



# Agenda

19 June 2007

## COMMUNITY ENGAGEMENT COMMITTEE

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

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



**CALL Pat Brown** on (01234) 842067



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Email:- [police.authority@bedfordshire.police.uk](mailto:police.authority@bedfordshire.police.uk)

To: **Mrs. Rosie Gutteridge – Chair, Mrs Sue Alexander, Ms. Colleen Atkins, Mrs. Penny Fletcher, Mrs. Elaine Horrocks, Mr. Peter Hollick, Mr. Shahzad Choudhry**

A meeting of the **COMMUNITY ENGAGEMENT COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Tuesday 19 June 2007** starting at **10.00am**, the agenda for which is set out overleaf

**Janet Wardell**  
Member Support Manager

## AGENDA

(\*indicates that a supporting document accompanies this Agenda)

1. **Apologies**
2. **Minutes**  
\*By Chairman - To confirm the minutes of the meeting held on 7 March 2007
3. **Matters Arising from Minutes**  
By Chairman
4. **Declarations of Interest**  
To receive any personal or prejudicial interests from Members
5. **'Fear of Crime' – A report commissioned by Bedfordshire LAA and Mid Bedfordshire District Council**  
\*Presentation by Chief Superintendent Andy Frost
6. **Neighbourhood Policing**  
Progress Report by the Assistant Chief Constable
7. **Quality of Service Commitment**
  - a) **Progress Report**  
\*Report of the Assistant Chief Constable
  - b) **HMI 'Beyond the Call' Report**  
\*Report of the Assistant Chief Constable
8. **Joint Partnership Strategy -2nd Block – Further Reduce Crime and Anti Social Behaviour**  
Report of the Deputy Chief Constable (documents to follow)
9. **Community Engagement Strategy**  
\*Update Report of the Working Group
10. **Consultation and Publications**
  - a) **Update on Consultation and Publications**  
\*Report of the Clerk and Better Times
  - b) **Draft Publications Policy**  
\*Report of the Clerk

**Date of Next Meeting – Thursday, 1<sup>st</sup> November 2007. 10.00am.**

## COMMUNITY ENGAGEMENT COMMITTEE

### Minutes of Meeting held on 7<sup>th</sup> March 2007

#### **PRESENT**

Mrs. Rosie Gutteridge – Chair

Mrs. Colleen Atkins

Mrs. Elaine Horrocks

Mrs. Penny Fletcher

Ms. Helen Mercury

Dr. Sudesh Sangray

Mr. Martin Pantling

#### **07/CE/01 APOLOGIES**

Apologies were received from

Mrs. Sue Alexander

#### **07/CE/02 MINUTES**

The minutes of the meeting of the Community Engagement Committee held on 1 November 2006 were confirmed.

#### **07/CE/03 MATTERS ARISING**

##### **06/CE/01 Joint Community Engagement Strategy**

A meeting of the Joint Community Engagement Strategy Working Group took place on Monday 5 March 2007. This group is to develop an action plan for the delivery of the strategy. A performance framework is also to be developed as part of the action plan.

Mrs. Horrocks asked if police community mapping was shared with partners to avoid duplication. The Assistant Chief Constable advised that this work was carried out with our partners at CDRP and LAA level, both in Luton and in Bedfordshire.

##### **06/CE/03 Value for Money Strategy**

Mrs. Horrocks asked when would Neighbourhood Policing be evaluated for Value for Money. The Assistant Chief Constable responded that unlike some forces, in which Neighbourhood Policing is regarded as a standalone service, Bedfordshire has integrated it into mainstream policing. It is too early to

evaluate progress as Neighbourhood Policing is still being rolled out in some parts of the county. Suitable performance indicators have already been developed by the Performance Delivery Unit (PDU).

### **06/CE/09 Quality of Service Commitment**

The Deputy Chief Constable advised that the Force had given consideration to e-surveys. At present the Force website does not have the capacity for surveys but they are looking to upgrade the system in the future.

### **Upgrade of Police Authority Website**

Members agreed to update/redesign the website and for the matter to be further researched.

### **07/CE/04 DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members.

### **07/CE/05 NEIGHBOURHOOD POLICING**

#### **a) Progress Report**

The Assistant Chief Constable gave an oral update on the progress of Neighbourhood Policing in Bedfordshire and Luton.

By 1<sup>st</sup> April 2007 every area in Bedfordshire and Luton would be covered by a Safer Neighbourhood Team (SNT).

There would be 7 Inspector led teams in Bedfordshire and 4 in Luton.

Bedfordshire Police have had PCSO numbers cut to 128 from 199 through changes in Government funding. In order to combat the impact of this reduction they have extended the Volunteer programme and will be using smarter deployment of Special Constables.

Special Constables are to be employed in a three tier system:-

Tier 1 – Deployed to Safer Neighbourhood Team

Tier 2 – NIM based – in support of Safer Neighbourhood Teams

Tier 3 - Protective Services - attached to Criminal Justice network and ongoing operations.

Many Special Constables have specialist skills and experience and this

information is to be mapped to make best use of it. Special Constables will be given a choice of which part of policing they want to work in.

Key Elements on Progress of Neighbourhood Policing are:

- Role profiles for all SNT posts signed off by the end of March 2007.
- Abstraction policy agreed to ensure minimal abstraction against certain criteria only.
- NIM and Neighbourhood Policing integration – subject to ongoing review.
- Monthly self-assessment by national team. Bedfordshire results are very positive.

The Chair of the Committee asked for a map of Bedfordshire showing the Safer Neighbourhood teams. The Assistant Chief Constable advised he would provide a map but that staffing of these teams may change so would be under constant review.

Funding of PCSOs and abstraction.

Whenever possible a match-funded PCSO will be deployed in the funding area unless there is an operational need to remove them.

Some PCSOs may be fully funded on contractual arrangements but these would be abstracted in times of operational necessity.

Abstraction

Abstractions outside of Force are a necessary fact of policing and should Bedfordshire experience a major crime or incident it would result in this resource being called upon.

Abstraction to within Force is also necessary and is carried out proportionately.

A strength of Police Forces is the mutual aid system whereby forces are able to mobilize very quickly and support each other at times of need.

### **b) Income Generation Strategy for Neighbourhood Policing**

The Assistant Chief Constable presented a report on Bedfordshire Police Income Generation Strategy to members.

The aim of this strategy is

***“To provide resources and support to the implementation of Neighbourhood Policing in Bedfordshire, particularly focusing on the funding shortfall for CSOs deployed in Safer Neighbourhood Teams.”***

Bedfordshire Police are in constant negotiation with councils at all levels with regard to the funding of PCSOs. Commercial and inter-authority agreements are going forward and larger organisations are being approached with a view to funding PCSOs.

The report outlines the success to date of this strategy and how Bedfordshire Police plan to take it forward.

The Income Generation Strategy for Neighbourhood Policing was noted by Members.

### **RESOLVED**

1. That the Progress Report on Neighbourhood Policing be noted.
2. That the Income Generation Strategy for Neighbourhood Policing be noted.

## **07/CE06 NATIONAL QUALITY OF SERVICE COMMITMENT**

The Deputy Chief Constable presented a report on The National Quality of Service Commitment to members.

Bedfordshire Police are operating in compliance with the commitment. A monitoring framework is in place and the data is reviewed six-monthly to ensure that compliance to the commitment is maintained.

There are major changes taking place within Bedfordshire Police that compliment the National Quality of Service Commitment. These are:-

- Territorial Policing of C and J Divisions
- Introduction of a Citizen Focus Commander

A Customer Charter is in production and will be shared with the Police Authority when ready.

The Assistant Chief Constable advised that SNTs are to be issued with mobile data devices that will allow them to access their emails. However, Officers are not obliged to deal with emails and calls when off duty. It was suggested that good discipline was required of those using mobile devices to ensure 'out of office' notifications to customers were used when off duty.

### **RESOLVED**

That compliance to the National Quality of Service Commitment by

Bedfordshire Police was noted.

**07/CE/07 JOINT PARTNERSHIP STRATEGY – BLOCK 1 – CREATE SAFER NEIGHBOURHOODS**

The Deputy Chief Constable presented a report to Members on the progress of Block 1 of the strategy – Create Safer Neighbourhoods.

A significant result of information presented is that despite reduction in crime and an increase in victim satisfaction, there is a continuing high level in fear of crime.

This could be because of a lack of marketing ability and skill to promote positive and proactive information into communities.

The Deputy Chief Constable suggested that the Police Authority might consider strategically building a marketing capability to promote Bedfordshire Police to citizens and deliver good news into communities.

The Head of Strategic and Policy development stated that fear of crime was a partnership issue and that our partners also had fear of crime targets set. It was suggested that the matter should be raised with Countywide Partnership LAA and Luton Forum Governance groups and that the Police Authority needs to be proactive with their partners on this issue. CDRPs do have some money available for communication activity.

Parish, Town and other local organizations have offered to promote Police news.

**RESOLVED**

1. That the Performance Management Framework that had been developed be noted.
2. That this methodology be used for future block-themed assessments was agreed.

**07/CE/08 COMMUNITY ENGAGEMENT IN BEDFORDSHIRE AND LUTON**

The Vice Chair of Bedfordshire Police Authority gave an oral report on Community Engagement in Bedfordshire and Luton.

She stated that good work was being carried out. However there is a need for consistency throughout Bedfordshire and Luton and that some co-ordination was required. The Vice Chair is keen for Community Engagement to be discussed at the next Countywide Assembly meeting.

## **RESOLVED**

That the report on Community Engagement in Bedfordshire and Luton be noted.

### **07/CE/09 CONSULTATION AND PUBLICATIONS**

#### **Consultation**

The Head of Strategic and Policy Development and Sallie Blair of Better Times presented a report to Members on Consultation and Publications.

##### **Budget Consultation**

In January Budget Consultation took place using focus groups at three locations. A full report had been sent to Members.

##### **Citizens Panel**

Bedfordshire Police Authority have joined a new partnership, called 'The Bedfordshire Consultation Group' with Bedfordshire County Council, Mid Bedfordshire District Council, South Bedfordshire District Council and Bedfordshire Fire and Rescue Service. This partnership will form a citizens panel under the name 'BedsVoice'. The panel will consist of 5000 members and be run by an independent marketing research company. Recruitment began in March 2007.

Negotiations have begun with Luton Borough Council to include Bedfordshire Police Authority and Bedfordshire Fire and Rescue Service in their Citizen Panel.

The Chair expressed appreciation for the work that has been done on the Citizens Panel.

#### **Publications**

Independent Custody Visitor Recruitment advertising had been successful with a high response of applicants.

Recruitment of a Chief Executive/Treasurer for Police Authority had recently been undertaken and recruitment of an Assistant Chief Constable was in process.

Members were advised that the Spring wraparound was soon to be published and consideration needed to be given to the content of that publication.

Members were asked to decide which time of year the Local Policing Summary should be published. Members agreed to publish in September.

The Council Tax leaflet had been printed and was ready for distribution. It contains a questionnaire and results would be reported at the next Community Engagement Committee meeting.

**RESOLVED**

1. That the Local Policing Summary be published in September.
2. That an easy to read version of the Annual Policing Plan be produced.
3. That a limited number of hard copies of the Annual Policing Plan be produced for distribution to public offices, partner organizations, police stations and criminal justice organizations.

**07/CE/10     DATE OF NEXT MEETING**

The next meeting of the Community Engagement Committee will take place on Tuesday, 19th June 2007 at 10am at Bridgebury House.

Meeting closed at 12.45pm.

**BEDFORDSHIRE POLICE AUTHORITY**

**Committee:** Community Engagement Committee  
**Date:** 19<sup>th</sup> June, 2007  
**Agenda Item:** 5

**Lead Officer:** ACC Katherine Govier

**Subject:** Neighbourhood Policing Engagement

**Purpose:** To inform the Committee of the Engagement process that has been developed for Neighbourhood Policing.

**Background Papers: Neighbourhood Policing Engagement Strategy**

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**1. Introduction**

- 1.1 Neighbourhood Policing is on track for full implementation across Bedfordshire by April 2008. An inspection of Neighbourhood Policing formed a significant part of the HMIC Baseline Assessment process undertaken in May 2007. When available, outcomes of the Baseline will be assessed and any improvement areas built into ongoing delivery.
- 1.2 Following publication of the Neighbourhood Policing Engagement Strategy in June 2006, work is now focussing on defining the operational processes for engagement that will ensure Safer Neighbourhood Teams (SNTs) develop engagement mechanisms appropriate to their neighbourhoods at the local level.

**2. Neighbourhood Policing Engagement**

- 2.1 The type, amount and regularity of engagement activity will be different for each neighbourhood, depending on the priority of the neighbourhood as well as the issues and communities within it. The aim for NP Engagement is to have a local engagement plan for each neighbourhood.
- 2.2 *Neighbourhood Prioritisation*
- 2.3 The first stage in developing local engagement plans is to determine the priority of each neighbourhood across the County. Neighbourhoods will be determined based on two factors: the relative levels of incidents and levels of fear about crime. These factors are significant as they are likely to affect, amongst other things, the community's perception of how good a job the police and our partners are doing, its willingness to engage and desire to influence decision making and to shape the way public services are delivered locally.
- 2.4 The Incident Level / Fear Matrix results in four Neighbourhood Types as follows:
- AREA TYPE 1:** high incidents, high levels of fear.
  - AREA TYPE 2:** low incidents, high levels of fear.
  - AREA TYPE 3:** high incidents, low levels of fear.
  - AREA TYPE 4:** low incidents, low levels of fear.
- 2.5 The grading mechanism for determining what is high versus what is low level fear of crime and incidents is currently being developed. Level of Incidents is likely to be graded by the percentage of total demand. Fear of crime measurement will be survey based.
- 2.6 In order to ensure a structured approach, engagement activity has been broken into two types – core activities and day-to-day activity. Taking this approach will enable measurements to be developed around the core activities whilst ensuring that day-to-activity not only builds towards the neighbourhood engagement plan but is flexible to allow SNTs to respond to local issues and events.

2.7 *Core Engagement Activities*

2.8 Core Activities will ensure minimum levels of engagement are being delivered to each neighbourhood as well as facilitate the agreement of community priorities and subsequent problem solving. Additionally, this will provide a structure for Police Authority monitoring. There are three core activities as follows:

- Environmental Visual Audits (EVAs): a visual scan of a neighbourhood that records possible signal crimes. EVAs can also be used to record 'comfort factors' – these are cues which, when present, reduce levels of worry about crime, but when absent, may give rise to concern.
- Neighbourhood Action Groups: a forum in which the Police, partners and the community agree the local priorities which will be addressed via problem solving. The outcomes of day-to-day engagement and police and partner information provide inputs to these forums to ensure priorities are agreed on an informed basis.
- Surveys: a regular survey to assess the outcomes of problem solving, the effectiveness of local engagement etc.

2.9 **Table 1** below outlines the proposed schedule of core engagement activity for each of the four Neighbourhood Types.

