



# Agenda

2 December 2010

## COMMUNITY ENGAGEMENT COMMITTEE

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

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



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



**IN PERSON, (by appointment)** 9am to 5pm, Monday to Friday



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

A meeting of the **COMMUNITY ENGAGEMENT COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Thursday 2<sup>nd</sup> December 2010** starting at **10.00am**, the agenda for which is set out overleaf

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

**Pat Brown**  
Member Support Officer

## AGENDA

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

- 1. Apologies**
- 2. Minutes \***  
By Chairman - To confirm the minutes of the meeting held on 30 September 2010  
*Pages 3-8*
- 3. Matters Arising from Minutes \***  
Report on actions taken to implement decisions of the meeting of the Committee held on 30 September 2010  
*Pages 9-10*
- 4. Declarations of Interest**  
To receive any personal or prejudicial interests from Members
- 5. Public Confidence, Neighbourhood Policing and Annual Policing Plan 2010-11\***
  - a) Exception Report\***  
Report of the Chief Constable  
*Pages 11-28*
  - b) Operation Nexus\***  
Report of the Chief Constable  
*Pages 29-32*
- 6. Joint Community Engagement Strategy**
  - a) Force Progress\***  
Report of the Chief Constable  
*Pages 33-40*
  - b) Authority Progress\***  
Report of the Chief Executive/Treasurer  
*Pages 41-46*
- 7. Joint Partnership Strategy – Force Progress\***  
Report of the Chief Constable  
*Pages 47-58*
- 8. Force Communications Strategy Update Report\***  
Report of the Chief Constable  
*Pages 59-68*
- 9. Police Authority Publications and Communication\***  
Reports of Chief Executive/Treasurer and Better Times  
*Pages 69-72*

**COMMUNITY ENGAGEMENT COMMITTEE  
30 September 2010**

**MEMBERS PRESENT**

Rev. Lloyd Denny – Chair	Mr. John Williams
Mrs. Linda Hockey	Mr. Peter Hollick
Ms. Alison Graham	Mr. John Mingay
Mrs. Fiona Chapman	Mr. Peter Conniff
Mrs. Sarah Holland	Mrs. Khtija Malik

Also present were Deputy Chief Executive Dr Julie Wymer; Community Engagement Officer, Ms. Sam Orcheston-Findlay; Policy and Project Officer, Mr. Andrew Lane; Administration Officer Mrs. Susan Derbyshire; Sallie Blair of Better Times; Member Support Officer, Mrs. Pat Brown; Assistant Chief Constable (Protective Services) Mrs. Katherine Govier; T Assistant Chief Constable (Territorial Services) Mr. Andrew Richer, Divisional Commander (Lead on Citizen Focus), Chief Superintendent Clare Simon; and Head of Corporate Communications, Mrs. Claire Hughes.

**10/CE/25 APOLOGIES**

Apologies were received from Mr. Shahzad Choudhry

**10/CE/26 MINUTES**

The minutes of the meeting of the Community Engagement Committee held on 16<sup>th</sup> July 2010 were confirmed subject to the amendment that Mrs. Sarah Holland was present at that meeting.

**10/CE/27 MATTERS ARISING**

There were no matters arising.

**10/CE/28 DECLARATIONS OF INTEREST**

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

**10/CE/29 Public Confidence and Neighbourhood Policing**

Assistant Chief Constable (Protective Services) submitted a report to members to inform governance arrangements of the force Public Confidence Delivery Board and activities to build public confidence and deliver neighbourhood policing. The report highlighted the following:

- Governance of Public Confidence and Neighbourhood Policing;
- Development of public service standards arising from the Policing Pledge;
- The Force and Authority Local Confidence Survey;
- The Force and Authority Community Engagement Strategy;
- Independent Advisory Groups;
- Neighbourhood Watch and other watch schemes;
- Safer Neighbourhood Teams (SNTs);
- Outcomes from the HMIC inspection of Anti-Social Behaviour;
- Completion of recommendations from the HMIC Neighbourhood Policing and Citizen Focus inspections

Members were reassured that the first activity of 'Operation Vision' in Goldington, Bedford on 23 September 2010 had been successful. There was participation by 140 police officer and staff volunteers, including three Police Authority members. 1400 homes had been visited and 400 engagements with members of the public had taken place. The Special Constabulary had concentrated on Anti-Social Behaviour. An Automatic Number Plate Recognition (ANPR) exercise had taken place in Luton at the same time realising 160 hits from over 17000 vehicles with 5 arrests being made. In the afternoon Victims of Crime had been contacted by telephone. Members welcomed that most people in the Goldington area were found to feel safe in their area and were assured by the presence of police officers and staff carrying out 'Operation Vision.'

Members were advised that 'Operation Vision' was to occur every month and location was to be decided on intelligence as to where significant outcomes would be achieved.

Members discussed that in their experience of their local areas much anti social behaviour and minor crime went unrecorded to the police. Members accepted that the public needed to be urged to report all incidents so that the police could properly capture local intelligence.

Members discussed that the changes from October relating to Safer Neighbourhood Teams in J Division, to provide better resilience and therefore a better service, had not been clearly communicated to affected areas. ACC Govier (Protective Services) acknowledged this point and advised that lessons had been learnt by the Force.

Members discussed that Community Safety Forum meetings were often poorly attended by members of the public and therefore not fully representative of local communities. It was agreed that work needed to be done to ensure more representative local engagement, both to capture information and to feedback outcomes.

Members welcomed the revision of the Joint Community Engagement Strategy to bring it in line with recent financial and political changes and requested that revisions were considered in line with the Public Information Strategy.

Members were assured that changes in shift patterns for Police Community Support Officers (PCSOs) was being considered in the Force review of duty planning.

Members welcomed the findings of the recent HMIC inspection of Anti-social Behaviour in Bedfordshire. Anti-social behaviour was a priority raised at many SNT meetings and members commented that this was a problem caused by people of all ages, not just young people. Members urged the Force to work

closely with partners, particularly housing associations, who had powers to deal with anti-social behaviour in their local tenancy agreements.

The report advised that the position regarding the three outstanding recommendations of the HMIC Neighbourhood Policing and Citizen Focus Inspection was to be reported to the December meeting of the Community Engagement Committee.

Members agreed for the Deputy Chief Executive to write to the HMIC Eastern Region asking for ratification of the completion of the HMIC Neighbourhood Policing and Citizen Focus Inspection.

Members requested that consideration be given in written reports for Police Authority meetings as to the terminology used to allow these public documents to be better understood by members of the public.

**Resolved**

1. That members note the content of the report and consider the progress being made to deliver improved public confidence under the governance of the Force public Confidence Delivery Board.
2. That members consider and note the public confidence and neighbourhood policing activities as detailed in the report and support continued work with partners.
3. That members agree for the position regarding the three outstanding recommendations of the HMIC Neighbourhood Policing and Citizen Focus Inspection be reported to the December meeting of the Community Engagement Committee.
4. That members agree that the Police Authority write to the HMIC Eastern Region asking for ratification of the completion of the HMIC Neighbourhood Policing and Citizen Focus Inspection.

**10/CE/30 SCRUTINY OF THE ANNUAL POLICING PLAN 2010-2011**

A report informing members regarding the ten qualitative activities in the 2010-11 Annual Policing Plan agreed for scrutiny by the Community Engagement Committee was presented.

Members were reassured by the progress of the activity reported to date and ongoing for 2010-11.

In response to a query from members the ACC(Protective Services) advised that she would inform them as to what 'locally elected officials' were as referred to in the report.

Members were assured that activities in the action plan had been determined using information from surveys and consultation with members of the public.

**Resolved**

1. That members note the progress, to date and ongoing, regarding the ten qualitative activities of the Annual Policing Plan 2010-11 as agreed for scrutiny by the Community Engagement Committee.

**10/CE/31**     **COMMUNITY ENGAGEMENT AND CONSULTATION**

The Community Engagement Officer, Ms Samantha Orcheston-Findlay, presented a report to update members, by exception, on Police Authority community engagement and consultation undertaken in the last three months.

