPLICATIONS

3.1 None associated with this report.

4 OTHER IMPLICATIONS

4.1 Equality, Diversity and Human Rights – None

4.2 Procurement –Legal Implications – None

4.3 Corporate Governance – None

- 4.4 Policy and Strategic Aims: It is critical that strategic direction between the Authority / Force and that of its statutory partners is aligned in the face of significant budget reductions and a greater focus on core roles.
- 4.5 Welfare of Children and Vulnerable Adults – None
- 4.6 Reducing Carbon Footprint / Waste – None

5 RISK

- 5.1 The issues in this paper impact on two operational risks in the new Risk Register, agreed by the Authority and Force in August 2010:
 - Ability to engage and effectively work in partnership;
 - Managing public expectations in relation to confidence and satisfaction.

6 CONCLUSION

- 6.1 This report updates members on progress against the joint Partnership Strategy.

7 RECOMMENDATIONS

Recommendation 1

Members are asked to note the progress update against the Partnership Strategy.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT 1ST MARCH 2011
AGENDA ITEM No:	9
TITLE:	POLICE AUTHORITY COMMUNICATIONS, PUBLIC RELATIONS AND MEDIA ACTIVITY REPORT
DATE OF REPORT:	14TH FEBRUARY 2011
REPORT OF:	CHIEF EXECUTIVE/TREASURER
AUTHOR:	DR JULIE WYMER SALLIE BLAIR, BETTER TIMES
ACTION REQUIRED:	FOR DECISION
APPENDICES:	NONE

EXECUTIVE SUMMARY:

This report highlights recent media/public relations activity by exception only and outlines future work for the third quarter of 2010/11.

RECOMMENDATIONS:

Recommendation: The Committee decides on the approach to the publication of the Strategic Plan 2011-15 (incorporating the Annual Plan 2011/12)

Originators: Dr Julie Wymer/Sallie Blair
Date: 14th February 2011
Telephone No: 01234 842283
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BACKGROUND PAPERS:

None

ADDITIONAL PAPERS:

None

1. INTRODUCTION

This report identifies the activities that require police authority decision/endorsement and any other issues that need to be brought to the authority's attention.

2. COMMUNICATIONS ACTIVITIES

2.1 Media Relations

2.1.1. The Authority continues to issue a range of press releases, however, media interest has been focused on the EDL demonstration, the impact of the funding cuts and collaboration projects.

2.1.2 Following the budget approval further media interest is expected, both printed and broadcast.

2.1.3 The Chair has undertaken a number of media interviews, again, both broadcast and printed, on the funding implications of the EDL demonstration, police numbers and funding implications.

2.2 The Website

2.2.1 A new, dedicated section has been created on the Authority's site, as part of the Communications Strategy for the funding cuts. This new page enables members of the public to easily find all the information relating to the forthcoming funding cuts and the impact they are likely to bring. It is accessed from the front page and contains all the material building up to setting the budget, illustrating the variations, the fact sheets on the changes to come and the power-point presentation given to local meetings.

2.2.2 It will continue to be populated appropriately as matters develop.

2.2.3 The website has also been the main conduit for information regarding the recruitment of the Deputy Chief Constable, with application forms and detailed information available for download from the front page.

2.2.4 A Survey focussing on resources has been running since the first week of January, the results of which are used to help shape the use of resources locally.

2.2.5 The question of the quarter, 'Do you understand the name safer neighbourhood team?' has drawn significantly higher responses than previous questions, although this may be due to increased numbers visiting the site for information.

2.3 Council Tax Leaflet

2.3.1 The Council Tax leaflet, this year produced jointly as an A5 full colour leaflet, in partnership with other local authorities, will carry information on the funding situation for this year and the change programme.

2.3.2 As part of this partnership approach, the design has been undertaken by Luton Borough Council. Distribution will take place in March to all households in Bedfordshire and Luton.

2.4 Strategic Plan 2011-15 (incorporating Annual Plan 2011/12)

- 2.4.1 The Police Authority approved the Strategic Plan at its meeting in February 2011. The committee is asked to consider whether it wishes to invest in the production of a summary leaflet which can be placed on the website and distributed across the county, or whether simply to place the plan (in its existing format) onto the website and promote it at every opportunity.

3. COMMUNICATIONS STRATEGY FOR FUNDING REDUCTIONS

- 3.1 A dedicated Communications Strategy regarding the funding reductions and the anticipated impact to all the target audiences has been developed and is being implemented, in close consultation with the Force.
- 3.2 It is essential that members are involved in its ongoing execution, including a presence at face to face meetings, drop in surgeries and partner meetings.
- 3.3 The strategy is a living document, which evolves as decisions are made and new information becomes available.
- 3.4 The strategy works in tandem with the community engagement strategy and ensures that appropriate feedback is given to all consultation events.