**Table 1: Core Engagement Activity against Neighbourhood Type**

*Every neighbourhood should be subject to an initial Environmental Visual Audit (EVA). Ongoing activity to then be carried out as follows:*

<b>Neighbourhood Type</b>	<b>EVA</b>	<b>NAG</b>	<b>Survey</b>
<b>1</b>	<b>Quarterly</b>	<b>Monthly</b>	<b>Quarterly</b>
<b>2</b>	<b>Quarterly</b>	<b>Bi-monthly</b>	<b>Bi-monthly</b>
<b>3</b>	<b>Quarterly</b>	<b>Bi-monthly</b>	<b>Bi-monthly</b>
<b>4</b>	<b>Annually</b>	<b>Quarterly</b>	<b>6 monthly</b>

2.10 *Day-to-Day Engagement Activity*

2.11 SNTs will also deliver a range of ongoing engagement activity particular to each neighbourhood to ensure all members of the community are provided the opportunity to influence local priorities. This will include, but is not limited to:

- Daily contact with SNTs;
- Surgeries;
- Local surveys / consultation postcards;
- Attendance at specific community meetings;
- Street meetings;
- Liaison with community groups, e.g. Neighbourhood Watch

2.12 *Neighbourhood Profiles and Engagement Methods*

2.13 Neighbourhood Profiles will include the demographic breakdown of each neighbourhood which will then guide planning for engagement. The Profiles will be used to identify the different communities, groups and stakeholders within a neighbourhood. SNTs will then use this information to develop appropriate engagement methods for each section of the community (including formal plans for engaging with hard-to-reach, hard-to-hear and emerging communities).

**3. Current Status**

3.1 *Neighbourhood Prioritisation*

3.2 Eventually, Neighbourhood Types will be based on information from both police and partners, so that 'level of incident' will reflect the demand of a particular neighbourhood

across all service providers. In the immediate future, this indicator will be determined by 'level of incidents' based on policing data only.

- 3.3 Across the County Division, work is being undertaken via the Mid-Beds CDRP to measure 'fear of crime' and an initial report has been published. This will enable the prioritisation of neighbourhoods for the Division.
- 3.4 In C Division, an initial prioritisation exercise has been done based on level of demand only, in order to commence the production of local engagement plans. A joint exercise with Luton Borough Council will take place to measure fear-of-crime across Luton. This is due for completion by the end of September 2007.
- 3.5 *Neighbourhood Profiles*
- 3.6 The template for Neighbourhood Profiles has been produced and agreed, however the production of profiles has been impacted by two key factors: the lack of dedicated neighbourhood analytical capability and a lack of information sharing across partner organisations in Bedfordshire.
- 3.7 In County Division, three community analyst posts are being put in place through each of the CDRPs (North, Mid and South Beds). In C Division, joint funding has been agreed between the BCU and Marsh Farm Trust for a dedicated neighbourhood analyst.
- 3.8 For J Division, information sharing is being progressed via the SCRIBE initiative and the Bedfordshire Intelligence Group. Agreement has also been reached with Luton Borough Council to progress SCRIBE in Luton.
- 3.9 Once the neighbourhood analysts are in post, neighbourhood profiles will start to be developed. Initially, these will be based on the information available and will be expanded as partner information sharing is implemented more widely.
- 3.10 *Neighbourhood Policing Performance Framework*
- 3.11 A performance framework specific to assessing the effectiveness of Neighbourhood Policing is currently being developed. This will include the identification and development of measures to assess the performance of SNT engagement activity.

#### **4. Conclusion**

- 4.1 The engagement mechanisms outlined in sections 2.7 and 2.10 are starting to be put in place and there are a number of examples of emerging good practice across the SNTs relating to engaging with their local communities. The ongoing driver for the project is to ensure that this is formalised so that all members of the community across Bedfordshire are being given the opportunity to influence local priorities and that this is being done in a way which is measurable and demonstrable.

#### **5. Recommendation**

- 5.1 It is recommended that the Committee note the report and receive an update in 6 months when the model is more fully developed and implemented.

Report prepared by:

Author: Victoria Harnedy

On behalf of  
K Govier  
Assistant Chief Constable

**BEDFORDSHIRE POLICE AUTHORITY**

<b>Committee</b>	<b>: Community Engagement</b>
<b>Date</b>	<b>: 19<sup>th</sup> June 2007</b>
<b>Agenda Item</b>	<b>: 7 (a)</b>
<b>Lead Officer</b>	<b>: Assistant Chief Constable</b>
<b>Subject</b>	<b>: National Quality of Service Commitment</b>
<b>Purpose</b>	<b>: Members are asked to note the Force's compliance with the National Quality of Service Commitment and the continued work to deliver improvements to customer service.</b>
<b>Background Papers</b>	<b>: P &amp; BV Committee Updates on 17<sup>th</sup> July 2006, 16<sup>th</sup> November 2005 and 25<sup>th</sup> May 2005</b>

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**1. Background**

1.1 The National Quality of Service Commitment (NQSC) covers the following areas of contact with the public:

- Making it easy to contact us
- Providing a professional and high quality service
- Dealing with initial contact
- Keeping the public informed
- Ensuring all voices are heard
- Providing full support to victims of crime
- Freedom of Information
- Complaints

Each area is supported by standards setting out the outcomes the public should expect from the service we deliver. All forces were required to be fully compliant with the NQSC by November 2006

1.2 Compliance required forces to demonstrate that the following were in place for each of the standards:

- Policy to deliver
- Standard has been communicated to all staff in public facing roles
- Appropriate training has been provided to staff
- Resources are provided to deliver (staff and IT)
- A checking mechanism is in place to ensure that the standard is consistently delivered

1.3 The Force met the criteria for compliance with the National Quality of Service Commitment on 15th November 2006. Both the Home Office and the Police Authority were informed.

## 2. Report

- 2.1 A Compliance Monitoring Framework has been produced that will enable the Service Improvement Group (SIG) to monitor compliance through key performance indicators for all the standards of the Commitment. The first report will be considered by the Group at its next meeting on 16 July 2007. It will then review the data every six months to ensure that compliance is maintained and to identify any further actions required.
- 2.2 A Customer Charter that encapsulates the relevant parts of the Commitment and highlights the standards that service users can expect from the Force is being reviewed by the SIG with a target launch date of 1 September 2007.
- 2.3 The Equality and Diversity Programme Board (EDPB) continues to examine areas relating to the NQSC and is now supported by five Equality and Diversity Delivery Boards (EDDB), responsible for implementing improvement actions. The Quality of Service surveys also continue to be used down to team/individual level to influence improvements in areas of contact with the public.
- 2.4 A number of the current and planned projects within the Force's business change programmes will contribute to improving service delivery and maintaining NQSC compliance.
- **Volume Crime Management Model:** providing a more professional service and improving victim and witness care through dedicated crime response and investigation teams.
  - **Major Incident Team and Public Protection Unit:** improvements to the care of vulnerable victims and witnesses through specialist teams.
  - **Centralisation of the Criminal Justice Function:** Making better use of existing resources through improved processes to improve witness and victim care and keep them better informed.
  - **Neighbourhood Policing:** delivering meaningful community engagement, better handling of initial enquiries and ease of contact through Safer Neighbourhood Teams (SNTs).
  - **Taylor Report implementation:** Modernising the police disciplinary process, including the investigation of complaints, to make it more transparent and effective whilst recognising the unique demands placed upon Police Officers. The changes will contribute towards delivering a professional service and improve engagement with individuals and communities.
  - **Witness Charter:** Providing a consistent basis for the delivery of services to witnesses, openness over what victims can expect from the Police and transparency over performance.
  - **Beyond the Call:** Better incident management to improve the handling of initial enquiries, improved use of resources and more effective communication with victims and witnesses.
- 2.4 From 1 April 2007 a new Citizen Focus division, under the command of a Chief Superintendent, was created within the Territorial Policing Directorate. The division combines Criminal Justice, the Call Handling Centre, Community Safety and Corporate Communications. It is responsible for:
- Quality of Service Commitment

- All Customer Service & Citizen Focus issues
- Victim Satisfaction
- Community Engagement
- Victims' Code of Practice
- Witness Charter

Responsibility for NQSC and the chair of the SIG have passed to the Assistant Chief Constable.

- 2.5 Progress on the continued delivery of the Commitment will reported to the Community Engagement committee at its next meeting.

**3. Recommendation**

- 3.1 Members are asked to note the Force's compliance with the National Quality of Service Commitment and the continued work to deliver improvements to customer service.

Report prepared by:  
H Jenkins  
Corporate Development

On behalf of:  
K Govier  
Assistant Chief Constable

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**REPORT AUTHOR:** CHIEF CONSTABLE  
**LEAD OFFICER:** ASSISTANT CHIEF CONSTABLE  
**SUBJECT:** HMIC THEMATIC REPORT – BEYOND THE CALL

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**BACKGROUND PAPERS:** HMIC THEMATIC REPORT 2007 – BEYOND THE CALL

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**PURPOSE:** 1 To provide the Committee with a current Force position on the recommendations arising from the HMIC report

**RECOMMENDATIONS:** 1 Members are asked to note the completion of eight recommendations and the progress in the remaining six recommendations

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## **1.0 INTRODUCTION**

- 1.1 In 2005, in recognition of the core importance of call handling and response, Her Majesty's Inspector of Constabulary commenced a two-phased inspection of the end-to-end process of police contact management. The first phase, examining the way contact centres receive and deal with the initial calls from the public resulted in the publication of the Thematic report 'First Contact' This report contained 21 recommendations. The Force has complied with all those that impact on the Call Handling Centre (CHC) performance.
- 1.2 As a natural progression, the report 'Beyond The Call' presents the findings of the second phase of inspection which has focused on the contribution of police contact centres to delivering effective incident management and resolution. In particular it highlights the importance of incident grading, proportionate response, clear resolution and capturing meaningful customer feedback.
- 1.3 The two reports are linked together by the National Call Handling Standards, with which the Force is fully compliant.
- 1.4 The Inspection team has made 19 recommendations in 'Beyond the Call'. Of these 5 are the responsibility of the Home Office or ACPO and 14 have a direct impact on the Force. In addition, the Force is cited on five occasions within the report as having current or emerging good practice.

## **2.0 PROGRESS TOWARDS IMPLEMENTATION OF RECOMMENDATIONS**

- 2.1 Appendix A details the current position in respect of the 14 recommendations that are the responsibility of the Force. Of these, eight should be considered to be completed. In respect of the other six recommendations, the Force is partially compliant and has plans in place to gain compliance. The recommendations with national responsibility are included for completeness.
- 2.2 Those considered as requiring further action by the Force will be subject to a combined Action Plan developed by the CHC Manager, Volume Crime Management Model (VCMM) Project, Training and other appropriate owners.

### 3.0 GOOD PRACTICE

3.1 The Force has been cited on five occasions in the report as having good practice or has identified potential improvements.

- Sergeants at Bedfordshire Police provide strong direction for front-line officers. They do so by ensuring that they understand their role, are briefed and debriefed on each shift and are empowered to manage their own daily workload in a way that best meets the needs of the public. Officers proactively use their 'downtime' to service the scheduled incidents on the Command and Control System.
- Bedfordshire Police have proposed a process that would allow police officers and police staff to shadow each other in order to gain a better understanding of each others' roles and the respective pressures they face.
- The Chiltern Transport Consortium has been successful in providing cost-effective and reliable transport services for both Thames Valley Police and Bedfordshire Police and is a good example of collaborative working.
- PITO is working with forces, including Bedfordshire Police, to test mobile data applications, measure the benefits and deliver customer focused services.
- Bedfordshire Police has developed a quality monitoring system for dispatch and control, populated with information taken from its management information systems that is used to monitor performance and to identify training requirements. Patrolling officers who are responding to incidents have accurate information, allowing them to deliver a better quality of service.

### 4.0 RECOMMENDATIONS

Recommendation 1: **Members are asked to note the completion of eight recommendations and the progress in the remaining six recommendations**

Report prepared by:

Mick Bell  
Inspectorate Officer, Corporate Planning  
Corporate Development

**GILLIAN PARKER**  
**CHIEF CONSTABLE**

BEYOND THE CALL

No.	Recommendation	Update	Owner
1	All forces should adopt and implement fully the national incident grading criteria set out in the National Call Handling Standards, supplemented, where appropriate, by their own local response times.	Bedfordshire Police has adopted the NCHS grading standards. These are defined as emergency, priority, scheduled, and non attendance. The Force has conducted research to ensure that realistic arrival times have been set to manage caller’s expectations and to prevent repeat calls from those callers wanting updates. We continually examine the definitions to ensure compliance and maintenance of standards. These categories are not however reflected in the OIS system due to cost and IT considerations. The definition of ‘scheduled’ implies that this should be an appointment system, although this is not specific in either this thematic report or the NCRS. This process requires a system that takes into account geography, demand and availability and has been considered by Bedfordshire and other forces. It is currently considered unworkable for general response due to both resource and IT difficulties and a trial by Suffolk Police was discontinued. The viability of setting up an appointment system is being considered through the Volume Crime Management Model (VCMM) and the Incident Response Project. It is intended that this will make for a more efficient use of restricted resources, non-drivers, restricted duties etc, and meet expectations through agreed appointment times at police stations. This is however not considered suitable for all callers, for example vulnerable victims, and the current process whereby the caller is informed of a general visit time is considered acceptable by the CHC Manager and has not impacted adversely on public satisfaction.	VCMM Project
2	Forces should develop local measures to support or explain Policing Performance Assessment Framework data and to gauge which part of the customer experience is good, and why. Customer satisfaction information should be used to improve performance.	These measures are already in place within the Force. The CHC is provided with exception reporting of both positive and negative feedback to an individual level through the Force Survey Manager. The CHC is also provided with verbatim PPAF responses. In addition the CHC has conducted focus group studies and customer surveys to inform and improve service delivery. CHC supervisors (Oscar 1 & 2) intercept dissatisfaction at the earliest opportunity and are personally involved in allaying complaints and resolving issues. Complaints that cannot be resolved immediately, or are of a general service nature are progressed through the Manager’s meetings. Feedback and complaints are received equally positively by the CHC as an opportunity to improve. The CHC responds candidly to complainants and	CHC Manager / Survey Manager/ Customer Service Managers

		<p>uses the information positively, either to deal with individuals if development needs are identified, or to disseminate general learning points via the newsletter or through training events.</p> <p>This recommendation does however have wider implications to the Force and should be considered by the Quality of Service Improvement Group</p>	
3	<p>Forces should establish and publish standard processes to gather relevant information at the first point of contact and should agree with customers the appropriate means and timescale for providing timely, meaningful information and feedback on the progress of incidents.</p>	<p>The Force utilises a myriad of communication methods including E-mail and SMS, although it does not have a published process for agreeing a wide range of contact to keep customers informed of progress. Within the CHC the policy is that the collection of information at first contact must comply with the minimum data standards outlined in the National Standards of Incident Recording. In addition the CHC Operators will ask the caller for their preferred method of contact for feedback.</p> <p>The Force is compliant with the Victim's Codes of Practice that requires the victim to be kept informed of progress and the Victim Pack given out on first visit contains an agreement on any future method of contact. In addition the agreement of a contact media is being reviewed under the Quality of Service Commitment.</p> <p><b>This action can be considered complete</b></p>	<p>Quality of Service Improvement Group</p>
4	<p>Forces should ensure that front-line supervisors have access to relevant support and training to ensure that the impact of their proactive leadership on overall service delivery is enhanced.</p>	<p>Within the CHC, supervisors have access to all Force systems and access to formal training including mentoring training, NVQ assessor, recruitment and selection training, leadership training, and functional training.</p> <p>Across the Force, the Core Leadership and Development programme commenced on 1 April 2006. A TNA questionnaire to support the identification of skills needs at middle and senior management levels has been completed.</p> <p>The Core Leadership and Development Programme package for Neighbourhood Policing was received at the end of October 2006 and was further developed for local context. A module for delivery of coaching and mentoring training has been developed by TADS. As part of the Police Promotions process (Work Based Assessment) a cadre of trained assessors is available for allocation to supervisors on the programme.</p> <p><b>This action can be considered complete</b></p>	<p>Head of TADS, CHC Trainer</p>