The report detailed findings from the following:

- Blue Light Survey
- Community Safety Forums
- Youth Engagement
- Local Confidence Survey

Members were advised that the Police Authority's Citizen Panel had now finished. All 4000 members of the panel had been invited to attend this committee meeting in the closing newsletter to see how their responses helped to influence policing in Bedfordshire but not one person had accepted.

The Police Authority was to use focus groups and online surveys for future consultation.

Members were assured by the Force that different forms of communication were considered for different age groups as appropriate.

Members questioned the value for money of how many police officers and PCSOs attended some Community Safety Forum meetings against the number of members of the public who attended.

The Youth Cabinet of Central Bedfordshire had been consulted in August 2010 and the three priorities identified had been gang violence, drugs and knife crime.

Youth Forums had taken place in September 2010 across the three Community Safety Partnership areas. Members of the Police Authority had attended these events and had been impressed by the consultation process used. Young people at these events had identified anti-social behaviour as one of their priorities.

Members acknowledged that to avoid duplication and provide value for money the Police Authority should endeavour to carry out consultation with partners where it was appropriate to do so.

Members expressed concern about a lack of information on gang activity within Bedfordshire and were assured by the force that Operation Nexus had begun in September 2010 to address gang and gun crime and that a report on this would be brought to the December meeting of the Community Engagement Committee.

**Resolved**

1. That members continue to attend Community Safety Forums and feed back any changes resulting from Safer Neighbourhood Team restructure.
2. That members agree that future consultation be carried out appropriate to ways in which people like to be consulted.
3. That members support partnership working with a wider range of partners to develop future consultation structures.
4. That members agree for a report on the progress of 'Operation Nexus' to be brought to the December meeting of the Community Engagement

Committee.

**10/CE/32 JOINT PARTNERSHIP STRATEGY**

A report was presented to members to update on progress against the Joint Partnership strategy Action plan. A draft Partnership Policy was appended to the report for feedback by members, together with a checklist for entering into new partnerships.

Members suggested that a further bullet point should be added to the policy regarding dealing with conflicts in partnership working.

Members were advised that the Force was to conduct an evaluation of its partnership working.

Role profiles had been issued to members representing the Police Authority on partnerships. These members were to provide quarterly reports to the Community Engagement Committee on their partnership working activity.

**Resolved**

1. That members note the progress to date against the Joint Partnership Strategy.
2. That members consider the draft Partnership Policy and checklist and report their feedback by 15<sup>th</sup> October 2010.
3. That the final version of the Partnership Strategy and checklist be brought to the next meeting of the Community Engagement Committee for approval.

**10/CE/33 POLICE AUTHORITY PUBLICATIONS AND COMMUNICATION**

Sallie Blair of Better Times presented a report to update members on recent and future Bedfordshire Police Authority communications activity. The report detailed the work that had been undertaken and was planned as follows:

- Three Year Strategic Plan 2010 – 2013
- Local Policing Summary
- Authority E-Zine
- Partnership News
- Members Leaflet
- Police Authority Website
- Press and Public Relations
- Marketing and Communications Plan
- Chief Constable Recruitment
- Police Authority Inspection
- Policing in the 21<sup>st</sup> Century
- Weekly News Update

Members were reassured that Police Authority communications were being

actively carried out to local people, partners and stakeholders and that there had been continuing performance improvement regarding the issue of press statements receiving positive coverage.

**Resolved**

1. That members note the content of the report.

**10/CE/34 HMIC INSPECTION OF ANTI-SOCIAL BEHAVIOUR**

Assistant Chief Constable Govier updated members on the outcomes of the recent HMIC Inspection of Anti-Social Behaviour that had been published a few days previously. The findings had been more positive for Bedfordshire Police than had been expected. Highlights included:

- That Safer neighbourhood Teams had a range of ways to deal with anti-social behaviour and used them well.
- That Bedfordshire Police worked well with partners to address anti-social behaviour.
- That Bedfordshire Police considered anti-social behaviour as a priority since March 2010.

One negative finding was that some plans regarding anti-social behaviour were not being effectively monitored.

Bedfordshire Police recognised that it was unable to identify repeat victims of crime due to issues with current technology used by the Force and this matter was being looked into.

Members questioned how vulnerable adults were identified and were reassured that mechanisms were in place to alert appropriate authorities, i.e. Social services and Housing Associations, in situations where victims of crime and/or anti-social behaviour were found to be vulnerable and at risk.

**10/CE/35 COMMUNICATION FROM THE CHAIR**

The Chair welcomed the score of 2 for Community Engagement in the recent HMIC/ Audit Commission Police Authority Inspection and urged members that the Police Authority should work to improve this position in the time it had left in operation to 2012.

**COMMUNITY ENGAGEMENT COMMITTEE**  
**STATUS REPORT of 30 September 2010**

	<b>ITEM</b>	<b>DECISION</b>	<b>ACTIONED BY</b>	<b>CURRENT POSITION</b>
1	<b>Public Confidence and Neighbourhood Policing</b>	Police Authority to write to HMIC Eastern Region regarding ratification of completion of NP and CF Inspection	Deputy Chief Executive	Awaiting completion of recommendations.
2.	<b>Community Engagement and Consultation</b>	Members continue to attend Community Safety Forums and feed back to PA	All Members	ongoing
		Operation Nexus – report to next CE meeting	Force	Agenda item 5b
3.	<b>Joint Partnership Strategy</b>	Bullet point re: dealing with conflicts in partnership working	Force	
		Final version to December CE meeting	Force	Agenda item 7





# Bedfordshire Police Authority

<b>COMMITTEE AND MEETING DATE</b>	<b>COMMUNITY ENGAGEMENT COMMITTEE, 2<sup>ND</sup> DECEMBER 2010</b>
<b>AGENDA ITEM No:</b>	<b>5a</b>
<b>TITLE:</b>	<b>PUBLIC CONFIDENCE, NEIGHBOURHOOD POLICING AND ANNUAL POLICING PLAN: UPDATE REPORT</b>
<b>DATE OF REPORT:</b>	<b>15<sup>TH</sup> NOVEMBER 2010</b>
<b>REPORT OF:</b>	<b>ASSISTANT CHIEF CONSTABLE (TERRITORIAL POLICING)</b>
<b>AUTHOR:</b>	<b>CLARE HARPER SMITH / EDWARD MAJOR</b>
<b>ACTION REQUIRED:</b>	<b>REPORT FOR DISCUSSION</b>
<b>APPENDICES:</b>	<b>APPENDIX A: CURRENT STRUCTURE OF NEIGHBOURHOOD POLICING AFTER THE CENTRAL BEDFORDSHIRE RESTRUCTURE</b> <b>APPENDIX B: SCREEN SHOT OF PROPOSED NEW CRIMEMAPPER WEBSITE</b> <b>APPENDIX C: ANNUAL POLICING PLAN – UPDATE AGAINST ACTIVITIES</b> <b>APPENIX D: NEW SNT SYSTEM DETAILS</b>

## **EXECUTIVE SUMMARY:**

This report informs the Authority of governance arrangements under the Force Public Confidence Delivery Board and activities to build public confidence and deliver Neighbourhood Policing. It reports by exception against community engagement related activities in the 2010-11 Annual Policing Plan.

**RECOMMENDATIONS:**

**Recommendation 1**

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

**Recommendation 2**

Members are asked to consider and note the progress against the activities in the Annual Policing Plan 2010-11 (see Section 9).

**Recommendation 3**

Members are asked to agree the completion of the remaining Neighbourhood Policing and Citizen Focus related HMIC recommendations (see Section 10).

**Originators:** Clare Harper-Smith, Performance Analyst (Strategic)  
Edward Major, Planning and Inspections Manager  
**Date:** 12<sup>th</sup> November 2010  
**Telephone No:** (01234) 842168  
**E-mail:** [clare.harper-smith@bedfordshire.pnn.police.uk](mailto:clare.harper-smith@bedfordshire.pnn.police.uk)

**BACKGROUND PAPERS:**

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

**ADDITIONAL PAPERS:**

None

## **1 INTRODUCTION**

- 1.1** This report gives an overview of activities to build public confidence and further develop Neighbourhood Policing. It informs the Authority in the following areas:
- Public Confidence Delivery Board
  - Current Structure of Neighbourhood Policing
  - SNT Performance
  - Strategic Development of Neighbourhood Policing
  - Local Crime Maps
  - SNT Problem Solving Capability
  - ASB Recording
  - Completion of HMIC recommendations
- 1.2** The report also incorporates updates against the Annual Policing Plan by exception.