4 COMMUNICATIONS PROGRAMME FOR 2011

- 4.1 To a great extent the Authority's wider communications programme will need to be based on the Strategy for Funding Reductions, statutory obligations and community engagement activities.
- 4.2 It will also need to take into account the forthcoming Policing and Social Responsibility Bill and the Government's timescales for change.
- 4.3 It will incorporate the need to ensure value for money and innovative ways in which effective communication can be achieved at little or no cost.

5 RECOMMENDATIONS

The Committee decides on the approach to the publication of the Strategic Plan 2011-15 (incorporating the Annual Plan 2011/12)



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	Community Engagement 1st March 2011
AGENDA ITEM No:	10
TITLE:	Police Authority Monitoring Arrangements for Confidence and Satisfaction, Neighbourhood Policing, Partnerships, Community Engagement (consultation/communication) and equality, diversity and human rights with effect from April 2011
DATE OF REPORT:	16th February 2011
REPORT OF:	CHIEF EXECUTIVE /TREASURER
AUTHOR:	Dr Julie Wymer
ACTION REQUIRED:	For noting
APPENDICES:	Appendix A - Terms of Reference

EXECUTIVE SUMMARY:

This report informs Members of the proposed arrangements for the monitoring of Confidence and Satisfaction, Neighbourhood Policing, Partnerships, Community Engagement (consultation/communication) and equality, diversity and human rights with effect from April 2011. The changes in monitoring arrangements have occurred through a recent review of the Authority's committee structure.

RECOMMENDATIONS:

Recommendation 1

To note the governance arrangements for the future monitoring of confidence and satisfaction, neighbourhood policing, partnerships, community engagement (consultation/communication) and equality, diversity and human rights.

Originators: Dr. Julie Wymer/Andrew Lane
Date: 16th February 2011
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E-mail: Julie.wymer@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

Report to 17th December Police Authority Seminar – ‘Review of Governance Arrangements.
Committee Terms of Reference
Changes to Governance Arrangements: Police Authority February 2011

ADDITIONAL PAPERS:

Police Reform and Social Responsibility Bill (Home Office, December 2010)

1 INTRODUCTION

- 1.1 The Police Authority has recently undertaken an efficiency and effectiveness review of its committee structure and with effect from April 2011 a new structure will be implemented. The detailed design of the new structure is ongoing and as part of the process the respective chairs of committees have been reviewing existing committee terms of reference and identifying key issues to be taken forward.
- 1.2 This report outlines how the Authority proposes to monitor Force activity in relation to confidence and satisfaction, neighbourhood policing, partnerships, community engagement (consultation/communication) and equality, diversity and human rights over the next twelve months.

2 TERMS OF REFERENCE

- 2.1 The Community Engagement Committee's existing terms of reference were approved by the Authority at its meeting in May 2010. These are included at appendix A and detail how the terms of reference have been considered and incorporated into the new committee structure.

3 CONFIDENCE AND SATISFACTION, NEIGHBOURHOOD POLICING, PARTNERSHIPS, COMMUNITY ENGAGEMENT (consultation/communication) AND EQUALITY, DIVERSITY AND HUMAN RIGHTS WITH EFFECT FROM APRIL 2011

- 3.1 The Police Authority will adopt a different approach to performance monitoring by way of developing a 'balanced framework'. The Authority and Force have agreed the strategic intent, Fight Crime and Protect the Public and the four priorities which sit beneath the intent:
 - Protection of Life
 - Protection from Violence
 - Protection from Disorder
 - Protection of Property
- 3.2 A suite of indicators within each of the four priority areas are in development and these will be a mixture of both quantitative and qualitative indicators.
- 3.3 Overall, the 'balanced framework' will link resources (finance and people) to the Authorities strategic intent and outcomes and performance indicators (including efficiencies).
- 3.4 **Confidence and Satisfaction** (Citizen Focus)
 - 3.4.1 The committee historically considered this area of the business primarily through the Quality of Service Commitment, The Policing Pledge, Confidence target and Victim Satisfaction. Within the changing financial and political landscape a number of these areas have ceased to be government priorities. The Authority has accepted the changes in these areas but continues to

believe that the underlying principles of these various initiatives remain central to the policing service Bedfordshire Police provides.