5	<p>Basic command unit commanders and heads of contact centres should be jointly accountable for incident management, making it an integral part of their commitment to providing customer service. This should be reinforced through the force's personal development review process.</p>	<p>The CHC and BCUs are jointly held to account for incident management. The CHC is accountable to the CHC User Group and is additionally reviewed at the Force Quarterly Performance Review. Territorial divisions have Incident Managers in place who are tasked with the day-to-day management of incidents including ensuring that they are responded to and dealt with in an appropriate and timely manner. These officers are held to account through the BCU performance review process. The number of outstanding incidents is reviewed each morning and there is a process in place for the CHC staff to escalate any issues with BCUs through their management structure. Both CHC staff and the BCU Incident Managers have objectives in the PDR process relating to incident management.</p> <p>In terms of business continuity, specifically potential industrial action, the CHC has trained a number of Special Constables in call handling procedures to supplement the pool of police officers available if required. This is also seen as a good use of those officers that cannot perform full operational roles, i.e. recuperative or restricted duties.</p> <p><b>This action can be considered complete</b></p>	<p>CHC Manager, BCU Commanders</p>
6	<p>Forces should adopt a single corporate incident management model, which is championed at chief officer level.</p>	<p>The Force currently has in place an incident attendance policy, a crime recording policy, and deployment protocols which comply with the suggested model. Standard Operating Procedures (SOPs) covering the management of incidents being developed as part of the Volume Crime Management Model (VCMM) Project will further enhance our capability in these areas.</p> <p>In the event of major incidents, critical incidents and firearm deployments, the senior CHC supervisor will set up a clear command structure and will assume the silver command role in the initial stages. Through their experience they will often be able to identify and highlight the need to alert a senior officer to an incident at an earlier stage than a BCU supervisor.</p> <p><b>This action can be considered complete</b></p>	<p>CHC Manager</p>
7	<p>Operational supervisors should ensure that information on patrolling officers' availability status is accurate and up to date, in order to achieve the force's organisational objectives.</p>	<p>Bedfordshire Police already has automatic vehicle locator systems in patrol vehicles. Policy in respect of their use is contained in the Deployment Protocols. A potential issue has been identified by the Force in that these systems can be switched off by officers and the vehicle subsequently becomes invisible to the CHC. There are also occasions when officers are not booked on in a timely manner at the start of shift or do not update their availability. There may be a number of reasons for these lapses but the Force should reiterate the importance of full application of the Deployment Protocols to address these issues on both performance and safety grounds.</p>	<p>CHC Manager. Response Supervisors</p>

8	Forces should take the earliest opportunity to explain options whereby part or all of the contact centre service could be delivered or procured collaboratively.	<p>The force has actively commenced reviewing options for collaboration in Call Handling with Eastern Region Forces. To a lesser degree options are being reviewed with other local delivery services, for example the Ambulance Trusts, particularly in the area of business continuity. The Force has continuity agreements in place with neighbouring forces to deal with spikes in 999 calls and these have been recently tested with an evacuation of Hertfordshire Constabulary call centre. By having such facilities, savings are achieved through not having to replicate operations in a fall back facility which remains empty and unused.</p> <p>Additionally the Force is part of a tri-force agreement in relation to helicopter support and works closely with the Health Authority and ERCC, with agreed standard operating procedures in place.</p> <p>Bedfordshire Police has been highlighted as best practice in this area within the report</p>	CHC Manager
9	The Association of Chief Police Officers and the National Policing Improvement Agency, supported by the national forum introduced following the recommendations of First contact, should collate and use good practice from regional fora. This should include incident management and call-handling practices and should be developed into national customer service standards.	<p>This action has national responsibility. Bedfordshire Police CHC has provided examples of good practice to national bodies such as HMIC and is represented on both Regional and National Fora.</p> <p><b>National Responsibility</b></p>	ACPO and NPIA
10	Forces should use a selection procedure for contact centre staff that tests the full range of skill sets and competencies for all roles.	<p>Bedfordshire already has in place enhanced selection procedures for new staff that includes focused recruiting drives to ensure the CHC represents the community, coupled with presentation evenings, assessment days testing listening, typing and numeracy skills, as well as security testing. The CHC regularly recruits in advance to limit the impact of staff turnover.</p> <p><b>This action can be considered complete</b></p>	CHC Manager
11	Forces should use staffing models for contact centres and patrolling officers, to ensure that resources involved in incident response and management are effectively aligned to demand.	<p>The Force uses the 'Blue Pumpkin' system, identified as good practice in the HMIC Paper First Contact, for resource modelling within the CHC. A review of the availability of patrolling officers is a deliverable of the VCMM and Incident Response Projects being progressed through the Business Change Sponsoring Group.</p> <p>In addition, the CHC duty planner holds weekly meetings with supervisors to discuss issues surrounding planned and unplanned events and/or absences. The Duty Planner also holds regular planning and forecasting meetings with</p>	CHC Manager, VCMM Project

		the CHC Manager to ensure that any additional demand is met without impacting on performance and the normal day to day service.	
12	Forces should monitor the impact of contact centre abstraction rates and adopt robust processes to manage abstractions.	The Call Handling Centre has in place thorough and accurate demand prediction and resource modelling to inform and mitigate the impact of abstractions. The model used can also organise planned abstractions, for example training, team briefs etc. In addition, staff are encouraged and supported to develop skills and knowledge beyond their normal role to assist them to develop. Multi-skilling is also encouraged to facilitate cover for short term absences. <b>This action can be considered complete</b>	CHC Manager
13	Forces should ensure that dispatch or control staff use Airwave radio-speak standards developed by the National Policing Improvement Agency and then test them for competency as part of their personal development reviews.	Bedfordshire Police has yet to receive the Airwave speak guidance and Force Trainers will develop a training programme when the NPIA training pack is produced. We have set an 18 month timescale, following release of the pack to train all staff. The potential forcewide training requirement will be significant and application and monitoring will be required by supervisors to ensure full compliance. Anecdotal evidence suggests that the Force is close to compliance with the guidelines.	CHC Manager, TADS
14	Forces should provide all contact centre staff with effective, relevant induction, refresher and regular ongoing training, tailored to the needs of their role.	Call Handling Centre induction training currently includes telephone techniques, organisational understanding, policies and procedure, basic law, diversity issues, scenario training, functional systems, critical incident management, radio use and procedures, pursuit and firearms training, crime scene advice, health and safety, self care and stress management. Every new member of staff spends three weeks in a 'nursery' environment to allow practical application of learned skills in a supported live environment. Ongoing training is delivered through newsletters, training days, e-learning, Call Handling Operating Procedure, one to one training and mentoring. All the training is tailored to the specific needs of staff and is considered appropriate and effective. <b>This action can be considered complete</b>	CHC Manager

15	The Association of Chief Police Officers and the National Policing Improvement Agency should work together to develop a business case to enable forces to procure the technology needed to share data with each other and with other agencies.	This action has national responsibility and no further action is required by the Force at this time. <b>National Responsibility</b>	ACPO and NPIA
16	Forces should review their fleetmap on a regular basis to gain full benefit from Airwave capability and functionality, in collaboration with neighbouring forces, to support core policing duties and business continuity.	The Force regularly reviews its systems and the Integrated Control and Communication System (ICCS) was updated in March 2007. It is not however used for messaging and updating status. The CHC is trialling team restructures within the room to test and/or increase support for officers and to free up Airwave time. <b>This action can be considered complete</b>	CHC Manager
17	The National Policing Improvement Agency should, through the National Contact Management Programme, further develop the National Call Handling Standards suite of performance indicators to incorporate incident management, thus providing complete contact management information.	This action has national responsibility and there is no further action required by the Force at this time. The CHC Manager sits on the National Call Handling Delivery Group, which informs the National Contact Management Programme. Bedfordshire is already one of the few forces that objectively quality monitors the work of command and control Agents. <b>National Responsibility</b>	NPIA
18	The National Policing Improvement Agency should develop a national contact management strategy, building on the National Call Handling Standards, First contact, Beyond the call and HMIC baseline assessments, and covering all aspects of police contact management.	This action has national responsibility and there is no further action required by the Force at this time. Bedfordshire Police is already compliant with the NCHS, First Contact and HMIC baseline recommendations. <b>National Responsibility</b>	NPIA
19	The National Policing Improvement Agency, through the National Contact Management Programme, should further develop the existing centralised repository for good practice in contact centre management, ensuring that the element of incident management is incorporated.	This action has national responsibility and there is no further action required by the Force at this time. Bedfordshire Police supplies good practice data to the NCMP. <b>National Responsibility</b>	NPIA

# Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07



## 1. Establish Neighbourhood Teams and Reduction in Crime (according to the National Policing Plan 2006 – 9)

### 1.1 Safer Neighbourhood Team Strength



#### Resource Tracking Wave IV - April 2007

		Force Total	Pathfinder		
			C Division	J Division	Other Divs
1	Population (Census)	573,765	185,165	388,600	N/A
2a	Dedicated Resources with Geographic Ownership		1	1	
2b	Intelligence Led Targeting		01/04/2007	01/04/2007	
3	Total Police Officer workforce (All Police Ranks)	1,250	373	478	399
4a	Dedicated Neighbourhood Police Sergeant	19	6	13	
5a	Hybrid Neighbourhood Police Sergeant	N/A			
4b	Dedicated Neighbourhood Police Constable	66	16	50	
5b	Hybrid Neighbourhood Police Constable	N/A			
6a	Number of PCSOs deployed	101	42	59	
6b	Number of PCSOs in training	12	6	6	
6c	Number of PCSO places accepted, awaiting pre-employment checks	1	0	1	
6d	Number of PCSO places offered to applicants, awaiting acceptance	12	7	5	
7	No Geographic PCSOs	0			
8	Total number of dedicated teams	36	6	30	
9	Number of Wards	133	19	114	
10	Number of wards with no dedicated neighbourhood policing resource	N/A			
11	Number of identified neighbourhoods	150	36	114	
Number of Resources dedicated to NP (PS, PC, PCSO)		211	77	134	
Total PCSO resources		126	55	71	
Average population covered by each dedicated team		15938	30861	12953	
Average population covered by each dedicated officer (PC)		8693.409091	11572.81	7772.00	
% of workforce dedicated to NP		15.33%	17.99%	24.41%	

NB Additional Police Resources: In addition to the above a number of other roles on BCUs directly support NP. In C Division, this numbers 9 support staff as of April 2007, comprising Licensing (1xSgt, 1xPC), CDRP (1xInsp, 1xPC), 3xCrime Reduction Managers (1 per Inspector Led Neighbourhood Area ILNA) and Community Cohesion Unit (1xSgt, 1xPC). There are also an additional 6 support staff in J division comprising the Mid-Beds Community Manager, Schools Liaison Officers and Licensing Officers. Additionally, the template does not cover NP Inspector posts. As of April 2007, there are be 3 NP Inspector posts at C Division and 7 at J Division.

- By the end of March 2008 we aim to be fully resourced in terms of Police Officers/Staff including 128 PCSOs plus the wider extended Policing family (including Special Constables, Partner contributions, Volunteers etc.) working in 36 Safer Neighbourhood Teams across Bedfordshire. This represents an approximate £8.2M investment into the delivery of Neighbourhood Policing.
- Bedfordshire has created a funded establishment (which includes a 75% Home Office grant for 07/08 salary costs, 26 partner agreements for part-funding in place and 8 partner agreements for part-funding in progress) of 128 PCSOs and plans are in place to ensure these numbers are fully recruited, trained and maintained by 31/3/08.

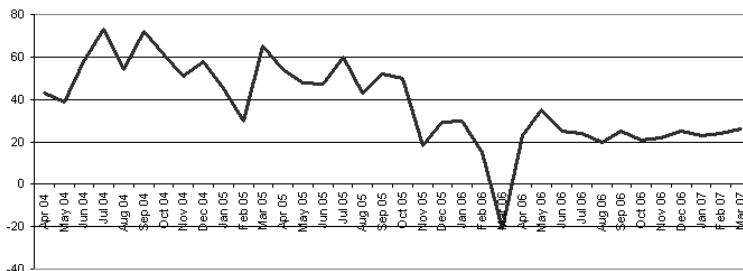
**Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07**



## 1.2 Partnerships/Community PMF Block 2 - Further Reduction in Serious Violence against the Person Change over Time (05-07)

	2006/7	2005/6	Change
<b>Force</b>	293	425	-31%
<b>County</b>	160	193	-17%
<b>Luton</b>	133	232	-43%

Serious Violence against the Person Trend (April 04 – Mar 07)



## 1.3 Reductions in priority Acquisitive Crime

Most Similar Force/BCU Rankings as at March 2007 from iQuanta MSF Ranking

	Force	County	Luton
<b>Domestic Burglary</b>	6 / 6	14 / 15	15 / 15
<b>Personal Robbery</b>	6 / 6	14 / 15	13 / 15
<b>Business Robbery</b>	4 / 6	15 / 15	14 / 15
<b>Theft of Vehicle</b>	3 / 6	11 / 15	4 / 15
<b>Theft from Vehicle</b>	6 / 6	14 / 15	8 / 15

Pete Woolley, Head of Performance Management

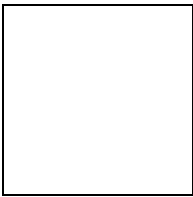
- The Element 1 Objective of the Safer Communities PSA is to reduce serious violence crime including serious sexual crimes.
- Serious Violence against the Person crimes in Bedfordshire were 31% lower in 2006/7 compared to the previous year.
- Long term trend data shows a significant and sustained reduction in serious violence against the person over the 18 month period to March 2007.
- As one of the PSA aims is to encourage reporting of serious sexual crime, there is no specific measure relating to the reduction of recorded serious sexual crime.

- The Element 2 Objective concerning acquisitive crime is that 'no area has an unacceptable high level of priority crimes'.
- The priority crime types are domestic burglary, robbery and vehicle crime.
- The red shading is where Bedfordshire's level of crime is significantly above its most similar family of forces/BCUs in the three month period January to March 2007.

**Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07**

## Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07

### 1.4 Perceptions of Anti-Social Behaviour



- The Element 3 Objective is to tackle crime, disorder and anti-social behaviour.
- It is proposed that this is measured via the British Crime Survey indicators which measure confidence in local police and perceptions of anti-social behaviour.
- Public Confidence has significantly increased over the past two years.
- Bedfordshire currently ranks 4 out of 6 in its family of most similar forces (see Block 1 report).
- Perceptions in the level of anti-social behaviour in Bedfordshire have reduced since 2004 (as shown in the chart).
- Bedfordshire currently ranks 4 out of 6 in its family of most similar forces for perception of anti-social behaviour.

#### Anti-Social Behaviour Incidents (2006/7)

	<b>Bedford</b>	<b>Luton</b>	<b>Mid Beds</b>	<b>South Beds</b>	<b>Force Total</b>
Abandoned Vehicles (Not Stolen/Causing Obstruction)	1002	1690	750	813	4293
Animal Problems	132	111	135	170	573
Begging/Vagrancy	78	88	6	33	206
Hoax Calls to Emergency Services	201	368	36	100	791
Inappropriate Sale/Use/Possession of Fireworks	73	66	27	51	217
Malicious Communications	285	393	176	210	1075
Noise Nuisance	104	90	38	52	286
Prostitution Related Activity	3	164	5	1	173
Rowdy/Nuisance - Environmental Damage/Littering	57	48	41	40	186
Rowdy/Nuisance - Neighbours	767	1037	296	417	2522
Rowdy/Nuisance - Rowdy and Inconsiderate	6312	7444	3040	4487	21362
Street Drinking	144	174	63	124	505
Substance Misuse	29	53	16	42	140
Trespass	87	85	31	45	250
Vehicle Related Nuisance/Inappropriate Vehicle Use	1113	1604	623	1562	4908
<b>Total Anti-Social Behaviour</b>	<b>10387</b>	<b>13415</b>	<b>5283</b>	<b>8147</b>	<b>37487</b>

- In 2006/7 there were approximately 40 Anti-Social Behaviour Orders (ASBOs) and 90 Acceptable Behaviour Contracts (ABCs) in place across Bedfordshire.
- The table above shows anti-social behaviour related incidents by CDRP and type for the financial year 2006/7. Between 55 and 61% of incidents fall into the "Rowdy and Inconsiderate" category across the county.

# Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07



## 2. Work with our Crime and Disorder Reduction Partners (CDRPs)

In this section the performance of each CDRP in BCS Comparator Crimes is presented for higher level strategic consideration acknowledging that the PA Performance Committee covers the detailed aspects of performance monitoring.

### 2.1 Community Safety Strategies/Local Area Agreements (LAA)

	Luton CDRP LAA 2006/7 target 2006/7 Performance 2007/8 target
Reduce no of <i>BCS</i> violent crimes *	3913 <b>3978</b> 3180
Reduce no of robberies	505 <b>749</b> 460
Reduce no of <i>distraction</i> burglaries	54 <b>65</b> 52
Reduce no of domestic burglaries *	1617 <b>1758</b> 1558
Reduce no of BCS Criminal Damage	3220 <b>3710</b> 3130
Reduce no of harassments	594 <b>721</b> 594
Reduce Common Assaults (inc on PC)	650 <b>900</b> 594
Increase number DV incidents *	3791 <b>3259</b> 3996
Reduce % of DV repeat victim *	42% <b>50%</b> 38%

#### Luton CDRP BCS Comparator Crime 2006/7 target 2006/7 Performance 2007/8 target

TOMV (incl. attempts)	806
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➤ The Luton LAA monitors a number of areas of crime and domestic violence. As can be seen from the table on the left, none of the indicators met their target in 2006/7. Those marked with a \* are reward elements.

➤ The level of BCS Comparator Crime is monitored in Luton and Mid, North and South Bedfordshire CDRPs, in line with the PSA 1 SR 2004 monitoring.  
➤ Luton achieved the 2006/7 targets in 5 of the 10 BCS areas including

## Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07

	742
	710
TFMV (incl. attempts)	2728
	<b>3404</b>
	2340
Vehicle interference	272
	<b>255</b>
	250
House burglary	1617
	<b>1758</b>
	1558
Theft/ taking of a cycle	224
	<b>173</b>
	195
Theft from person	970
	<b>706</b>
	965
Criminal damage (excl. 59)	3547
	<b>3710</b>
	3130
Common assault	762
	<b>900</b>
	591
Woundings - all	2426
	<b>2329</b>
	2130
Robbery - personal	664
	<b>749</b>
	459
<b>Total</b>	14016
	<b>14726</b>
	12328

**MID Beds CDRP  
BCS Comparator Crime  
2006/7 target  
2006/7 Performance  
2007/8 target**

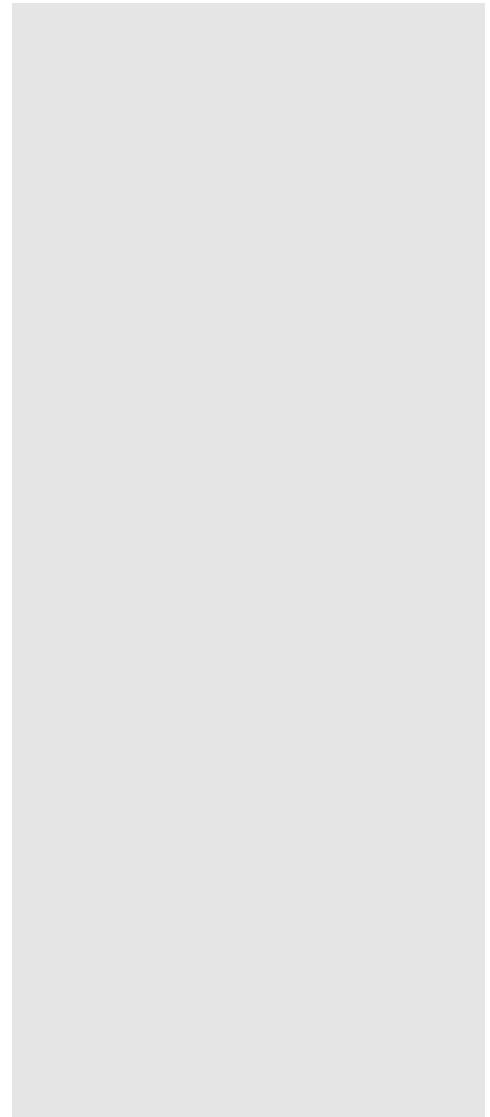
TOMV (incl. attempts)	281
	<b>248</b>
	279
TFMV (incl. attempts)	871
	<b>868</b>
	870
Vehicle interference	148
	<b>102</b>

Theft offences and Woundings.  
 ➤ Luton failed to achieve the 2006/7 targets in the remaining 5 BCS areas including TFMV, robbery, burglary and criminal damage.

➤ The LAA in Bedfordshire County relevant to crime reduction focuses on BCS Comparator Crime targets as agreed by the CDRPs and Domestic Violence measures. These are non-reward elements.  
 ➤ Mid Beds achieved the 2006/7 targets in 5 of the 10 BCS areas including Vehicle Crime and Woundings.  
 ➤ Mid Beds failed to achieve the 2006/7 targets in the remaining 5 BCS areas including burglary, criminal damage and robbery.

## Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07

	147
House burglary	416
	<b>424</b>
	372
Theft/ taking of a cycle	102
	<b>94</b>
	107
Theft from person	34
	<b>64</b>
	20
Criminal damage (excl. 59)	1422
	<b>1698</b>
	1375
Common assault	160
	<b>175</b>
	215
Woundings - all	528
	<b>492</b>
	472
Robbery - personal	32
	<b>36</b>
	41
<b>Total</b>	<b>3994</b>
	<b>4201</b>
	<b>3898</b>



## Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07

	North Beds CDRP BCS Comparator 2006/7 target 2006/7 Performance 2007/8 target
TOMV (incl. attempts)	587 <b>462</b> 500
TFMV (incl. attempts)	1560 <b>1367</b> 1494
Vehicle interference	207 <b>175</b> 182
House burglary	802 <b>794</b> 645
Theft/ taking of a cycle	532 <b>492</b> 471
Theft from person	314 <b>302</b> 265
Cr damage (excl. 59)	2750 <b>2933</b> 2426
Common assault	445 <b>519</b> 611
Woundings – all	1360 <b>1391</b> 1092
Robbery – personal	189 <b>275</b> 155
<b>Total</b>	<b>8746</b> <b>8710</b> <b>7841</b>

### South Beds CDRP BCS Comparator 2006/7 target 2006/7 Performance 2007/8 target

TOMV (incl. attempts)	426 <b>423</b> 384
-----------------------	--------------------------

- North Beds achieved the 2006/7 targets in 6 of the 10 BCS areas including Vehicle Crime and Burglary and in terms of overall BCS crime.
- North Beds failed to achieve the 2006/7 targets in the remaining 4 BCS areas of robbery, woundings, criminal damage and common assault.

- South Beds achieved the 2006/7 targets in 4 of the 10 BCS areas including Theft of Motor Vehicle crimes and Personal Robbery.
- South Beds failed to achieve the 2006/7 targets in the remaining 6 BCS areas including TFMV,

## Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07

TFMV (incl. attempts)	992 <b>1310</b> 830
Vehicle interference	196 <b>163</b> 208
House burglary	496 <b>581</b> 449
Theft/ taking of a cycle	180 <b>205</b> 125
Theft from person	160 <b>224</b> 57
Cr damage (excl. 59)	2178 <b>2326</b> 1926
Common assault	244 <b>271</b> 214
Woundings - all	999 <b>879</b> 905
Robbery - personal	153 <b>136</b> 137
<b>Total</b>	<b>6024</b> <b>6518</b> <b>5235</b>

### J Division Domestic Violence (LAA)

Increase number DV incidents	3864 <b>4003</b> 3993
Reduce % of DV repeat victim	33% <b>42%</b> 30%

### 2.2 PSA 1 Progress against Targets

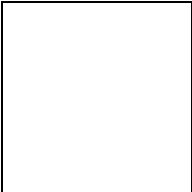
burglary, theft offences, criminal damage and common assault.

➤ J Division did not meet its Domestic Violence target in 2006/7 in relation to reducing the percentage of repeat victims.

➤ The PSA 1 Targets measure the reduction in BCS Comparative Crime compared to the 2003/4 Baseline.

➤ All four of Bedfordshire's CDRPs

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are not on target to achieve the PSA1 targets.

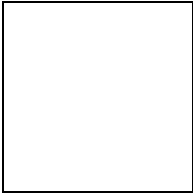
# Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07



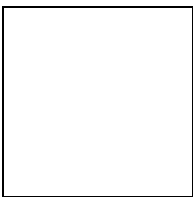
## 3. Work in partnership with Businesses

### 3.1 Business Crime

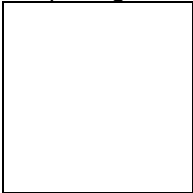
Shoplifting Crimes per 1000 population Jan-Mar 2007



Shoplifting Sanction Detection Rate 2006/7



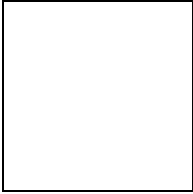
Shoplifting Trend April 2004 to March 2007



- Recent data shows shoplifting in Bedfordshire to be significantly below its MSF average.
- At BCU level, County's level of shoplifting is similar to its family BCU average (ranked 7 out of 15), Luton is significantly above its family average (ranked 11 out of 15).
- Bedfordshire's Sanction Detection rate for shoplifting was the highest in its MSF in 2006/7.
- Luton is 3<sup>rd</sup> out of 15 and County 10<sup>th</sup> out of 15 in their respective families of most similar BCUs.
- Recorded shoplifting levels in the Bedfordshire Force area have been stable at around 300 crimes per month over the past three years.

## Partnerships/Community PMF Block 2 - Further Reduce Crime and Anti-Social Behaviour, May 07

Business Robbery per 1000 population Jan-Mar 2007



- Recent Business Robbery levels in Bedfordshire have been significantly above the MSF average. However, this is mostly a statistical effect resulting from Bedfordshire's small size and monthly fluctuations - in terms of numbers Bedfordshire had an average of just 1 crime per week in 2006/7.
- Luton is 3<sup>rd</sup> out of 15 in its family, significantly below the most similar BCU average. County is ranked 15<sup>th</sup> out of 15 in its family.
- Care should be taken on interpreting trends and patterns with such low numbers involved.

### 3.2 Working in Partnership with Businesses

The two territorial divisions are co-ordinating initiatives to reduce business related crime primarily under the banners of the Bed:Safe and Luton:Safe schemes. Both schemes have now been expanded to include the whole divisional areas. They primarily tackle incidents that occur during the night-time economy and primarily target licensed premises such as pubs, clubs and other venues supplying alcohol, supported by Night-time Economy Plans and Deployment Strategies. In addition to this and at a Force level, the Economic Crime Unit work in conjunction with businesses to reduce fraud and other financial related crime. Some of the key initiatives being undertaken in Bedfordshire are summarised below;

- Citing of public emergency information points and a medical emergency point in Luton, to provide immediate access points for the public for assistance, development of the Nite-Net radio system – radio communications linking member premises and increased partner working with taxi drivers.
- One of the key drivers for the success in Bedford in reducing crime and anti-social behaviour has been the close working relationship with the Local Council and the Business Improvement District (BID). Bedford Town Centre was the first Town Centre in the country to introduce a BID. The BID is a non-profit making company with an elected Board of Directors, representing business owners and other key stakeholders. It comprises of the board, a co-ordinator, an assistant and an administrator. The Town Centre Inspector maintains a close relationship with the Board. The BID is funded by a precept on the business rates, which will raise in the region of £3 Million over the 5-year life of the project.
- B.A.N.D scheme – troublesome customers are banned from all participating venues thereby reducing the potential for further crime and disorder. This is supported by regular cross partner meetings.
- County Division use dedicated Night-time Economy Vans in Mid and South Beds with specific deployment matching the differing needs of the two areas.
- Target underage drinking thereby reducing the risk of crime, disorder and anti social behaviour. Carried out by way of illegal sales operations.
- All back-room officers in J Division are required to undertake 4 shifts per year relating to patrolling the Night-time economy.
- Both Divisions have developed the use of Ringmaster – including aspects particular to businesses.
- Training provision and an acceptable standards charter for Licensees – as new legislation comes into force affecting the licensed trade, training is offered to ensure compliance and understanding.

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**REPORT AUTHOR:** Chief Executive/Treasurer to Police Authority

**LEAD OFFICER:** Head of Strategic and Policy Development

**SUBJECT:** Report on progress of Joint Community Engagement Strategy Working Group

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**BACKGROUND PAPERS:** None

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**PURPOSE:** To update Members on the progress of the Joint Community Engagement Strategy Working Group

**RECOMMENDATIONS:** The proposals and action plan are approved.

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1. In order to turn the joint community engagement strategy into a reality the Police Authority requested that a supporting action plan be developed so that community engagement can be monitored and measured for success.
2. A sub-group convened consisting of Authority members and staff, and officers and staff from the Force. It was agreed that a small working-group would progress the development of an action plan and report back to the sub-group.
3. The working-group has met on two occasions and considered the outcomes required from the strategy and how these might translate into a work-plan. It was agreed that the strategic framework within the strategy provided clear outcomes.
4. At the 7<sup>th</sup> June meeting the sub-group met and decided to propose the following to the Community Engagement Committee:
  - In the first instance the focus on engagement activity would be through the safer neighbourhood teams (SNTs). However, work would begin to map community engagement activity across the entire Police organisation later in the year.
  - Each Inspector Led Neighbourhood Area (ILNAs) should have an overall engagement plan with SNTs developing local plans.