## **2 PUBLIC CONFIDENCE DELIVERY BOARD**

### **2.1 Public Confidence Delivery Board**

- 2.1.1** The Force Public Confidence Delivery Board (PCDB) has been providing strategic governance across the confidence and satisfaction agenda since its establishment in February 2010. It is chaired by the Assistant Chief Constable (Territorial Policing) with representation from across the Force at Divisional Commander and Department Head level. Underneath the PCDB, a governance structure was established to deliver on the key aspects of business relating to public confidence and satisfaction.
- 2.1.2** The PCDB approved a Strategic Intent and Delivery Plan in June 2010 which was converted into an action plan for monitoring. Operation Vision was established to deliver High Impact Days to further increase community engagement, maximise visibility, provide victim reassurance, carry out targeted enforcement and deliver better employee engagement. Operation Vision is overseen by a steering group of practitioners.
- 2.1.3** The PCDB has now fulfilled its terms of reference which were:
- 1) to identify key actions which would deliver improved internal and external confidence;
  - 2) to provide clarity of ownership so actions could be monitored;
  - 3) to move to business as usual when feasible.
- 2.1.4** The PCDB was a temporary structure to provide strategic focus in relation to confidence and satisfaction improvement actions. Police Authority members were actively involved in prioritising actions. The monitoring of the Public Confidence Action Plan will now move to 'business as usual' and progress on actions will be monitored through the Force Operational Delivery Group (FODG) which has the same membership. Progress reports will be provided on a quarterly basis to FODG and this will be reviewed in March 2011 in line with the new Annual Policing Plan to ensure delivery is aligned to the overall Force Strategic Intent.

**2.1.5** The underlying governance structure (Operation Vision Bronze Group; Service Improvement Group; Neighbourhood Police Development Group; and Anti Social Behaviour Delivery Group) will now sit under FODG. The BME Satisfaction Task and Finish Group has now delivered a new customer satisfaction performance management framework and has been disbanded. Progress on victim satisfaction improvement will be monitored through the established performance management arrangements. The need for the Diversity and Inclusion Group is being examined as much of the work is now overseen by the Force Senior Leadership Team.

## **2.2 Strategic Intent and Delivery Plan: Achievements to Date**

**2.2.1** The BME Task and Finish Group delivered a new customer service performance management framework in October 2010. This includes the automation of feedback reports direct to individuals from the customer satisfaction surveys to assist them in improving their actions to deliver better service. The feedback reports include advice on the areas which were identified through the Task and Finish Group as the best drivers of improved satisfaction, i.e. toolkits on what can be done better. The feedback reports have been launched forcewide supported by internal communications. The identified drivers of satisfaction have also been included into training programmes and ongoing performance related communications. The framework was informed by a 'Make it Happen' Day in July 2010 to address the differences in service satisfaction experienced by people from different communities. As a direct result, Operation Vision includes a programme of customer call backs and engagement activities.

**2.2.2** The Force Service Improvement Group is continuing to oversee the continued embedding of elements from the Policing Pledge and compliance with the Victims Code of Practice which has seen significant improvements. A decision has been taken to implement a dissatisfaction database. This group has overseen a review of police stations as well as the organisational structure for customer service delivery. These changes are being finalised prior to implementation.

**2.2.3** A Strategic Anti-Social Behaviour Group has been reporting to the PCDB, but will now report directly to FODG (see 2.1.4). The Group is implementing recommendations from the recent Force inspection of ASB with a focus on improving recording practices, enhanced risk assessment, minimum standards, process mapping and delivery to priority neighbourhoods. This is supported by the Neighbourhood Policing Delivery Group which has led the implementation of a new Safer Neighbourhood IT System. The system has been developed internally and is currently being piloted. Changes to neighbourhood boundaries were implemented in October 2010 in the Central Bedfordshire District. The overall approach to Neighbourhood Policing for the future now forms part of Programme 2011.

**2.2.4** An Operation Vision Bronze Group oversees the delivery of High Impact Days. High Impact Days have been actively supported by Police Authority member involvement. The objectives of Operation Vision are:

- Addressing crime and anti-social behaviour in local areas;
- Raising public confidence in the police;
- Building trust in communities;
- Increase the visibility of Bedfordshire Police within communities.

**2.2.5** The current external operational focus is to deliver increased levels of confidence and engagement. The MOSAIC geo-demographic marketing tool is being used to tailor communication and engagement.

The internal focus is to increase levels of inclusion within the workforce. In relation to this, over 110 police staff volunteers have been recruited to deliver increased community engagement. On High Impact Days they supplement frontline personnel including the recently established Operation Vision ASB Specials Team which consists of over 50 officers. The ANPR team, in support of the Operation, conduct targeted enforcement. In addition the Call Handling Centre leads on full days of call backs to recent victims of crime.

**2.2.6** To conclude, the outcomes sought by Operation Vision are to:

- Provide reassurance to victims of crime, vulnerable communities and individuals;
- Lead and implement a culture that delivers better engagement through an empowered and entrepreneurial workforce;
- Maximise visibility of our workforce amongst the community and within the organisation.

### **3 CURRENT STRUCTURE OF NEIGHBOURHOOD POLICING AFTER THE CENTRAL BEDFORDSHIRE RESTRUCTURE**

**3.1** A paper written by Superintendent Neil Wilson is included at Appendix A. This provides an overview of the new structure of ILNAs and SNTs in Central Bedfordshire.

**3.2** The Force website currently shows the Chief Inspectors, Inspectors, Sergeants, Constables and PCSOs for each ILNA and SNT. On a separate page, the senior managers (including divisional commanders) are featured.

**3.3** The Communications department has been tasked to ensure that the community Superintendents are included on the website and that the SNT structure is clearly linked through to the senior management structure. This will allow the public to see who at a senior level they can contact in relation to complaints or comments regarding a particular ILNA or SNT.

### **4 SNT PERFORMANCE**

#### **4.1 Current Performance Priorities**

**4.2** Performance against local priorities is measured, but due to the differences in approach across the three districts, it is difficult to compare and contrast at district/BCU level. A key element of Programme 2011 will be to look at a standardised performance monitoring framework for local policing which ties in with mainstream performance priorities.

**4.3** Work has been undertaken to collate the priorities recorded from '5 a day' interactions across the Force area, with top priorities for each SNT being grouped by CSP and ILNA.

- 4.4 For the period September 2009 to September 2010, 22,000 priorities were recorded. The most common were:

No priorities	3500	Drug Dealing	400
Nuisance Youths	2600	Neighbourhood Disputes	400
Parking	2000	ASB Other	400
Speeding	1900	TFMV	250
Burglary	1250	Dog Fouling	250
Motorcycle Nuisance	850	Noise	200
Criminal Damage	750	Drugs Other	200
Traffic Other	500	Street Drinking	200
Littering	450		

- 4.5 The analysis did not reveal distinctly different results for different areas, although certain themes could be discerned, such as speeding in rural areas.

## **5 STRATEGIC DEVELOPMENT OF NEIGHBOURHOOD POLICING**

- 5.1 Strategic local policing development is now managed directly through the Force change processes (Programme 2011). It is joined up with other business areas following the decision from the Police Authority to put local policing at the heart of future business models.
- 5.2 Fundamental principles of the Safe and Confident Neighbourhoods Strategy will be adhered to which will incorporate neighbourhood management, enhancement of the PCSO role, Integrated Offender Management, etc.
- 5.3 The management of the Public Protection Unit, incorporating areas such as domestic abuse and child abuse, has been transferred from Protective Services to Territorial Policing (K Division).
- 5.4 The Pan Public Sector Joint Service Project within Bedfordshire builds on Total Place. It is scoping opportunities for shared services and improved processes with statutory partners to both improve service delivery as well as delivering significant financial savings. This project is currently in its prioritisation and scoping phase. Whilst in the first phase, it is unlikely that community safety/ anti-social behaviour may be a high priority, it is likely this will emerge in future years. This provides the Force and Authority with the opportunity to embed its new policing model (coming out of Programme 2011) and to revise its approach to neighbourhood policing/ community safety prior to other opportunities being sought.