- 3.4.2 It could be argued that the reporting mechanism for Confidence and Satisfaction has allowed this area of work to be thought of as a 'bolt-on' to everyday business rather than viewing it as a golden thread which runs through the entire service. In looking at ways of doing business differently there is now an opportunity to consider how this work can be mainstreamed.
- 3.4.3 Within the 'balanced framework' there will be a section on *Satisfaction and 'doing what we said we would do'*. Consideration is being given to targets/measures around overall satisfaction, benchmarking dis-satisfaction and access to the complaints system.
- 3.4.4 A case study is also being considered on cultural values and the value-based decision-making required for the appropriate use of restorative justice disposals.

3.5 Neighbourhood Policing

- 3.5.1 This area of business will be covered within the 'balanced framework' under a section named *Reassured – visible and active local policing, tackling ASB and protecting the most vulnerable*. Consideration is being given to the monitoring, among other things, of the new appointments systems and the use of resources within local policing. This section may also include elements of community engagement and communications in relation to the requirement of the Police & Crime Commissioner for the Force to hold 'regular beat meetings' and Operation Vision.

3.6 Partnerships

- 3.6.1 The Authority has a dual responsibility with regard to partnership working. In relation to its own responsibilities the Authority will continue to play an active role in the Local Strategic Partnerships, the Community Safety Partnerships and Local Children's Safeguarding Boards.
- 3.6.2 The Vice-Chair continues to hold the portfolio for partnerships and Members participating in the various partnerships will report to the Vice-Chair any areas of concern they may have. In the first instance any issues will be considered by the Strategic Planning Group and, if necessary, reported either to the relevant committee or full police authority.
- 3.6.3 HMIC reporting on the Police Authority's inspection stated that "Effective partnership working is a significant feature of the Authority's activity and the Authority is seen by partners as having good impact in partnerships."
- 3.6.4 Oversight of Force partnership working will be monitored through a case-study approach with a possible focus on the Integrated Offender Management programme.

3.7 COMMUNITY ENGAGEMENT (consultation and communication)

- 3.7.1 As with partnerships the Authority has a dual responsibility with regard to engagement. Consultation will remain ongoing and report to both the Performance and Resources Committees.
- 3.7.2 An evaluation of the Authority's community engagement & consultation activity is presented to this committee in a separate report along with proposals for the coming twelve month period. Long term it is unknown what the Police & Crime Commissioners requirement will be and therefore it is important that any plans remain flexible.
- 3.7.3 The communications element of engagement is undertaken on behalf of the Authority by Better Times. It is intended in the future for Better Times to produce a half-yearly report either to the Strategic Working Group or the Transition Panel, whichever is the most appropriate. Once the arrangements for the transition to the Police and Crime Commissioner are known it will be the role of the transition panel to deal with all the Authority's contractual arrangements.
- 3.7.4 Communicating and providing feedback to the public is an area identified within the Authority's inspection report that required further improvement. This area has also been identified by the Chair of the Community Engagement Committee as the main focus for the Authority over the coming year. The Authority's 2011/12 Business Plan has Communication as one of its four performance priorities.
- 3.7.5 A detailed communication plan is now in place and the Authority intends to utilise its extensive data-base of contacts to provide feedback to the public.
- 3.7.6 In designing the committee structure the Authority has arranged for its committees to meet very close to together within the quarter. Coming out of the committees will be a comprehensive communication developed to report to the public a rounded assessment of Force performance. This information will provide the basis of a key message communiqué to Parish & Town councils, partners, neighbourhood watch, Members of Parliament and the media.
- 3.7.7 Consideration is also being given to a performance measure being included in the performance framework in relation to 'good news' stories published by both the Force and Authority.
- 3.7.8 Community engagement and communication by the Force has been covered within the Neighbourhood Policing element of this report.

4 EQUALITY, DIVERSITY AND HUMAN RIGHTS

A separate report to the Equality and Diversity Panel in January 2011 detailed future governance arrangements to ensure that the Authority remains compliant with its statutory duties.

5 SERVICE AND FINANCIAL IMPLICATIONS

- 5.1 The changes to the committee structure and the proposed way forward for community engagement, as outlined above, will have an impact on Authority staff and eventually its contractors. Once the transition arrangements are known it will be necessary to examine the capacity and capability of staff to ensure the new way of working is successful.
- 5.2 The reduced number of committees to be supported by Authority staff will mitigate some risks in relation to resilience and aid the transition to the Police and Crime Commissioner. Staff will need to adapt the support and briefings they provide to members to enable performance monitoring to be successful.