- A report detailing engagement activity and top community priorities, is prepared by the Force and presented to each Police Authority CE Committee (November 07/March 08). To enable strategic planning to take into account local priorities an Annual report should be produced in June of each year. The priorities can be tested using the Citizen's Panel and results used to inform strategic/financial planning in the September of each year.
- Performance management around community engagement is incorporated into the overall SNT performance management framework.
- As part of the Authority's commitment to community engagement individual PA members be assigned to a Chief Inspector responsible for the ILNAs subject to satisfactory governance arrangements.
- Quality of Service Commitment - A performance management framework/monitoring report is developed in relation to the qualitative comments that are received from User Satisfaction surveys, Anti-Social Behaviour survey and victims code of practice audits.

#### 5. Recommendations

- The proposals and action plan is approved.

Julie Wymer  
30<sup>th</sup> May 2007

Community Engagement Committee Work Plan – 2007/8

Business Area	Strategy/Plan	Issued	Action Owner	Requirement	Committee date
Neighbourhood Policing	Engagement Strategy	May 2006	ACC	Progress against INLA engagement plans	November 2007
	Communication strategy	March 2006	ACC	Evaluation of first 12 months	November 2007
	Training Strategy (Community Engagement Module and Probationer Training placements)	May 2007	ACC	Progress against targets	March 2008
	Performance Management Framework	Due June 2007	ACC	Framework	June 2007
	Abstraction Policy		ACC	Monitoring Report	November 2007
	PA Engagement Plan		Community Engagement Committee	Governance Arrangements	November 2007

Business Area	Strategy/Action Plan	Issued	Action Owner	Requirement	Committee Date
Quality of Service Commitment	Making it easy to contact us – 5 actions	March 2007	Ch. Supt/Citizen Focus/Senior Survey Manager	Report on compliance/out comes/measures of success	November 2007
	Providing a professional and high – 4 actions	March 2007	Ch. Supt. Citizen Focus/Senior Survey Manager	Summary of comments from User Satisfaction survey/actions taken	November 2007
	Dealing with initial enquiry	March 2007	Ch. Supt/Citizen Focus/Senior Survey manager	Summary of comments from User Satisfaction/actions taken	November 2007
	Keeping you informed	March 2007	As above	As above	November 2007
	Victims of Crime	March 2007	Admin of Justice	VCOP/User Satisfaction As above	November 2007
	Your Voice Counts	March 2007	As above	As above	November 2007
	Freedom of Information	March 2007	Force Security Manager/FOI Officer	Overview of Performance	November 2007
Performance Management	Development of overarching		Ch. Supt/Citizen		November 2007

Framework	framework or as earlier proposal		Focus/Senior Survey Manager		
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Business Area	Strategy/Action Plan	Issued	Action Owner	Requirement	Committee Date
Partnerships	Partnership Strategy	June 2006	ACCForce/Authority	Review and evaluate first year	November 2007
	Block theme performance framework		ACC	Report on Crime Reduction	June 2007 Block 3 November 2007 Block theme 4 March 2008

Business Area	Strategy/Action Plan	Issued	Action Owner	Requirement	Committee Date
Communications and Publications					
Police Authority	Consultation/Community Engagement  Identify local priorities, views, needs and expectations of communities	November 06	Police Authority	Citizens Panel Paper Surveys Focus Groups Youth Fund IAG SNTs	On-going
	Access to information for communities regarding delivery of local policing	November 2006	Better Times/Head of Policy	Spring Wrap Council Tax Leaflet Annual Report Annual Policing Plan Web-site	On-going
	Providing feedback to communities	November 2006	Better Times/Head of Policy	Local Policing Summaries Press Releases Web-site	On-going
Police Force	Corporate Communications Strategy 2006-2008	2006	ACC/Head of Media and Communications	Progress report and evaluation of action plan	March 08

Business Area	Strategy/Action Plan	Issued	Action Owner	Requirement	Committee Date
Community Engagement	Mapping of community engagement committee across the organisation	N/A	Ch. Supt/Citizen Focus	Report to identify all mapping activity	March 2008



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**REPORT AUTHOR:** Chief Executive/Treasurer to Police Authority

**LEAD OFFICER:** Head of Strategic and Policy Development & Sallie Blair, Better Times

**SUBJECT:** Police Authority Consultation and Publications

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**BACKGROUND PAPERS:** None

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**PURPOSE:** To inform Members of recent and future consultation activity

To update Members regarding Police Authority publications

**RECOMMENDATIONS:** 1. That the report be noted

2. That the business case for the upgrade of the website be approved

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## **CONSULTATION**

The Police Authority has a statutory obligation to make arrangements to obtain the views of local people about matters concerning policing in the area.

## **CURRENT POSITION**

### **Consultation on Policing Priorities and the Budget**

The Authority sought response from the Bedfordshire Community about preferences and perceptions related to Policing Priorities and Force Budget reporting. An analysis report of the response received is attached and marked "Appendix A".

### **Citizen's Panel**

SMSR the company running the Citizens Panel has now completed the recruitment of the panel with a total number of 5,200 residents. Partners have been developing the questionnaire for distribution in June/July. It has been decided that the questionnaire will

be split into two elements: a generic questionnaire from the three councils covering topics as wide ranging as climate change, housing and waste collection, and a blue light services questionnaire from Police Authority/Police and Fire.

Discussions continue with Luton Borough Council to develop a partnership approach when they review their Citizens Panel.

## **LAA/CDRP CONSULTATION**

Mid-Beds CDRP commissioned research to be undertaken to benchmark the fear of crime for the LAA target. The research findings are now available and will be presented to the Police Authority as a separate agenda item.

Bedford CDRP recently held a community engagement event in the Goldington area. A local action plan is now being developed by the community safety forum for that area.

Luton CDRP has undertaken a joint planning day with partners and has agreed to move to 'Environmental Action Days' which will also include greater involvement from local communities.

The Police Authority has recently been to all three CDRPs within Bedfordshire to talk about the partnership role within community engagement.

The Authority's Vice-Chair has been elected chair of the combined Responsible Authorities Group.

## **Gender Equality Duty – Engagement/Consultation**

In developing the Authority's Gender Equality Scheme consultation was undertaken with Members, staff, police staff, custody visitors and the Unions.

## **Communications Activities**

### **Council Tax leaflet**

All publication deadlines for this leaflet were met, and the feedback on style and content was positive, mostly via word of mouth.

### **Web-site**

Work has been on-going to develop a business case for up-grading the Authority's web-site. The business case and action plan is attached for approval. Please refer to Appendix B.

## **FORTHCOMING POLICE AUTHORITY PUBLICATIONS**

### **Annual Policing Plan**

A Summary leaflet of the Annual Policing Plan is in production, as agreed at the last meeting.

The summary will be distributed across the force, through partners, public access locations such as libraries and CABs, in consultation activities and given out to all those asking for information about the Authority.

### **Spring Wraparound**

The Spring Wraparound was published on May 27<sup>th</sup>, 2007. The content followed the guidance given at the last meeting of this committee, and included positive articles on work to combat drug crime; community pay-back; neighbourhood policing, the role of PCSOs. It also promoted the Authority's public question time.

It also gave budgetary and performance information and an over-view of the APP, plus a useful number section to prompt people to keep the whole publication.

A print run of 1000 copies has also been delivered to Bridgebury House for Police Authority use.

The publication is delivered to the vast majority of households in Bedfordshire and Luton via the Beds on Sunday Group of newspapers.

### **Members' Leaflet**

A new version of the members' leaflet is being prepared to account for the new membership of the Police Authority, updated responsibilities and the recent outcomes of the impact assessment on publications.

It will be necessary for new photographs of all members to be taken to ensure conformity.

### **Local Policing Summary**

As agreed at the last meeting, the Local Policing Summary will be published in early September. The summary will also double as the Police Authority's Annual Report. The Local Policing Summary is a statutory publication, as is the Annual Report.

The contents are broadly laid down by the Home Office, which has just published a new 'Good Practice Guide: Maximising Impact'

A brief summary of the main points are laid out below.

#### Minimum standards of Information

- A statement of the Police Authority's priorities for the coming year
- As assessment of the extent to which the force met the priorities set for the previous year.
- As assessment of the extent to which the force has met the strategic policing priorities set by the Secretary of State

#### It also advises

- Details of how policing is organised locally, for example – how Neighbourhood Policing Teams are organised

- Information on how to contact the police and others responsible for addressing key community safety concerns
- A map covering the area
- A sense of comparative performance between the area and similar policing areas elsewhere.

It states that the information given should at a minimum cover the force area, but suggests that the more local the information to where people live, the more interested they are likely to be. Last year, Bedfordshire produced one publication, but gave local information on each BCU, plus an overview of force performance.

It further suggests that:

- Newspapers, newsletters and magazines work better than other formats. Last year Bedfordshire produced the summary as a wraparound newspaper.
- Areas of underperformance should be contextualised and the work to tackle these areas explained.
- Images should include local people
- Tips and advice should be included
- Help in solving crimes should be asked for
- News in brief items should be included
- It suggests that it should be given a 'catchy' name or title
- It advises partner involvement
- It advises feedback requests from the community

**For decision:**

The format – newspaper or magazine style

Distribution

Suggested Options:

- Via Royal Mail
- Wraparound on Beds on Sunday Group
- Insert in Local press (either BOS or other local papers) supplemented by Solus distribution
- Specialist distribution company

**Neighbourhood Policing – communication plan**

The Police Authority included a section on Neighbourhood Policing in its spring wraparound, which complemented the work undertaken by the force. The wraparound has been forwarded to the Home Office for their records.

**UPDATE ON THE IMPACT ASSESSMENT OF PUBLICATIONS**

A Publications Policy and Procedure has been prepared as a result of the Impact Assessment. Copies of these are appended. Please refer to Item 10(b).

- RECOMMENDATIONS:**
- 1. That the report be noted**
  - 2. That the business case for the upgrade of the website be approved**

Report prepared by:  
Dr. Julie Wymer

Sallie Blair  
Better Times

June 2007

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**REPORT AUTHORS: HEAD OF POLICY**

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**SUBJECT: CONSULTATION ON POLICING PRIORITIES AND THE BUDGET**

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**BACKGROUND PAPERS: NONE**

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**PURPOSE:**

The Authority sought response from the Bedfordshire Community about preferences and perceptions related to Policing Priorities and Force Budget reporting.

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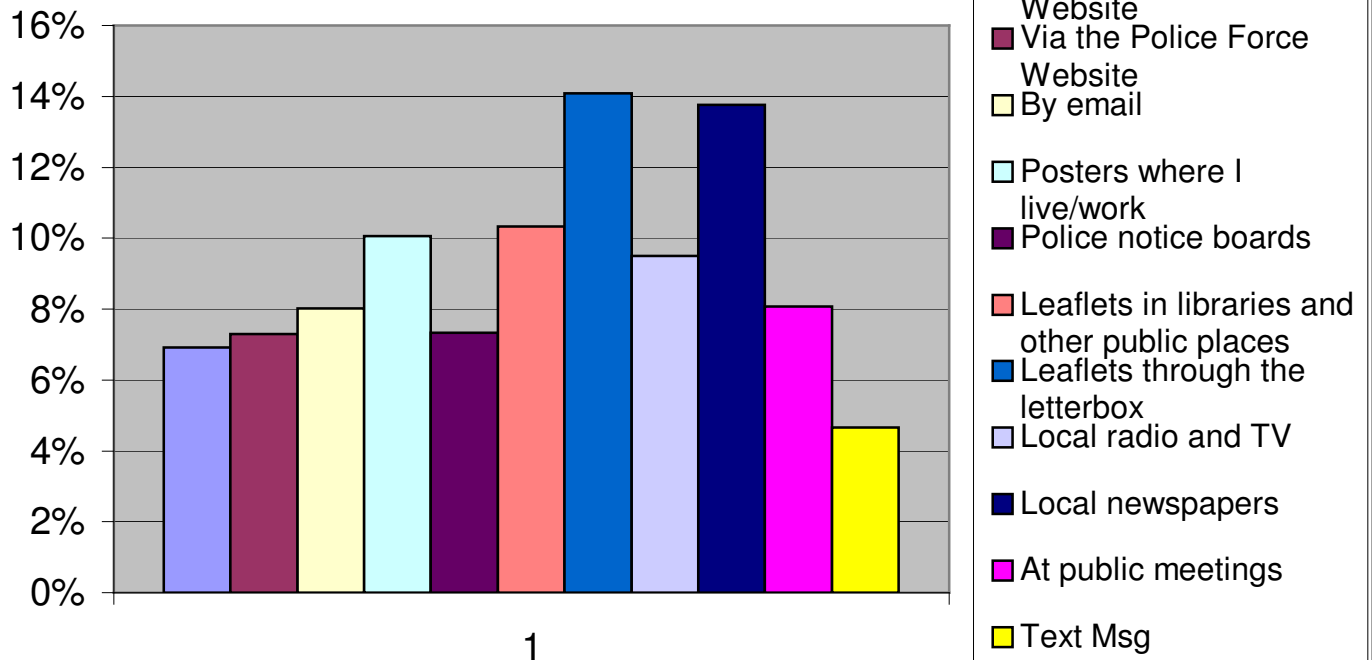
**1. INTRODUCTION:**

- 1.1 Of the approximate 225,000 Survey Questionnaires distributed to the Bedfordshire community with annual Council Tax notices, total 384 responses were returned.
- 1.2 The large proportion of respondents appeared to have difficulty understanding the requirements of the survey, with approximately 190 responses incorrectly completed. Of these, 160 could not be recorded in the standard format. In the case that a response did not fit as a standard format its data was captured onto a separate spreadsheet.

**2. SURVEY ANALYSIS:**

- 2.1 In relation to how they wish to be kept informed by the Police, 40% of respondents chose Leaflets through the Letterbox as their most preferred option. A printed article in the Local Paper was second favourite option at 28%, and Announcement via Local Radio and TV came in at 23%. Over 50% of respondents chose Text Messaging as their least preferred method of being kept informed. A similar breakdown of responses was captured by the non-standard responses, in which 29% chose Leaflets through the Letterbox, 27% chose Newspaper articles and 13% opted for Announcements on Radio and TV.
- 2.2 Chart below shows overall preferred methods to inform the public when all grading factors have been removed. Leaflets through the letterbox and Newspaper Articles appeared sufficiently in various grades of preference to indicate they are clear favourites.