## **6 LOCAL CRIME MAPS**

- 6.1 Bedfordshire Police uses the NPIA hosted and managed CrimeMapper website to display neighbourhood crime maps and statistics. This is a national site, showing data from all 43 Home Office forces in England & Wales. The site displays a rolling 3 months' worth of data, compared with the same three months the previous year. Data is updated once per month and goes live to the public on or after the 21<sup>st</sup> enabling national average data to be calculated for comparison purposes.

- 6.2 The Home Office has announced that street level crime maps and statistics are to be published from January 2011. The current CrimeMapper site will be developed by the NPIA to include this additional level of information. NPIA have undertaken technical research with forces and recently held a workshop (October 2010) attended by Bedfordshire Police representatives to assess forces' issues and requirements to go live by January 2011.
- 6.3 Forces have requested that data sharing agreements are put into place due to the level and type of information being released to the NPIA (and vendor) to populate the website. Concern has been expressed by forces that these can take several months to draw up and may not be completed by the January target launch day.
- 6.4 The new CrimeMapper site will make SNT information more prominent than the current site. Work is underway to align the Force website and CrimeMapper SNT information prior to launch and opportunities to automate this process using the SNT System are being investigated. Key internal stakeholders have been identified and engaged on the migration to the new site. See Appendix A for a sample screen shot of the proposed new CrimeMapper website.

## **7 SNT PROBLEM SOLVING CAPABILITY**

- 7.1 Whilst current problem solving is delivering some positive results, the approach to local priority setting and problem solving is not corporate and the success rate is not easily quantifiable. Having identified this, the Force has embarked on a review which is being managed through Programme 2011.
- 7.2 The local policing problem solving framework is in the process of being redesigned at district level. Luton have a robust process built in partnership with the Local Authority and other key stakeholders. Essentially priority setting and the resulting problem solving is carried out at ward level meetings chaired by Local Authority representatives. These meetings follow the tried and tested SARA model. The police are contributors, not owners of the process. A similar approach is being adopted in Central Beds, however due to the recent radical reduction in neighbourhoods, the command team are currently working with Central Beds Council to build the a suitable structure for that district. Bedford are content with the current framework.
- 7.3 The real area of concern is the Force's ability to track and audit activity. At present the Force has SPARKS, but it used sporadically and is disliked by partners. Work continues to identify a suitable resolution to problem management /audit etc.
- 7.4 The Force assists local Registered Social Landlords (RSLs) to enforce tenancy legislation where applicable. Currently, this is a central function carried out by K Division staff, however it is proposal that more local accountability is introduced. To that end, the ACC (TP) has instructed that the Force local policing development lead identify two neighbourhoods in which to run a pilot project in partnership with the main RSLs.
- 7.5 The Force is committed to the concept of Family Intervention Projects (FIPs) and a Detective Inspector has been tasked with process mapping the referral of potential FIP nominees to the wider partnerships.

Essentially FIPs are the responsibility of the local authority, but the Force has a suitable risk/threat assessed process which allows referral when required. This process has very recently been implemented.

**7.6** It has been identified that the main source of intelligence for FIP issues would be local policing staff. Training has been identified as one of the key enablers and the Training department have added it to their local policing Initial and Refresher training. A specific referral form has been created for staff to use for all referrals to the local authorities. FIPs allow the police to play a crucial part in assisting local authorities in identifying families that would most benefit from this form of intervention.

#### **7.7 Specific examples of problem solving:**

**7.7.1 Operation Halogen:** This was a multi-agency Halloween/Guy Fawkes night ASB initiative in Bedford. Consultation took place with Bedfordshire Fire and Rescue Service, Bedford Borough Trading Standards department, BPHA, YOS and the Borough Community Safety department with a view to avoiding duplication of effort and providing a co-ordinated response.

**7.7.2** Analysis is underway to assess the outcomes of the Operation. Due to operational commitments of staff, the administrative element of the operation was not carried out as swiftly as required. The impact of sending out letters to those recorded on the ASB database was therefore diminished. Consideration will be given to using volunteers next year.

**7.7.3 Operation Nevis:** This is an ongoing ASB operation which started in Goldington, Bedford and has now been expanded to respond to rises in ASB and crime in the wider Bedford North ILNA.

**7.7.4** Two years ago, Goldington had a high level of ASB and crime and a low level of public confidence in comparison with other neighbourhoods. Various initiatives such as dispersal orders had been tried, but had not been effective. A range of diversion, enforcement and engagement activities were developed.

**7.7.5** Resident responses given during the recent engagement day in Goldington as part of Operation Vision were very positive and a reflection of the work completed over the past two years. Crime and ASB figures have reduced in real terms and in comparison with other neighbourhoods.

**7.7.6** Further work will continue, particularly in the schools and the development of a schools community safety forum is an example of this.

#### **7.8 Community Feedback**

**7.8.1** Results of actions stemming from priorities are fed back to the community via the Force website, periodic newsletters (usually quarterly and based on a 'you said, we did' principle) as well as verbally at community meetings.

### **8 ASB RECORDING**

**8.1** ASB has been identified as an area of focus by the Joint Strategic Planning Working Group for future strategic direction and also through the Threat/ Harm/ Risk work of Programme 2011.

Programme 2011 is defining the remit and role of local policing, including the role of statutory partners. Programme 2011 will design a model of policing which focuses on local areas with an embedded problem solving approach to anti-social behaviour. The Strategic ASB Board will deal with immediate recommendations for improvements in this area and these will be aligned to Programme 2011 changes.

- 8.2** All incidents of ASB are now being recorded on OIS regardless as to how they are originally reported.
- 8.3** SNT Sergeants are reviewing all incidents of ASB from the previous 24 hours and are manually identifying repeat victims/ locations. The same victim and location are easily identified, but it is not so easy to identify a repeat victims calling from a different location. This method is effective but time consuming for the Sergeants and there is a risk that a repeat victim could be missed. Issues of vulnerability, risk and repeat victimisation are brought to the DMM each morning.
- 8.4** There is still no formal risk assessment or case management system in place. The ideal platform upon which to do this is CMS2, however, from the outset CIB (Crime) stated that they could not cope with the additional demand that this would place on the department. As a consequence, the Strategic ASB Group looked at the viability of purchasing a bespoke system and/ or adapting existing IT systems which could operate independently from CIB. However, no system has been identified which would meet Force needs and it is likely that the Group will again consider the issues of recording and case managing ASB on CMS2.
- 8.5** There is no single definition of a repeat victim of ASB. The Force's crime-based repeat victimisation policy is currently being reviewed to encompass ASB. However, without the ability to record ASB on CMS2, the Force will continue to have difficulty in identifying repeat victimisation. It should be noted that this issue is not unique to Bedfordshire with other forces experiencing the same problems. Understanding repeat victimisation will include better identifying victims who have reported both crimes and ASB.

## **9 ANNUAL POLICING PLAN – EXCEPTION REPORTING**

- 9.1** Appendix C lists the ten activities in the 2010-11 Annual Policing Plan which are subject to scrutiny by the Community Engagement Committee. Three activities have been completed or are subject to exception issues, as described in the following table:

<b>Activity Description</b>			<b>Status</b>	
<b>ref</b>	<b>During 2010-11 we will:</b>	<b>By the end of the year:</b>	<b>Summary</b>	<b>Notes</b>
1.2	Launch a new Safer Neighbourhood Team IT system (see 9.2).	The new system will help local police teams to engage with local people to more effectively meet their specific local needs.	Complete	The new Safer Neighbourhood Team (SNT) system was rolled out across the Force in October and November 2010 and is now in full operation.