6 OTHER IMPLICATIONS

- 6.1 Equality, Diversity and Human Rights – The Force will continue to be required to produce Equality Impact assessments and any assessment scoring ‘high’ risk will be subject to scrutiny by the Authority.
- 6.2 Procurement – None known
- 6.3 Legal Implications – Covered within the arrangements above
- 6.4 Human Resources – None other than those identified above
- 6.5 Corporate Governance – In looking at ways in which the Authority can conduct its business differently the arrangements as outlined in this paper will provide the Authority with the focus it required over the coming twelve months and to concentrate on the value for money issues necessary to ensure the delivery of an affordable strategic plan.
- 6.6 Police & Strategic Aims – The oversight role of the Authority is integral to the delivery of the Authority’s priorities as set out in the Strategic and Annual Plan.
- 6.7 Welfare of Children and vulnerable adults – None Known
- 6.8 Reducing Carbon footprint/waste – None Known
- 6.9 Confidence – The public are aware that local services will be making decisions regarding the reduction of future services. A review of the way the authority conducts its own business should reassure the public that providing value for money continues to be a major focus.

7 RISK

7.1 The Authority's risk register contains three risks:

- External Funding
- Pro-active communication and
- Uncertainty surrounding the change in overall governance

7.2 The actions detailed in this report should go some way in mitigating the risk around communicating to the public the changes to policing services brought about by the reduced budget settlement and inform them of changes to governance arrangements as they become known.

8 CONCLUSION

8.1 The Authority has recently undertaken an organisational efficiency and effectiveness review and plans to implement a streamlined committee structure with effect from 1st April 2011.

8.2 A detailed design phase is underway to ensure that the move to a new structure is successful.

8.3 Outlined in this report are the arrangements for how the Authority will continue to have oversight of Force and Authority activity in relation to confidence and satisfaction, neighbourhood policing, partnerships, community engagement (consultation/communication) and equality, diversity and human rights.

8.4 Human rights, equality and diversity, risk management and VFM issues will need to inform each Authority committees' decision making processes.

9 RECOMMENDATIONS

Recommendation 1

To note the governance arrangements for the future monitoring of confidence and satisfaction, neighbourhood policing, partnerships, community engagement (consultation/communication) and equality, diversity and human rights.

Community Engagement Committee Terms of Reference	Proposed Changes	New Terms of Reference	Recommendations/Action
To monitor and scrutinise Force performance in delivering the Citizen Focus agenda, in particular neighbourhood policing and working in partnership with others, to improve delivery	This area should be 'business as usual' and embedded. Focus should now be on how neighbourhood policing contributes to performance – perhaps build into balanced scorecard?	No	To be part of scrutiny plan
To ensure that the Authority's strategy for engaging with communities is accessible to all sections of the public, meets the PA's statutory duties and also meets the needs of the Authority and the Force.	Statutory Duty. Should become a supporting activity to strategic planning and budget decision-making. Should also view engagement as good communication and this should be on-going all year particularly in light of changes to governance.	Yes, incorporate in some way	Comm's plan to continue to be developed.
To ensure effective partnership working through the delivery of the joint partnership strategy	Will now report direct to full PA. Members sitting in partnerships should feed issues of concern to Vice-Chair in first instance. Steer for where we need to focus our attention in partnerships should come from SPWG and full PA.	Statutory duty and we should capture somewhere	Input to new corporate plan as and when developed by Force.
To oversee ways of raising the profile of the PA, including media and making communities and partner organisations aware of its role and work	In light of proposed governance changes this is not a key activity. Rather we should spend our time communicating what the changes will be.	No	
To seek informed and representative views from questionnaires, citizens panels public meetings and provide feedback on consultation.	This is really the detail which sits below 10.2. Duplication	Incorporate as above	Will need to look at how we consult over the next year.
To satisfy itself that the best use is made of the responses from the various forms of engagement to tailor police services to people's needs and ensure that the services provide value for money.	This is part of continuous improvement. The recent focus on EIAs should continue as this is one of the best ways of looking to improve the way we do things. Also use information coming from the complaints data to ensure lessons learnt.	Need something in t of r about continuous improvement	
Oversee the delivery of equality of service to all communities through the monitoring of the Force equality and diversity	This activity had been taken on by the E & D Panel. There should be a sustained focus on E & D next year	Yes, incorporate into Compliance.	

schemes	through HR, EIAs and Performance in relation to parity gap. Annual report to Compliance Committee		
To ensure that the Force's approach to delivering the PREVENT strategy is appropriate, effective and makes good use of resources and partnership arrangements.	Doubt over whether the Government will continue with this strategy. Update coming to next committee.	No	Ensure recognition is made in Force Community Engagement Strategy.
<p>Going forward there is one piece of work that will require some scrutiny, Force arrangements for community engagement. Suggest that in the first instance the SPWG has oversight of development as part of corporate plans. Should then be monitored through performance. Coming out of the Police Authority Inspection was a recommendation that we needed to improve communications back to the community. This should be where the Authority puts its energy over the next 12 months.</p>			