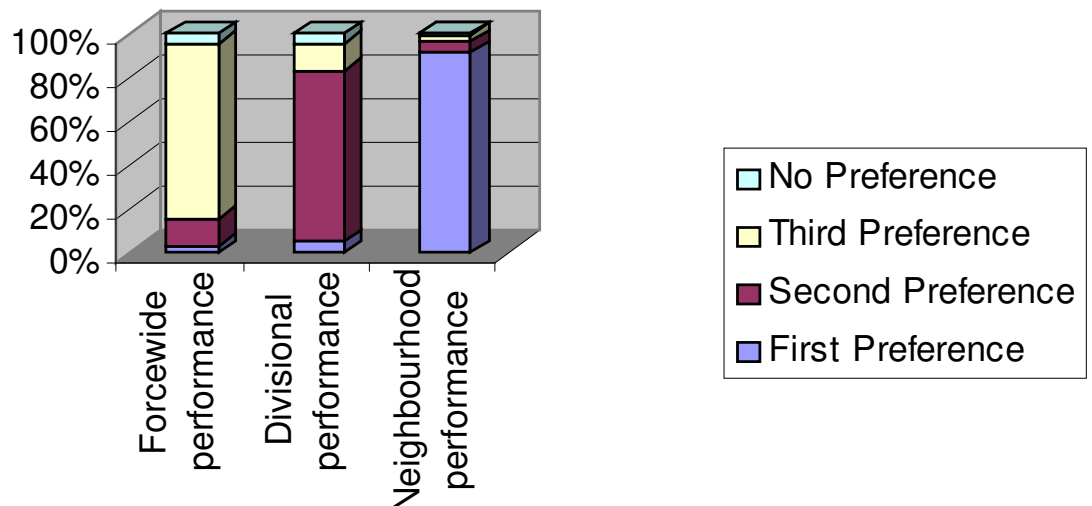
## Preferred Methods to Inform the Public



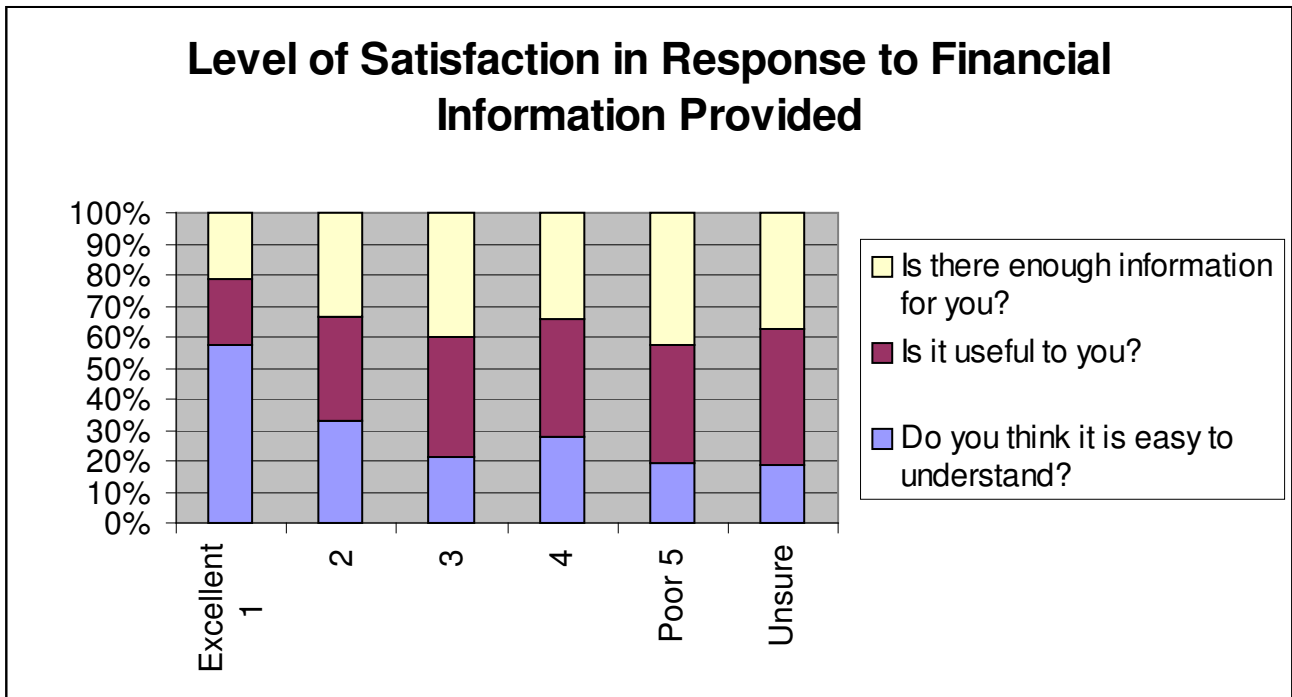
2.3 Public preference was clear on what types of Policing Performance it wished to received, with 92% choosing Neighbourhood Performance as their highest priority, 82% placed Divisional Performance in second place. 82% of respondents felt Forcewide Performance was lowest of their priorities. The non-standard responses captured 80% in favour of Neighbourhood Performance, with Divisional and Forcewide Performance at an equal 10% each.

2.4 Similarly, Local Policing Policies was rated highest on the list of favourite subjects to report on by 56% of respondents.

## Performance Types that Most Interest the Public

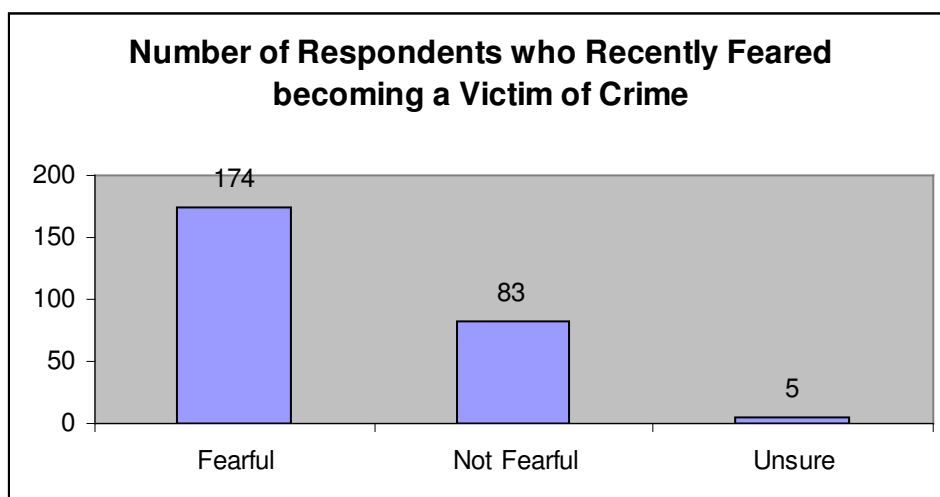


2.5 Fifty respondents sought further information that they felt was not provided in the financial information that accompanied the survey. A breakdown of Police expenses, including staffing costs featured several times in these requests, as did other requests relating to how money is being used in local policing areas.



2.6 Sixty percent of respondents claimed to see police officers in their area only once every few weeks (or less). In several instances there were additional comments that although there was a police presence in the local area, it was generally limited to vehicle patrols “rushing to an incident”. A number of respondents took this section of the survey as an opportunity to comment on their desire to reinstate a larger proportion of “beat bobbies” to their local area.

2.7 When asked about perceptions 66% of respondents were fearful of becoming a victim of crime. Half of all female respondents fell into this category. Of those who felt fearful 47% believed crime had increased on a national basis and 44% believed there were high levels of social disorder in their area. Many respondents elaborated on issues pertaining to their local area; predominantly youth related drug and vandalism issues, gangs and loitering.



2.8 When asked if Police were meeting their needs 48% responded No. Almost half of all respondents offered additional comments to support their views, and in their majority they described various instances where they felt officers may be concentrating on large-scale incidents, subsequently failing to meet the needs of volume crime victims. Response times and lack of police presence featured strongly in comments.

### **3. DEMOGRAPHICS:**

3.1 The respondents comprised 68% men, 31% female and 1% from transgender groups. The majority of respondents were over 55 years of age (68%). There were only two responses from the 16-24 age group (1%). Interestingly, both of these claimed to feel fearful of being targeted by police as a potential perpetrator of crime.

3.2 Only 17% of respondents considered themselves to be disabled. Almost all respondents were either White British or specifically stated to be English. Less than 5% represented other ethnic groups, with a total of 3 responses from the Asian group (1.3%), and 2 respondents describing themselves as Black (1%). One quarter of respondents failed to provide an indication of Ethnic Origin.

3.3 The majority of responses came from Mid Bedfordshire (31%). Luton was represented at 28%. North Bedfordshire provided only 5% of responses.

### **4. SUMMARY AND RECOMMENDATIONS:**

4.1 Although the circulation of Council Tax Surveys was in the hundreds of thousands, the response rate was significantly low in comparison. The lack of response points to a community engagement issue of some kind that needs to be addressed.

4.2 Similarly, the vast majority of respondents were of a specific demographic group (male, 55+, white British). This may indicate that the Authority is not reaching a diverse enough section of the community. Alternatively, the diverse element within the community has been reached, but does not choose to respond as requested.

4.3 Question is now raised as to whether the means by which the majority respondents wish to be communicated with has merit. Clearly, most 55+, white British men wish to receive Leaflets in their letterboxes, however the Council Tax Survey met the preferred criteria and appears to have been largely ignored by any section of the community that is not male, 55+ and white British.

4.4 In an attempt to eliminate doubt, it is recommended that future large-scale surveys be conducted via different forum. Approaching supermarket shoppers at various times of the day/week may be an option, and could allow face to face researchers to meet diversity targets by specifically seeking sufficient responses from a fairly representative group. There are other options that could also be considered.

4.5 In terms of preferences, the Bedfordshire Community tends to favour receiving communications relating to local policing priorities and initiatives. Most freehanded comments highlighted the community's desire to see more foot patrols and a greater concentration of policing in relation to volume crimes and youth issues.

- 4.6 There was insufficient response to clearly indicate which groups fear crime the most, but the source of fear was a common theme. Perception that social disorder and youth-related crime is on the increase seemed to coincide with comments that the public feel police should be more visible and concentrate more resources on tackling issues related to volume crime.

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Report prepared by Elena Collins

**Julie Wymer**  
**HEAD OF POLICY**

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**REPORT AUTHORS:                      HEAD OF POLICY**

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**SUBJECT:                                      POLICE AUTHORITY WEBSITE**

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**BACKGROUND PAPERS:              NONE**

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**PURPOSE:**

The Authority wishes to upgrade its website to comply with Accessibility requirements, and establish a fixed content management solution for the upgraded product.

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**1. INTRODUCTION**

1.1 The Annual Policing Plan for Bedfordshire Police set down the 2007 strategic priorities as follows:

1.1.1 Reassurance – increasing community confidence, safety and satisfaction by improving visibility, neighbourhood policing and care for victims and witnesses.

1.1.2 Crime Management – helping to drive down crime by improving investigation and end-to-end crime management processes.

1.2 The Police Authority website provides a link to both of these priorities in that it could be, if managed effectively, used to assist in community reassurance. By improving accessibility of the website and allowing a greater user group to access website content, the Authority could increase awareness of the role it plays in policing, and provide valuable information to the community. Greater awareness by a more diverse group of users may subsequently allow consultation with a wider range of citizens in the future.

1.3 Improving website accessibility features will potentially give less mobile citizens greater access to policing information. Greater access to information provides a better understanding of policing practices and serves to increase community reassurance.

- 1.4 A reassured community is more likely to willingly impart intelligence information to the police, which in turn increases police effectiveness. Therefore, any opportunity to increase and improve communication between the Police and the Community is likely to gain positive results in the long term.
- 1.5 The Authority's Disability Action Plan includes proposed action to fully comply with Disability Discrimination Act (DDA) requirements. Improvement of the website's general accessibility will assist in this task.

## **2. REQUIREMENTS**

- 2.1 The DDA requires a service provider, such as a Police Force or Police Authority, to make "reasonable adjustment" that allows disabled individuals the opportunity to participate equally in the provision of its service. As it relates to the Police Authority Website, such reasonable adjustment should include:
  - 2.1.1 Auxiliary aids and services (e.g. audio formatting of printed matter, font enlargement software)
  - 2.1.2 Easy to read features (e.g. colour contrasting, font types, page formatting)
  - 2.1.3 Removing or changing potentially obstructive features (e.g. flashing buttons, fluorescents)
  - 2.1.4 Standardisation of web pages to provide a consistent layout and easier navigation.
- 2.2 A service provider's Website can also unintentionally discriminate against minority ethnic users by failing to provide basic information in a variety of commonly used alternative languages.
- 2.3 The W3C<sup>1</sup> Web Content Accessibility Guidelines (W3C XHTML) are the recognised guidelines that should be followed to develop web content which is accessible to people with disabilities, in accordance with DDA requirements. It is recommended that any upgrade the Authority's Website comply with the W3C XHTML requirements as a minimum.

## **3. ISSUES**

- 3.1 In its current state, the Authority's website [www.bedfordshirepoliceauthority.co.uk](http://www.bedfordshirepoliceauthority.co.uk) does not meet accessibility standards as defined by the DDA, nor does it provide sufficient information to provide a core service through its website to non-English speaking users. There is an explanation of how to receive information in alternate formats and languages made available. However, given the explanation is provided in the standard English format, it is likely a user requiring alternate languages or formats could not read and understand the explanation.

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<sup>1</sup> [www.w3c.org](http://www.w3c.org)

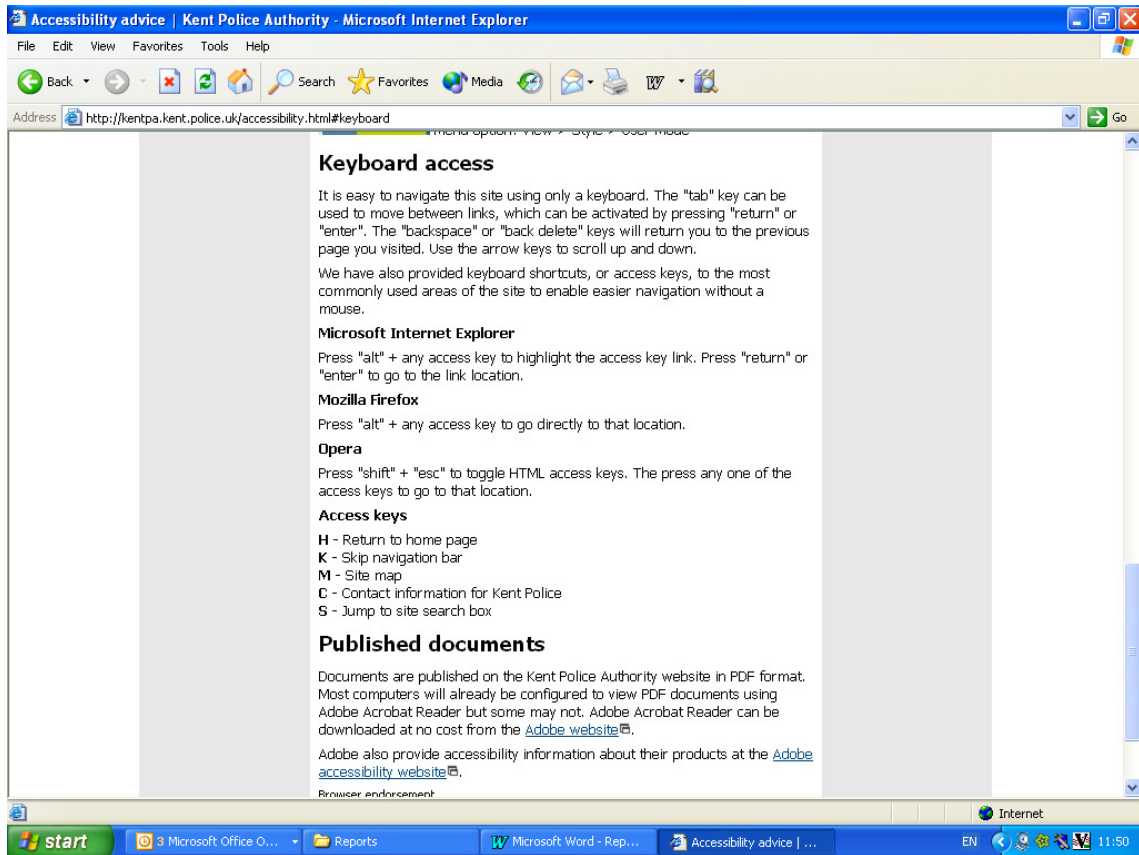
3.2 The website's current programming language is outdated and highly restrictive in terms of the level of upgrade it will accept. Almost all of the auxiliary aids and services that are required to meet DDA standards are impossible to achieve with the current programming software and investing additional funds to upgrade the functionality of an outdated programme is unlikely to be cost effective. A new programming language requires the purchase of new software and a complete rebuild of the Website.