2.1	Continue to deliver the Policing Pledge, focusing on those areas where we have identified the need for improvement.	We will be able to demonstrate that we are meeting the standards in all areas of the Policing Pledge.	Dis-continued	In June 2010 the Home Secretary announced the immediate discontinuation of the national Policing Pledge. The Force Service Improvement Groups manages local public service standards.
2.3	Continue to implement the national and local standards for increasing satisfaction and confidence in the police service, including a focus on increasing minority community satisfaction.	We will be able to show progress towards meeting the national standards for increasing satisfaction and confidence, and have met the satisfaction targets including the reduction in the gap between white and ethnic minority victims' satisfaction.	Exception issues	This is scrutinised by the Force Senior Leadership Team and the Authority Performance and Planning Committee. Improving trends in Victim Satisfaction measures (including the White/BME satisfaction gap) have recently stabilised. There is some way to go to meet March 2011 targets. The new Victim Satisfaction Performance Management Framework is key to taking the next step change in performance in all the main satisfaction measure areas agreed with the Authority.

**9.2** The new Safer Neighbourhood Team system has been developed to provide SNTs with a centralised corporate tool for the management of profiles and engagement activity whilst also providing easy access to neighbourhood specific information sourced from other core Force systems (see Appendix D for further information).

**9.3** Since rolling the system out the views of officers have been very positive. This view was echoed by the NPIA's Eastern Region Field Officer for Local Policing and Confidence who stated the system was the best profiling system seen to data and encouraged its continued development.

## **10 COMPLETION OF RECOMMENDATIONS FROM HMIC INSPECTIONS**

**10.1** At the 30<sup>th</sup> September 2010 Community Engagement Committee meeting the Force committed to report to the 2<sup>nd</sup> December 2010 meeting regarding remaining HMIC Neighbourhood Policing and Citizen Focus related recommendations. The three such recommendations are as follows:

- *Serious and Organised Crime Recommendation 2:* Her Majesty's Inspector recommends the Force should develop its community profiling in order to identify and better understand vulnerable groups.
- *Neighbourhood Policing Recommendation 1:* Her Majesty's Inspector recommends that neighbourhood profiles are developed to include vulnerable and emerging communities.
- *Citizen Focus Recommendation 2:* Her Majesty's Inspector recommends that the force introduces a system to effectively communicate the Quality of Service Commitment to vulnerable groups and emerging communities.

**10.2** Completion of all three of these recommendations has been linked to implementation of the Force's new Safer Neighbourhood Team IT System (see 9.2 ). The System has enhanced capability to manage engagement with all communities, including vulnerable and emerging communities. It ensures profiles meet consistent standards. Following piloting in September 2010 the system is now fully operational across all neighbourhoods. Future review and development of the system will continue as business as usual. It is proposed that these three recommendations are complete.

## **11 SERVICE AND FINANCIAL IMPLICATIONS**

11.1 Financial implications (where relevant) and service implications are outlined above.

## **12 OTHER IMPLICATIONS**

12.1 Other implications are outlined above.

## **13 RISK**

13.1 The issues in this paper impact on two operational risks in the new Risk Register, agreed by the Authority and Force in August 2010:

- Ability to engage and effectively work in partnership;
- Managing public expectations in relation to confidence and satisfaction.

## **14 CONCLUSION**

14.1 This report informs the Authority of the Force's activities in a number of areas to build public confidence and deliver Neighbourhood Policing.

## **15 RECOMMENDATIONS**

### **Recommendation 1**

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

### **Recommendation 2**

Members are asked to consider and note the progress against the activities in the Annual Policing Plan 2010-11 (see Section 9).

### **Recommendation 3**

Members are asked to agree the completion of the remaining Neighbourhood Policing and Citizen Focus related HMIC recommendations (see Section 11).

## APPENDIX A: NEW STRUCTURE OF CENTRAL BEDFORDSHIRE NEIGHBOURHOOD POLICING

Central Beds is split into three Inspector Led Neighbourhood Areas (ILNAs), which in turn are subdivided into seven Sgt led areas or SNTs. These changes came into effect on 4<sup>th</sup> October 2010.

Table 1 provides a breakdown of the geographic areas and the resources deployed within each area. A map showing the geographic areas is also included.

ILNA	AREA	Inspector	Sgt	PC	PCSO	Other
Ampt Hill & Biggleswade	Biggleswade, Sandy & Potton	Peter Nouch	Russ Glenister	4	6	1 (School Liaison)
	Henlow & Shefford,		Andy Rivers	3	5	
	Ampt Hill Area		Lisa Johnston	3	6	
Leighton Buzzard & Rural	Leighton & Linslade	Berni White	Chris Bull	3	5	1 (School Liaison)
	Toddington Area		Chris Pollard	2	4	
	Cranfield & Woburn		James Shotbolt	2	3	
Dunstable, Houghton Regis & Rural	Dunstable	Bill Abram	Jim Kinnear	9	15	1 (School Liaison)
	Houghton Regis		Colin Eldred			
<b>Totals</b>		<b>3</b>	<b>8</b>	<b>26</b>	<b>44</b>	<b>3</b>

**Table 1**

The Inspectors report to the Chief Inspector Community (Neill Waring).

The areas are coterminous with Local Authority Ward Areas and current resources have been aligned to meet the demand in terms of ASB and crime. The important change to note is that SNTs now work in teams across their areas, whereas previously, officers were restricted to defined geographic areas. It is also worthy of note that if required and when necessary, the ILNA Inspectors have the authority to bring together the entire ILNA team to tackle problem. Table 2 provides a breakdown of demand against each neighbourhood.

The new structure is supported by Partnership and is already helping to drive and deliver partnership priorities. The local authority has aligned all their community engagement activity to meet the needs of these new neighbourhoods and work is progressing to establish Community Forums / Events in each of the areas.

The objective is to bring the community, statutory partners and locally elected members together to discuss local issues of concern. The first of these meetings will take place in January with the rest following at staged intervals throughout the following quarter.

It is at these events where local policing priorities will be debated and agreed with the SNTs. Thus, in the New Year we will move away from the current ad hoc arrangements with Community Safety forums, Town and Parish Councils etc, where these issues are currently decided.

We will also ensure that meaningful information is provided at these events so that priorities can be determined on the principles of threat, harm and risk and perhaps more importantly are aligned to force and partnership priorities.

The SNTs will continue to engage with communities through, street briefings, Town and Parish Councils meetings, road shows.

Neighbourhood	Population	ASB per 1000 population	Recorded Crime per 1000 population	Criminal Damage per 1000 population
Sandy & Biggleswade	41,820	53.8	50.5	10.9
Henlow & Shefford	33,180	42.8	32.3	8.4
Amphill Area	36,490	44.2	38.6	8.1
Cranfield & Woburn	20,740	34.8	35.3	6.5
Leighton Buzzard & Linslade	37,380	54.9	57.8	13.2
Toddington Area	18,750	46.9	54.7	10.8
Dunstable HR & Rural	60,880	89.6	96.7	19.7

**Table 2 - Data Represents Time Period: 01/01/09 - 31/12/09**

Prior to the restructure all Town and Parish Councils, Local Authority Members, MPs and key individuals within the partnerships were contacted by the District Commander and the letter explained the changes which were taking place, the rationale behind them and provided an opportunity for comments or feedback. Inspectors, Sergeants and SNT teams were briefed to meet with their respective town and parish councils to personally explain the changes and the rationale behind them. This process is almost complete and there has been overwhelming acceptance and support of the need to make these changes.

Similarly, there was remarkably little complaint or feedback in respect of the 270 letters that were sent. Only one or two complained about the perceived lack of consultation and a few sought reassurance that contact with local policing teams would be maintained. A personal reply has been made to the complainants to address their concerns and an offer to meet with representatives of the councils has been made, to date no one has accepted this offer.

The changes although recent appear to have been positively received not only by the community but by the teams themselves and continue to be 'work in progress' as an improving performance across a range of indicators is sought. A formal review will take place in April 2011 which is 6 months from the launch date.