3.3 Comparing Bedfordshire to websites of other Authorities highlights basic elements missing from the BPA's aesthetics and functionality. A few examples of simple design differences other Authorities have adopted include:

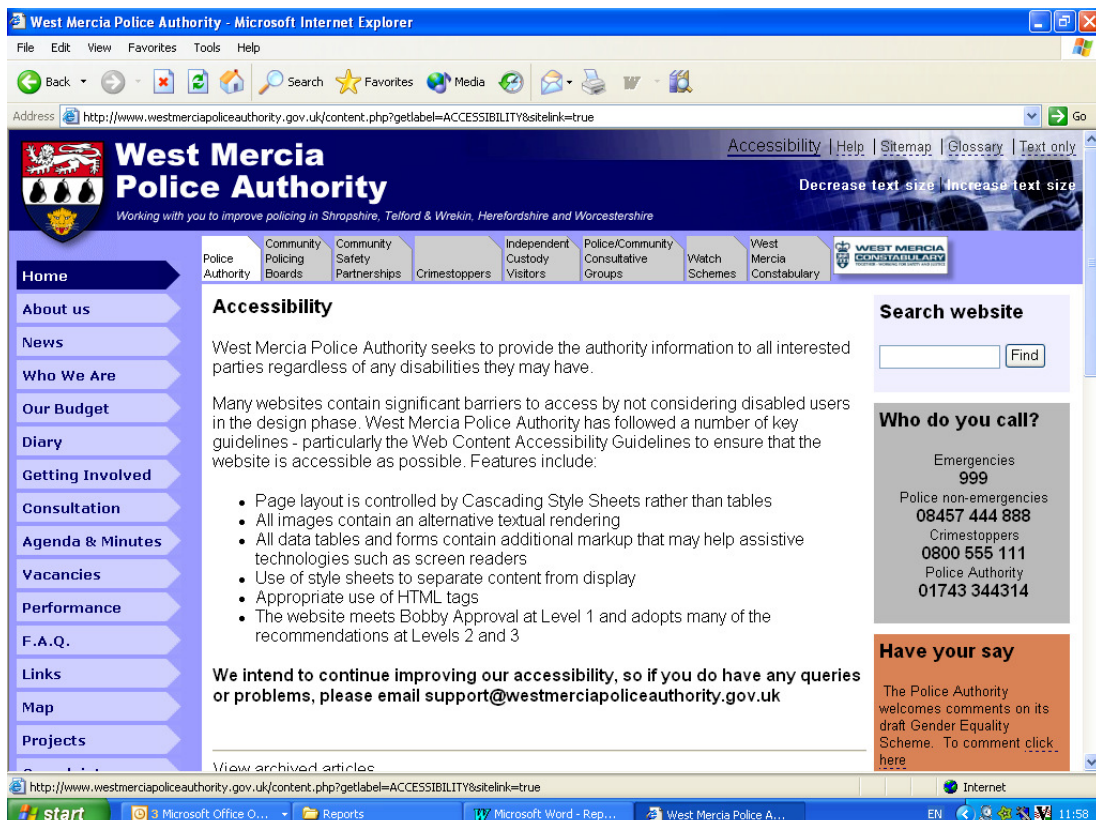
3.3.1 The opportunity for a user to instantly translate core Website information into a range of commonly used languages. An example of the Devon and Cornwall Police Authority welcoming page, translated into Farsi is below:



### 3.3.2 Allowing keyboard only access ability for users who do not operate with a mouse. Kent's explanation of its Keyboard Accessibility option is detailed as follows:



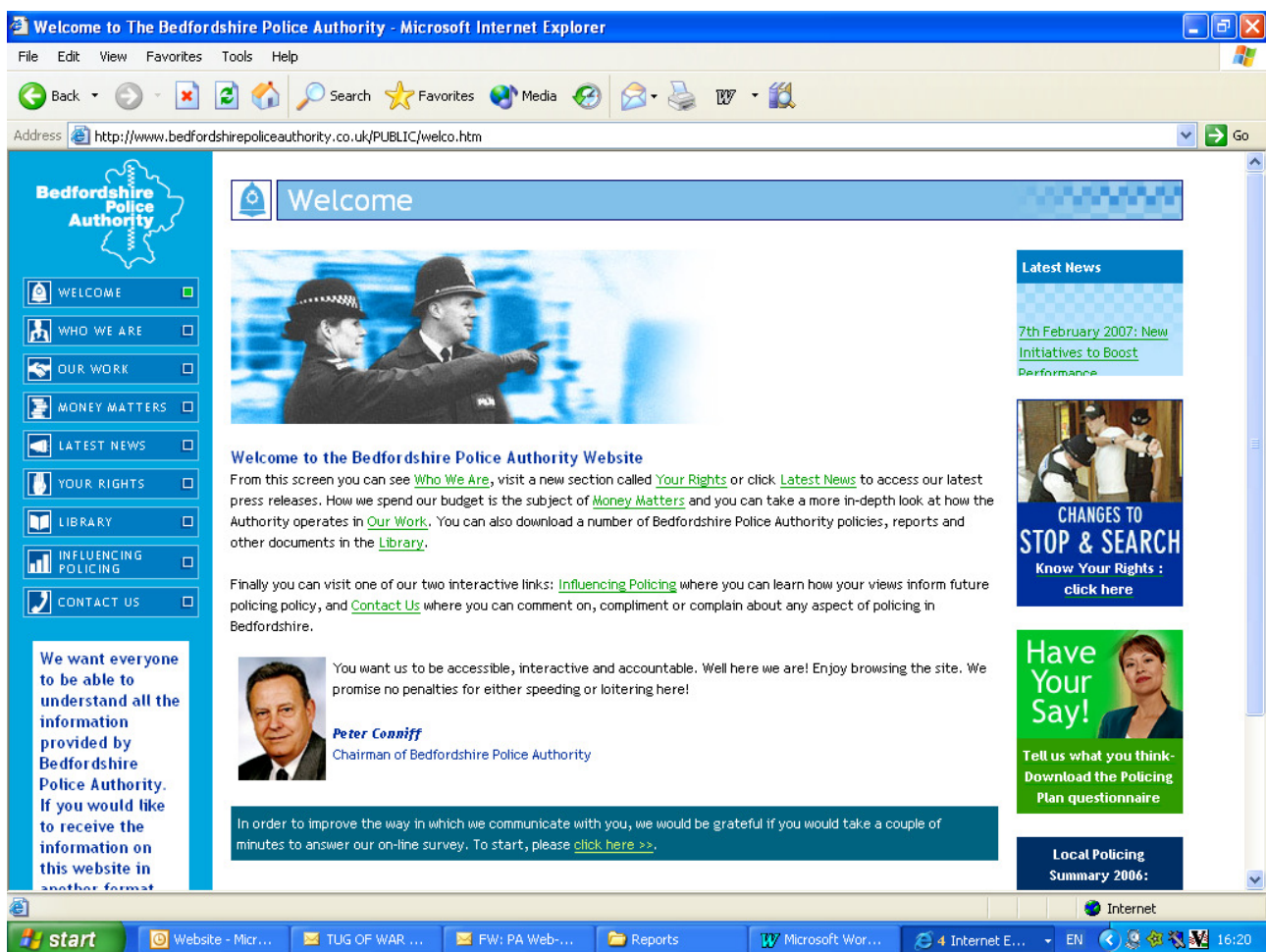
### 3.3.3 Adopting a consistent design layout to support easier site navigation. West Mercia Police Authority's explanation of its navigational adaptations is below:



3.3.4 Providing audio narrative (Read Speaker) in addition to standard text format is an option that has not yet been adopted by many of the other Authorities. Bedfordshire already provides Website users with the opportunity to receive an audio taped version of its pages, but does not provide audio narrative. Whilst preparing to purchase programming software, however, it would be worth considering future accessibility guidelines that may extend the requirements to include Read Speaker or audio formatting features. The limitations of Audio Narratives however, is that the user is required to have a certain level of vision in order to identify which text should be audio narrated.

3.4 Presently, the Authority's Website is content managed by its public relations partner, *Better Times* at a cost of £250.00 per month. Building a new site, probably larger and more complex than the current site, would continue to incur a similar, if not slightly lower cost, if managed by Better Times.

3.5 Comparing the layout and general content of the Bedfordshire Police Authority Website against other Authorities has shown no real lack of performance by the Authority. Although the software is outdated and accessibility factors may be reduced, Bedfordshire's site is well-organised and easy to use. The layout is well thought out, easily navigated, and equally easy to understand. Virtually all information contained in the site is no more than two clicks from the home page. There could be a change in the organisation of Library documents, increasing the visibility of commonly requested documents<sup>2</sup>. Otherwise, there is no suggestion for change to layout. The Bedfordshire home page is below.



<sup>2</sup> E.g. Budget information and Committee Papers

## 4. DESIGN AND DEVELOPMENT

4.1 There are two main options available for web development:

4.1.1 Commissioning a web designer to build a site from a standard design template.

Such specifications would include W3C XHTML compliance, are cost effective, but would not leave a great deal of room for design flexibility. A recent quotation from *Starts Here*<sup>3</sup> on a similarly sized Website to the Authority's existing site, that complies with all accessibility guidelines, and includes a choice of four standard design templates, totaled £3,465.00. The quote includes the creation of web pages, a search function, navigational aids and an in-house content management system which would allow the Authority to manage its own Website content.

Timeframe for development is minimal and could be achieved within a few weeks.

4.1.2 Commissioning a Guild of Accessible Web Designers (GAWD) design firm to build a site from an agreed and personalised design specification. This option increases the flexibility of future use, but can not be accurately costed until an agreed specification has been achieved. Initial enquiries with three firms resulted in an estimated price range of £5,000-£10,000 to develop a site similar in size and content to the Authority's present site, but incorporating full accessibility compliance and the option of in-house content management. Timeframe for completion would be dependent on the same factors as cost.

4.2 The Bedfordshire Police Force uses the programming language *Dreamweaver* as its web design software. *Dreamweaver* is a universally recognised leader in current programming technology and supports all up to date accessibility requirements. It is recommended that the Authority also purchase a *Dreamweaver* package to allow it to be compatible with the Force. There is also the option of negotiating a partnership with the Force in the development of a new site.

4.3 The Authority owns its web space and has a longstanding hosting relationship at a competitive cost. There is no change recommended in this regard.

## 5. CONTENT MANAGEMENT

5.1 There does not appear to be a common theme regarding content management amongst other Authorities. For example, Hertfordshire manages their Website content internally and employs a dedicated Content Manager. Nottinghamshire outsource their web content management to a public relations firm. Northamptonshire and Thames Valley both utilise their Forces' web management teams, but whilst Northamptonshire's site sits within the Force's own site<sup>4</sup>, Thames Valley owns their own site and their Force only update content.

5.2 An informal quote was received by *Starts Here* for content management of an existing site. The quote was £300.00 per month, which is similar to that already being paid to *Better Times*. This would indicate that the perception by prospective content managers is that the site would not require a large amount of content management work.

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<sup>3</sup> Designer of the new and fully compliant West Midlands Police Authority – currently under construction.

<sup>4</sup> Northants pays a figure to their Force that incorporates a rental cost and monthly management fee.

- 5.3 The Force presently employs a dedicated Web Content Manager. No investigation was made as to whether the Force would be prepared to share or lease out the content management service to the Authority.
- 5.4 Further investigation into the pros and cons of internal content management are recommended and should be discussed at the design stage, with the commissioned designer. Although content managing a relatively simplistic site may be cost-effective in the short term, it may be more cost effective to develop a more sophisticated site, which would subsequently require a greater level of experience to content manage.

## 6. SUMMARY

- 6.1 There are obvious handicaps attached to the Authority's present Website that need to be overcome. Although the layout of the site is generally on par with other Authorities, the site is not DDA compliant and can not communicate messages to non-English speaking users.
- 6.2 Failing to become DDA compliance can negatively impact the Authority in a number of ways. Initially, there is mostly the day to day failure to adequately engage with the community. However, in time such a failure can result in the Authority being branded "out of touch" with the very people it purports to serve. There are also legal implications that can arise from not meeting statutory requirements.
- 6.3 Although upgrading the present Website is not entirely impossible, to do so would cost approximately £3,000<sup>5</sup> and would only provide short-term remedy. Any money saved with the upgrade could be eaten up by the ongoing need to have the site content managed by a technical expert, which is currently the case given the complexity of the site's original programming language. Rebuilding the site with an up to date programming language could open up the possibility of in-house content management if desired and decrease overall content management costs. *Dreamweaver* is the software recommended for use in a rebuild as it supports all current accessibility requirements and is already used by the Bedfordshire Police Force.
- 6.4 A decision will need to be made, prior to choosing design layout, as to the budgetary constraints for design and development. As can be seen from the quote from *Starts Here*, a somewhat restrictive but cost-effective template design can be built to be fully compliant within a relatively short space of time. A personalised site, which is likely to adapt better to technological advances is going to cost significantly more to develop.
- 6.5 Content Management can be undertaken in-house, depending on the complexity of the new Website. There may also be the possibility of client relationship with the Force. Should the Authority continue to outsource its content management with *Better Times* the cost is unlikely to increase. There is a projected increase in cost related to outsourcing elsewhere.