**Central Bedfordshire SNT Boundaries**



Author: Superintendent Neil Wilson

APPENDIX B: SCREEN SHOT OF PROPOSED NEW CRIMEMAPPER WEBSITE

**Leicestershire Constabulary**  
LE15TH

Overview Crime Meet the team Get involved Information and advice

Search

Help Feedback API More police apps

**Leicester City Centre** Neighbourhood Policing Team

Telephone: 0115 2345 678  
Email: [citycentre@leics.police.uk](mailto:citycentre@leics.police.uk)

Sgt Andy Cooper Sgt Jim Hobbs Sgt Nicola Woods PC Alex Jones PC Geoff Abbott

Team profiles, contact details and police stations

**Crime in this area**

Street level updates, trends and crime rates

**Get involved**

22 Next neighbourhood policing meeting  
22nd November 2010, 7.30pm at New Walk Museum

Meetings, events and local links

**Leicestershire Constabulary**

Website: [www.leics.police.uk](http://www.leics.police.uk)  
Telephone: 0115 222 2222

Facebook: [www.facebook.com/groups...](http://www.facebook.com/groups...)  
Twitter: [www.twitter.com/leicspolice](http://www.twitter.com/leicspolice)  
YouTube: [www.youtube.com/leicspolice](http://www.youtube.com/leicspolice)

**Recent activity** from Leicestershire Constabulary

News Twitter YouTube

Oct 22nd **Road closure expected to last until February**  
Road closures affecting travel on the Hinckley-Baby border are likely to last until February. Police have begun taking enforcement action...

Oct 20th **Motorists warned to stay with cars on frosty mornings**  
Leicestershire Police are advising motorists to stick with their vehicles as they clear ice and snow from windows – or they could be left out...

Information on road closures and travel information  
Leicestershire Constabulary is reminding people who will be attending the Diwali lights switch-on ceremony in Belgrave about road closures...

Oct 18th **Police offer crime prevention advice ahead of Diwali**  
Police are offering crime prevention advice to residents to ensure they stay safe during Diwali celebrations in Leicester. Police Community...

## APPENDIX C: ANNUAL POLICING PLAN – UPDATE AGAINST ACTIVITIES

Priority area	Activity Description			Status	
	ref	During 2010-11 we will:	By the end of the year:	Summary	Notes
Strategic Priority: To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service	1.1	Continue to actively engage with neighbourhoods.	All areas will have appropriate community engagement mechanisms to a schedule agreed with local people, with Police Authority representation.	In progress	See sections 3 to 5, above
	1.2	Launch a new Safer Neighbourhood Team IT system.	The new system will help local police teams to engage with local people to more effectively meet their specific local needs.	Complete	See Section 9; Exception reporting
	1.3	Upgrade the Force website.	The SNT section on the website will have details of all local meetings and up to date local crime figures.	In progress	See Section 6, above
Strategic Priority: To ensure that our services are viewed from the individual's perspective, and that our staff respond to our different communities' expectations, when dealing with crime and incidents	2.1	Continue to deliver the Policing Pledge, focusing on those areas where we have identified the need for improvement.	We will be able to demonstrate that we are meeting the standards in all areas of the Policing Pledge.	Discontinued	See Section 9; Exception reporting
	2.2	Continue to run local confidence and satisfaction surveys in co-ordination with local partners.	Changes driven by local confidence and satisfaction surveys will be implemented.	In progress	In progress
	2.3	Continue to implement the national and local standards for increasing satisfaction and confidence in the police service, including a focus on increasing minority community satisfaction.	We will be able to show progress towards meeting the national standards for increasing satisfaction and confidence, and have met the satisfaction targets including the reduction in the gap between white and ethnic minority victims' satisfaction.	Exception issues	See Section 9; Exception reporting
	2.4	Make targeted improvements in our Criminal Justice technology and capability including application of the process improvement methodology.	Working with our Criminal Justice partners we will be able to demonstrate improved processes for managing defendants and improved public visibility of criminal justice results.	In progress	In progress
Strategic Priority: To ensure people see us working with partners and with other police forces, making the best use of public money and improving services together	5.1	Launch the joint partnership strategy, setting up the arrangements for co-ordinating services with local partners.	Partnerships will deliver local services more efficiently and effectively, and will increase public confidence more, than would be achieved by working alone.	In progress	Reported in agenda Item 8
	5.2	Work with local partners under the 'Total Place' scheme to provide an integrated local service to the public.	The way that local partners jointly provide benefits will be reviewed and the process of managing offenders will be more closely integrated between local partners.	In progress	In progress
	5.3	Recruit further local people to the Independent Advisory Groups in Bedford, Central Bedfordshire and Luton.	IAGs with a diverse membership will be operating in each local authority area, helping more effective dialogue with diverse communities.	In progress	In progress

## APPENDIX D

The new SNT system allows for the capture / display of the following information at a neighbourhood level:

**Missing Persons** – This data is pulled in real time from the missing persons management system (COMPACT). This reduces the need for officers to access a separate system to establish that someone from within their neighbourhood is missing.

**Persons on Warrant** – This data is pulled in real time from the warrants management system (WMS). This reduces the need for officers to access a separate system to establish the details of those on warrant within their neighbourhood.

**Team Details** – This data is populated by the local marketing officers and shows the team address, officer images, contact details etc. This area of the system is aimed at those viewing from outside of the SNT world (for example, the CMC).

**General Description of the Neighbourhood** – This data is populated by the SNTs and previously formed part of the old paper profile. It should provide someone viewing a particular page with an overview of the neighbourhood.

**Neighbourhood Priorities** – This data is populated by the SNTs and should reflect the teams current priorities. This information is viewable by everyone with access to the SNT system and is the place where the Force's marketing officers obtain the information that is uploaded onto the internet pages. The aim is to automate this process in the coming months.

**Community Locations / Groups / Contacts** – This data is populated by the SNTs and replaces the need for this type of information to be stored on word documents, excel spreadsheets, books etc.

**Emerging Vulnerable Communities** – This data may be populated by SNTs or community cohesion teams and allows for community contacts to be linked. The aim is for communities to be identified and then individuals within them also identified and engaged with.

**Emerging Vulnerable Communities** – As above this data may be populated by SNTs or intelligence teams and allows for community contacts to be linked.

**Public CCTV** – This information is populated by the system's administrator and comes directly from information provided by the relevant CCTV control room. This provides SNTs with information which may become useful during an investigation.

**Speed Cameras** - This information is populated by the system's administrator and comes directly from information provided by the relevant council. This helps teams have a full picture of their neighbourhood.

**PREVENT** – This information is populated by the SNTs and replaces the need for a separate profile document. It links to the locations captured as part of the community locations area of the system and allows for the linking of pre captured community contacts and groups. This area of the system eliminates a lot of the bureaucracy previously experienced.

**Engagement Activity** – This information is populated by the SNTs, replaces the current set of excel spreadsheets and allows for much better management of engagement activity. The aim is to automate the process of capturing this information on the SNT system and displaying it on the internet pages.

In addition to the above the system has the following functionality:

**Document Management** – Users are able to upload documentation to the system and manage it with full version control.

**Tasking** – Similarly to Outlook, users can task one another and capture progress against the task.

**Useful Links** – Users are able to create links to useful web pages on their portals.

**New Items** – Local marketing officers are able to upload news stories to the SNT system which are displayed on each of the neighbourhood pages. This again reduces the need for intranet pages.

**Searching** – The system is fully searchable, this includes the ability to search for particular words within uploaded documents.



# Bedfordshire Police Authority

<b>COMMITTEE AND MEETING DATE</b>	<b>COMMUNITY ENGAGEMENT COMMITTEE, 2<sup>ND</sup> DECEMBER 2010</b>
<b>AGENDA ITEM No:</b>	<b>5b</b>
<b>TITLE:</b>	<b>OPERATION NEXUS</b>
<b>DATE OF REPORT:</b>	<b>15<sup>TH</sup> NOVEMBER 2010</b>
<b>REPORT OF:</b>	<b>ASSISTANT CHIEF CONSTABLE (TERRITORIAL POLICING)</b>
<b>AUTHOR:</b>	<b>CLARE HARPER SMITH</b>
<b>ACTION REQUIRED:</b>	<b>REPORT FOR DISCUSSION</b>
<b>APPENDICES:</b>	<b>NONE</b>

## **EXECUTIVE SUMMARY:**

This report informs the Authority of Operation Nexus, the unit formed to deal with gang related activity.

**RECOMMENDATIONS:**

**Recommendation 1**

Members are asked to consider and note the report

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

**Date:** 12<sup>th</sup> November 2010

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**BACKGROUND PAPERS:**

Community Engagement Committee papers – 2<sup>nd</sup> December 2010

**ADDITIONAL PAPERS:**

None

## **1 INTRODUCTION**

- 1.1 The Nexus Team has now been in place for just over two months. The aim of the team is as follows:
- To proactively disrupt and dismantle gangs and individuals in the supply, distribution and possession of illegal firearms.
  - To proactively dismantle, disrupt and restrict the activities of individuals involved in the top two or three gangs as identified through the tasking threat matrix.
  - To have oversight of all firearms incidents, discharges, recoveries and seizures; thus to ensure that all intelligence and forensics have been secured. Where appropriate, if there is a significant risk to the organisation and it is agreed with the head of unit, to investigate offences involving firearm discharges where there is evidence of attempted murder or serious injury (excluding aggravated burglaries and armed robberies) and are offences which do not fall within the BHMCU remit.
  - To actively support the work of the Community Safety Partnership, working with relevant partners internally and externally in line with the strategic Vision to divert persons away from becoming involved in gang-related criminality at all levels.
  - To conduct relevant investigation concerning guns and gangs issues as identified through established intelligence processes and agreed with the head of the unit.

## **2 OPERATION NEXUS**

- 2.1 The Nexus Team have developed the intelligence in relation to the two main gangs identified as highest risk, one of which is Luton-based and the other operates in Bedford. The ethnicity of the Luton gang is predominantly white and black and the ethnicity of the Bedford gang is white, black and Asian. Intelligence suggests there are over 60 members in the Bedford gang, although some of the links are regarded as questionable.
- 2.2 The Nexus team has been involved in reviewing a number of incidents where gang involvement is suspected and is actively seeking to collate evidence of substantive offences as well as developing packages for obtaining Anti Social Behaviour Orders. A number of suspected members and their parents have been spoken to face to face by members of the team, with a view to offering support and assistance in diverting them from their current lifestyle and moving away from gang and violence activity. In one case, direct liaison with a Youth Offending Service (YOS) case worker has led to an individual being put on appropriate developmental courses, including anger management and a gang and knife awareness course. Additionally, Gang Injunctions will be implemented if required and appropriate.
- 2.3 In relation to community engagement, meetings are taking place with Youth Offending Service and Probation Service to develop a Bedfordshire process for a 'gang call-in' system. This would involve a panel which progresses cases against known gang members. The approach has worked well in London and the West Midlands.

- 2.4 The team are linking in with the Force Children and Young People Development Officer to ensure that the team are using and developing partnership approaches.
- 2.5 The Tackling Knives Action Programme (TKAP) and Luton Solutions Community Safety Partnership funding has been secured for a mediation services pilot which is likely to run in Luton from December 2010 to March 2011. The mediation service will be aimed primarily at gang issues although it will also be open to other serious conflict problems. The aim is to work with individuals to try and turn their behaviour around before matters escalate to a serious level. The pilot will be subject to review with an application for further funding made if deemed successful. Success will be determined on a case by case basis in preventing further offending. Partners will be involved in the decision-making process.
- 2.6 Consideration is being given to including areas affected by gang activity in Operation Vision.

### **3 SERVICE AND FINANCIAL IMPLICATIONS**

- 3.1 If deemed successful, further funding will be sought to continue the mediation service project.

### **4 OTHER IMPLICATIONS**

- 4.1 Other implications are outlined above.

### **5 RISK**

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

### **6 CONCLUSION**

- 6.1 This report informs the Authority of the Force's activities in tackling gun and gang related activity.

### **7 RECOMMENDATIONS**

#### **Recommendation 1**

Members are asked to consider and note the report.



# Bedfordshire Police Authority

<b>COMMITTEE AND MEETING DATE</b>	<b>COMMUNITY ENGAGEMENT COMMITTEE, 2<sup>ND</sup> DECEMBER 2010</b>
<b>AGENDA ITEM No:</b>	<b>6</b>
<b>TITLE:</b>	<b>JOINT COMMUNITY ENGAGEMENT STRATEGY: UPDATE REPORT</b>
<b>DATE OF REPORT:</b>	<b>15<sup>TH</sup> NOVEMBER 2010</b>
<b>REPORT OF:</b>	<b>ASSISTANT CHIEF CONSTABLE (TERRITORIAL POLICING)</b>
<b>AUTHOR:</b>	<b>CLARE HARPER SMITH</b>
<b>ACTION REQUIRED:</b>	<b>REPORT FOR DISCUSSION</b>
<b>APPENDICES:</b>	<b>NONE</b>

## **EXECUTIVE SUMMARY:**

This report informs the Authority of activity against the Joint Community Engagement Strategy.

**RECOMMENDATIONS:**

**Recommendation 1**

Members are asked to note and consider the activities being undertaken under the Joint Community Engagement Strategy.

**Recommendation 2**

Members are asked to agree that these activities will continue to be progressed in 2010/11 and carried forward, where required, into the new Community Engagement Delivery Plan for 2011/12.

**Recommendation 3**

Members are asked to agree that any new actions arising from the development of the Strategic Plan will also be included in the new Community Engagement Delivery Plan for 2011/12.

**Recommendation 4**

Members are asked to highlight any other aspects they would expect to see within a Community Engagement Delivery Plan for 2011/12.

**Recommendation 5**

Members are asked to note the renewed focus on implementing changes to provide easier and more equal access for groups who are disadvantaged by current processes.

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

Joint Community Engagement Strategy

**ADDITIONAL PAPERS:**

None

## **1 INTRODUCTION**

- 1.1 This report gives an overview of activities under the Joint Community Engagement Strategy including:
- Current status of the Joint Communication Strategy
  - Community engagement methods in Dunstable, Houghton Regis, Ampthill and Biggleswade
  - Provision of public information on complaints and professional standards performance
  - Volunteering in Bedfordshire

## **2 OVERVIEW OF THE JOINT COMMUNITY ENGAGEMENT STRATEGY**

### **2.1 Current Status**

- 2.1.1 Bedfordshire Police and Police Authority published a joint three-year Community Engagement Strategy on 1st April 2010. At the time, increasing the levels of community engagement activity to provide a strengthened community voice in directly shaping the nature of policing was a priority for the Police Authority. The joint Strategy has the following objectives:
- To continually improve and be innovative in the ways in which Bedfordshire Police and Police Authority understand and engage with the diverse communities of Bedfordshire;
  - To ensure that mechanisms exist which will enable the views of the public to contribute towards priority setting, corporate planning and making best use of resources;
  - To work with partners to ensure that, where possible, engagement mechanisms are aligned to deliver efficiencies and sustainable solutions to crime, anti-social behaviour and other local issues;
  - To effectively communicate local outcomes to communities, illustrate how we have listened and how their involvement has influenced the decision making process.
- 2.1.2 The Strategy was subject to a review at a joint Authority/ Force meeting on 22nd September 2010. The meeting concluded that a refreshed approach with a shorter-term focus was required in relation to Community Engagement. This would take account of likely changes to governance arrangements (i.e. the Police and Crime Commissioner role), the Spending Review with its implications on the way we do business, Programme 2011 and how everything would fit into the new strategic direction being developed by the Joint Strategic Planning Group.
- 2.1.3 It was agreed that once the new Three Year Strategic Plan, including the Annual Policing Plan emerged, a Community Engagement Delivery Plan for 2011/12 should be produced. Any strategic intent for Community Engagement should be included within the Strategic Plan which would then remove the need for a separate strategy. This would focus the Force and Authority on the high priority activities required.