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<sup>5</sup> Estimated cost provided by Better Times April 2007

## 7. RECOMMENDATIONS AND NEXT STEPS

7.1 Bedfordshire Police Authority's current website does not meet DDA requirements. Therefore, a change to the website is needed. The following steps are recommended as part of the planning process, and prior to any changes taking place:

Step	Task	Actioned By	Decided By	Timescale
1	Establish size and general content of the proposed website. Larger and more complex site likely to cost more. Smaller site faster and less expensive to create. Nominate Project Manager. Budgeting.	Staff Group	Treasurer	September 2007
2	Determine type of change to take place (see explanations below table):  A. Upgrade  B. Standard Template  C. Personalised Site (GAWD)  D. Personalised Site (non-GAWD)	CE Committee	Treasurer	November 2007
3	Commit to accessibility features:  E. Meet DDA requirements only  F. Exceed DDA requirements	Project Manager	CE Committee	November 2007
4	Plan new layout and design:  G. Retain existing layout and design  H. Consult with designer on new layout options (template)  I. Consult with designer on new layout options (no template)	Project Manager	CE Committee	March 2008
5	Test new site at various stages in development process	Project Manager	CE Committee	Ongoing

6	Choose content management arrangement. Options for content management determined by design choice. Training required if in-house content management desired, and external content managers should provide quotes. Content management arrangements should be confirmed prior to new site going live	Project Manager	CE Committee	March 2008
7	Management of new website	TBA	Treasurer	Ongoing

### Explanation of Options:

- A. Upgrade of the existing site and retain the existing layout, design and content. This will be least expensive in the short term. There will be no possibility for in-house content management or partnership with the Force, so long term the costs of managing an upgrade of this kind could be high if coupled with the likely possibility that a rebuild may be required at a later time. Estimated initial cost £3,000 plus ongoing management fees.
- B. Choose a standard template design that is DDA compliant. In-house management is restricted to individuals with *Dreamweaver* training. Partnership with the Force is a possibility and could make this option quite cost effective. However, standard template designs tend not to allow for individual flair in design and future growth potential may be limited. This should be investigated prior to commitment being made. Estimated initial cost £3,500 with potential ongoing management fees or in-house content management training costs and no ongoing management fees.
- C. Choose to design a personalised site with a GAWD registered design company. Ongoing flexibility of site is a plus, but cost factor is significant. Depending on initial outlay, long term costs could be reduced significantly by incorporating easy in-house content management software that allows any staff member to update content information as required. Estimated initial cost £5,000-£10,000 depending on size and complexity of site and no ongoing management fees.
- D. Choose to design a personalised site with a non-GAWD registered design company. Outcome and cost unknown. Consultation with RNIB<sup>6</sup> and Shaw Trust reveal that non-GAWD registered design companies are not recommended if the priority reason for change is to increase accessibility.
- E. Choose to meet DDA requirements only. An option that good designers would be fully aware of. List accessibility features required and ensure they are incorporated into design format.
- F. Choose to excel above basic DDA requirements. Aim for achievement of an Accessibility Award such as RNIB's *See it Right* logo, National Library for the Blind's *NLB Award*, or the *Good Communication Award*<sup>7</sup>

<sup>6</sup> Royal National Institute of the Blind

<sup>7</sup> An award to any local government agency that can excel in the way it communicates with its community in print.

- G. Retain existing layout and design. Some minor changes (i.e. reorganisation of pages or documents) could be made and should incur little or no extra costs. Recommended with the exception of the gateway page which should be eliminated altogether<sup>8</sup>.
- H. Consult with designer on new layout options. If using a standard template, the Authority should request details of examples where the same template has been used elsewhere. Consider colours and general design features within the scope permitted by the template.
- I. If no standard template is being used, the designer should be consulting with the Authority in more detail about the appearance of the site, in particular regarding formatting of text boxes, images and in relation to the overall scale of each web page. Designing a new website from scratch without a template is a complex and potentially expensive option so budget limits should be agreed in advance. Focus should be on the content and accessibility, rather than the sophistication of the site's features. Avoid expensive *Flash* features such as elaborate introductory pages that tend to download slowly and often do little more than annoy impatient users.

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Report prepared by Elena Collins

**Julie Wymer**  
**HEAD OF POLICY**

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<sup>8</sup> Gateway page provides no value to website. Home page should be the page currently known as the "Main Site" page.  
10(a) Appendix B.10



# BEDFORDSHIRE POLICE AUTHORITY

## PUBLICATIONS POLICY

**REFERENCE NUMBER** : BPA02  
**RELATES TO PROCEDURE NO** : BPA02a

**NEW or REVISED POLICY** : NEW  
**Revises Policy Titled** :  
**Revision History** :

**POLICY OWNER (Dept)** : CHIEF EXECUTIVE /BETTER TIMES  
**POLICY AUTHOR (Job Title)** : POLICY AND RESEARCH ASSISTANT

**IMPLEMENTATION DATE** : JULY 2007  
**REVIEW DATE** : JULY 2008

### POLICY OBJECTIVE

The objective of this policy is to ensure that Authority publications are produced to meet the needs of the whole community, in a timely, informative, accurate and effective manner. Furthermore, each publication will adhere to the current diversity requirements and in order to achieve continuous improvement, a review of each publication will be undertaken with appropriate groups and individuals.

This policy covers all of the Authority's statutory and occasional publications.

### POLICY STATEMENT

#### 1. Purpose of Publications Policy

- To maintain and improve still further the quality of the Authority's printed and multi-media communications.
- To ensure a consistent, diversely inclusive approach towards all published materials and by all Authority staff.
- To effectively communicate the Authority's desired message in print.
- To manage the reputation and raise the profile of the Authority and its responsibilities.
- To secure value for money in producing Authority publications.

## 2. Definition of Publications

- Material produced by the Authority for circulation to both external and internal audiences.
- Statutory Publications include:
  - Council Tax Leaflet
  - Annual Policing Plan
  - Local Policing Summary
  - Annual Policing Budget
  - Statement of Accounts
  - Three Year Strategic Plan
  - Annual Report
- Non-Statutory Publications include:
  - Newspaper Wraparound
  - The Authority's Website
  - Policing Plan Summary
  - Police Authority Information Leaflet
  - Project Specific Information Leaflet
  - Partner Specific Newsletter
- This Policy does not cover internal documents such as Reports, Minutes, Forms or Procedural and Guidance documents, the Intranet, Auditing, or any Third Party materials.

## 3. Publications Principles

***Publications should coincide with the expectations of Government, enhance the reputation of the Authority, and demonstrate a commitment to Bedfordshire community.***

- Publications must adhere to any internally agreed or Government imposed deadlines.
- There should be adequate communication with relevant parties throughout the publishing process. This would include:
  - Project initiator/manager
  - Head of Strategic and Policy Development
  - Media and communications contractor to the Authority
  - Chair of Authority and/or Community Engagement Committee
- Publications should maintain corporate consistency. They should be produced in line with the Authority's Communications Programme and as agreed by relevant personnel.

- ❑ Publications should display the Authority's commitment to partnership working, especially with its Crime and Disorder Partners and the Force.
- ❑ Should the Authority decide to promote a publication, prior consultation and advice will be taken from an appropriate source or group representative of the target audience.

***Publications should be accessible to all.***

- ❑ The Authority should demonstrate its commitment to engage with a diverse community. Written communications should be published or available on request in alternative formats with the aim of ensuring the information is available to everyone in a format best suited to their needs.
- ❑ Wherever possible, publications should be made available through an alternative medium – e.g. Questionnaires that are distributed in the post can be either returned via post or a response can be given online.
- ❑ The Authority will endeavour to follow any Government guidelines relating to accessibility and equal opportunity.

***Publications should be easy to read and understand, and contain information relevant to the reader and subject matter.***

- ❑ Publications should fill an information gap and contain information relevant to the target audience which is not easily accessible elsewhere. Where space permits, publications can include an explanation of why they have been produced and how they link in to the work of the Authority.
- ❑ Publications should aim to be concise, making best use of headlines and bullet points. Easy to Read or summary versions of key publications should be produced.
- ❑ The Authority's logo should be clearly included in every publication.
- ❑ The text font should be as large and easy to read as appropriate for the type of publication, without detracting from the impact of the information contained within.
- ❑ The Authority should consider and produce the communication in alternative formats to enhance and broaden its reach in the community.
- ❑ Images should be used to enhance the message of the text, draw in an audience, or augment the even portrayal of equality issues. Care should be taken to avoid stereotyping with images, although they can be used to illustrate the inclusion of minority groups. The Authority has established a limited number of library photographs for use in Authority Publications.
- ❑ It is vital that each publication is checked for errors and approved prior to final publication.

## The Approval Process

At each stage of the production process, the publication will be approved as described below.

- Project Brief (by Chair or Vice-Chair of Authority, Chair of Community Engagement (CE) Committee, Chief Executive/Treasurer, Head of Policy, or any of their delegates).
- Initial Text Draft (by person commissioning the work or any of the above)
- Approved Text Draft (by Policy Officer)
- Initial Design (by Chair, Chair of CE Committee, or their delegates)
- Amended Proofs (by initiator)
- Final Proof and Sign-off (by Chair, Chair of CE Committee, Chief Executive/Treasurer or Head of Policy)

## 4. Application

- This policy applies to all publications required:
  - By law
  - To inform the Public
  - To increase public reassurance
  - To give accessibility guidance
  - To convey essential information
  - To complement the Communications and Consultation Strategies
- The format for Publications is as follows:
  - The project brief will be agreed by the Chair, Chief Executive/Treasurer, Chair of CE Committee or Head of Policy.
  - The brief will be allocated to the person responsible for commissioning the work.
  - A deadline will be established.
  - A draft text document will be produced and authorised.
  - A final proof will be approved by an appropriate person.
  - Initial designs will be produced for approval.
  - The proposed layout (artwork) with text and images will be produced for copy-checking and/or approval.
  - Where amends are requested, these will be produced for final approval.
  - When the artwork is approved it will be sent to print and distributed appropriately.
  - If applicable, consultation regarding promotional follow up will be undertaken.
  - Consultation will take place on publication for diversity purposes, including where feasible or appropriate, the public and groups representing the wider and diverse community (e.g. Disability Awareness Support Group (DAWN), Gay Police Association (GPA), Black and Asian Support Group (BASG), faith organisations, etc.).

- The Authority will receive and retain all constructive feedback on publications which will then be fed into the review process.

### **ASSOCIATED DOCUMENTATION/LEGISLATION**

*None*

### **FREEDOM OF INFORMATION ACT ASSESSMENT**

This policy is suitable for access by the General Public

Freedom of Information Officer Signature :



# BEDFORDSHIRE POLICE AUTHORITY

## PUBLICATIONS PROCEDURE

<b>PROCEDURE NUMBER</b>	<b>: BPA02a</b>
<b>RELATES TO POLICY NUMBER</b>	<b>: BPA02</b>
<b>NEW or REVISED PROCEDURE</b>	<b>: NEW</b>
<b>Revises Procedure Titled</b>	<b>:</b>
<b>Revision History</b>	<b>:</b>
<b>PROCEDURE OWNER (Dept)</b>	<b>: CHIEF EXECUTIVE/TREASURER</b>
<b>PROCEDURE AUTHOR (Job Title)</b>	<b>: POLICY AND RESEARCH ASSISTANT</b>
<b>DATE OF IMPLEMENTATION</b>	<b>: JULY 2007</b>
<b>REVIEW DATE</b>	<b>: JULY 2008</b>

### PROCEDURE OBJECTIVE

This procedure sets out the process to be adopted in commissioning published communications and managing the publication of the Authority's statutory and occasional written communications.

### PROCEDURE

#### 1. Introduction

- 1.1 This procedure document must be read in conjunction with the Publications Policy (policy No. 02).
- 1.2 Every publication must adhere to the internally agreed or Government imposed deadline relevant to that specific publication.

#### 2. The Project Brief

- 2.1 The Chair or one or more of the following will agree a project brief: Chief Executive/Treasurer, Chair of the Community Engagement (CE) Committee and Head of Policy. The brief will establish the publication's purpose, target audience, deadline for completion and general subject matter.
- 2.2 A budget will be agreed based on that brief for the publication.
- 2.3 Where pertinent the brief will be given to a project manager who will then manage the publication process, including the provision of relevant subject information, through to completion.

2.4 The draft text, or design layouts may be completed with the help of external providers.

### **3. Initial Draft of Text**

3.1 A draft of the proposed text will be produced for approval and or amends.

3.2 Only when the text is approved will the publication proceed to the design/artwork stage.

3.3 All Authority publications will carry the following:

- Contact details for Authority
- Web details
- Accessibility Statement (or reference to)
- Diversity and Equality Statement (or reference to)

Wherever appropriate and space permits they will also carry:

- Contents section
- Stop and Search information
- National Quality of Service Commitment
- Authority Responsibilities
- Custody Visiting Information
- Performance Information
- Safer Neighbourhoods Contact information

3.4 The first time any acronym or abbreviation is used it will be written in full – e.g. Association of Chief Police Officers (ACPO).

3.5 Publication should be concise and relevant to subject matter. It should be easy to read and understand, and directed towards its target audience.

3.6 The Project Manager will drive the creation of text for the written communication. Where the initial text draft has been commissioned to a third party, the Project Manager should check the accuracy and validity of the text, making any editing changes as required.

3.7 A Policy Officer, who will double-check for accuracy and validity, should also view and approve the final text.

### **4. Design and Artwork**

4.1 A design, based on the project brief, will be produced for approval by one or more of the following: Authority Chair, Chair of Community Engagement Committee or their delegates.

- 4.2 A limited source of images is available<sup>1</sup> and should be used to enhance the publication's text.
- 4.3 Consideration should be given to alternative versions that may be required, and to other factors (i.e. colour combinations, size and font of text, etc.) that may increase the appeal for a diverse readership.
- 4.4 The font size and type should be equivalent to Ariel 9-12 pt wherever possible.
- 4.5 Headlines should be used to enhance the impact.
- 4.6 Consideration should be given to the proposed colour combinations or design layout to establish how they may enhance or deter from general readability of the publication. Publications should either contain dark coloured text on a light coloured background, or light coloured text on a dark coloured background. General layout should enhance the clarity of the publication, and images should be in logical proportion to each other. All images should be captioned in a font different to the body text.
- 4.7 The Authority's Chair, Chair of Community Engagement Committee, Chief Executive/Treasurer, Head of Policy, or any of their delegates should approve version proofs.

## **5. Final Version**

- 5.1 Final proof must be signed-off by the Authority's Chair, Chair of Community Engagement Committee, Chief Executive/Treasurer, or Head of Policy only.
- 5.2 Approved final version will be published and distributed.

## **6. Alternative Formats**

- 6.1 Once the publication is approved for print or publication, alternative formats can be produced, in line with the project brief.

## **7. Monitoring and Review**

- 7.1 The Authority should retain receipt of any constructive feedback on publications.
- 7.2 The Authority will consult with pertinent groups and individuals to establish the impact of the publication with minority groups
- 7.3 Feedback will be fed into the annual review process to ensure an ongoing improvement of this procedure.

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<sup>1</sup> From the Library

**ASSOCIATED DOCUMENTATION/LEGISLATION**

None

**FREEDOM OF INFORMATION ACT ASSESSMENT**

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# BEDFORDSHIRE POLICE AUTHORITY

## PUBLICATIONS PROCEDURE

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<b>NEW or REVISED PROCEDURE</b>	<b>: NEW</b>
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**ASSOCIATED DOCUMENTATION/LEGISLATION**

None

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