- 2.1.4 The review also noted progress against the current Community Engagement Strategy including:
- Use of the 'Blue Light' and 'Local Confidence Surveys' in 2010/11 which would feed into the Organisational Strategic Assessment which would then drive the new Policing Plan;
  - Bespoke consultation on strategic priorities through diverse focus groups to feed into the work of the Joint Strategic Planning Working Group within the context of fewer resources as a result of budget reductions;
  - Implementation of the new Safer Neighbourhood IT System which would enable better planning and recording of engagement activity through the Bedfordshire Police Neighbourhood Policing approach;
  - Continued use of the current Safer Neighbourhood Team engagement activities (e.g. local forums; 'five-a-day', etc.) until a new framework is designed as part of the detailed design by Programme 2011;
  - Increasing use of MOSAIC to assist in better targeting of communities within Bedfordshire;
  - The ongoing work to upgrade the Force Internet which would improve the accessibility and functionality of SNT pages;
  - The continued work of the Neighbourhood Policing Development Team (in accordance with the national 'Safe and Confident Neighbourhood Strategy: Next steps in Neighbourhood Policing'), including the changes to boundaries in Central Bedfordshire which provides a greater focus to delivery against a smaller set of community driven priorities;
  - Programme 2011's aim of designing and delivering a new Local Policing Model for Bedfordshire which within it will have appropriate approaches to community engagement and partnership working;
  - The introduction of Operation Vision which has community engagement at its heart through the delivery of High Impact Days;
  - Increased efforts to provide public information in relation to complaints and professional standards performance; and
  - The continued use of Independent Advisory Groups (IAGs) at various levels of the organisation.

## **2.2 The Way Forward**

- 2.2.1 It is proposed that the above activities will continue to be progressed in 2010/11 and carried forward, where required, into the new Community Engagement Delivery Plan for 2011/12. Any new actions arising from the development of the Strategic Plan will also be included. Members are asked to highlight any other aspects they would expect to see within a Community Engagement Delivery Plan for 2011/12.
- 2.2.2 The force is evaluating how core community engagement should be delivered to the scattered rural communities of Bedfordshire and is evaluating how the well the established Parish Council system can be used to facilitate a two way flow of information.

## **3 COMMUNITY ENGAGEMENT METHODS**

- 3.1 Community engagement methods in Dunstable, Houghton Regis, Ampthill and Biggleswade (the larger towns outside of Luton & Bedford) are considered here.

- 3.1.1 Following the restructure of the Safer Neighbourhood Policing Teams / areas within Central Beds, existing community safety engagement mechanisms are being redesigned and aligned to the new SNT areas. Locally elected councillors will be able to influence policing priorities within the local area. The new forums will be phased in during the next quarter (the first forum will take place on 7<sup>th</sup> January 2011) and will be closely aligned to the strategic areas of the Local Authority, Local Strategic Partnership (LSP) and Community Safety partnership (CSP).
- 3.1.2 Existing meeting, engagement and forum structures across the main towns and areas of deprivation will still flourish to allow local targeting and feed in issues to the area forum.
- 3.1.3 Examples include:
- The Downside Stakeholder Forum which is also replicated in Houghton Regis
  - The Combat Crime Group in Leighton Buzzard
  - Mobile Police Station Surgeries
  - Street Briefings
  - Links to Town and Parish Council Meetings and attendance on significant occasions
  - Street Watch Liaison Meetings
  - Neighbourhood Watch

#### **4 PUBLIC INFORMATION STRATEGY – COMPLAINTS AND PROFESSIONAL STANDARDS**

- 4.1 The August Complaints and Professional Standards Committee agreed an action “That a Public Information Strategy be developed to ensure that there is easy access to the complaints system and that there is equal access to all.” This was in response to an Equality Impact Assessment of Force Complaints processes which highlighted that certain minority groups defined by race, disability and age might not have easy and equal access to the complaints system.
- 4.2 It was previously highlighted to the Community Engagement Committee that the collaborative Professional Standards Department Communication Plan would deliver actions to provide easier and more equal access.
- 4.3 Bedfordshire Police, through the Bedfordshire and Hertfordshire Professional Standards Department (BHPSD), provide public information on complaints and discipline, professional standards performance and publicise information about how to make a complaint.
- 4.4 BHPSD meet bi-monthly with the respective Communications departments to review progress against the joint PSD communications plan. One of the objectives of the plan is that “BHPSD will support the work of both Forces with regards the ‘confidence and reassurance’ agenda in ensuring that the public are provided with one cohesive approach to dissatisfaction and complaints”.

- 4.5** The external audiences identified under the plan are;
- The Public
  - Media
  - CJS partners
  - Police Authorities
  - Minority groups
- 4.6** Communication channel for external audiences are:
- Press releases
  - Posters
  - Force websites
  - Leaflets in Enquiry Offices
  - Force websites
- 4.7** The Bedfordshire Police website includes detailed information on how to make complaints against the police, including both organisational complaints and complaints against an individual. 'What happens next' sections are included for both types of complaint. Improvements to the Force Website have recently been made to reflect current processes and provide access to online forms.
- 4.8** Additionally, the option of Gateway Organisations through which the public can seek advice or make complaints is being developed. These are organisations with experience of helping people to make complaints against the police, e.g. Citizens Advice Bureaux.
- 4.9** It is clear having examined the BHPSD Communication Plan that it will not deliver the easier and more equal access required. At the same time instead of a Public Information Strategy what is required is focused actions to increase accessibility. The Force Customer Service Manager will lead the production of actions in consultation with the Independent Advisory Group to provide easier and more equal access, especially for the groups identified. It is unfortunate that this work stalled in the belief other actions would address this priority and the Force will put in renewed energy to rectify this.

## **5 VOLUNTEERING IN BEDFORDSHIRE**

- 5.1** Cadets, service volunteers and members of the Special Constabulary are recruited from a diverse background, e.g. 18% of the Special Constabulary are from BME communities. Since 2008 high profile recruitment campaigns have been developed and implemented and consequently numbers have grown considerably. In 2007/08 the Force recruited 13 Special Constables, whereas in 2008/09 recruitment increased to 77.
- 5.2** Intakes for the cadets are full for both years and applications are already being received for the intake in September 2011. A number of cadets go on to become Special Constables. The Force is committed to developing this area in particular as work is being developed nationally to recruit regular officers through the Special Constabulary.
- 5.3** The Force continues to recruit service volunteers and in January 2011 further campaigns will be launched inviting applicants with a range of skills to apply.

- 5.4 The Single Volunteering Unit have also established good working relationships with the Public Protection Unit to devise a future programme for victims of domestic violence to volunteer for the Force, subject to appropriate risk assessments, in order to help them re-build confidence and develop new skills. It is anticipated that this work will extend to agencies who assist women who have been involved in prostitution to move away from this lifestyle. Contacts with Suffolk Constabulary and Kent Police have been established to develop this work in late 2011.

## **6 SERVICE AND FINANCIAL IMPLICATIONS**

- 6.1 Financial implications (where relevant) and service implications are outlined above.

## **7 OTHER IMPLICATIONS**

- 7.1 Other implications are outlined above.

## **8 RISK**

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

## **9 CONCLUSION**

- 9.1 This report informs the Authority of progress against the Joint Community Engagement Strategy.

## **10 RECOMMENDATIONS**

### **Recommendation 1**

Members are asked to note and consider the activities being undertaken under the Joint Community Engagement Strategy.

### **Recommendation 2**

Members are asked to agree that these activities will continue to be progressed in 2010/11 and carried forward, where required, into the new Community Engagement Delivery Plan for 2011/12.

### **Recommendation 3**

Members are asked to agree that any new actions arising from the development of the Strategic Plan will also be included in the new Community Engagement Delivery Plan for 2011/12.

### **Recommendation 4**

Members are asked to highlight any other aspects they would expect to see within a Community Engagement Delivery Plan for 2011/12.

**Recommendation 5**

Members are asked to note the renewed focus on implementing changes to provide easier and more equal access for groups who are disadvantaged by current processes.



Bedfordshire Police Authority

<b>COMMITTEE AND MEETING DATE</b>	<b>Community Engagement Committee</b>
<b>AGENDA ITEM No:</b>	<b>6b</b>
<b>TITLE:</b>	<b>Community Engagement update</b>
<b>DATE OF REPORT:</b>	<b>2nd December 2010</b>
<b>REPORT OF:</b>	<b>Chief Executive</b>
<b>AUTHOR:</b>	<b>Samantha Orcheston-Findlay/Andrew Lane</b>
<b>ACTION REQUIRED:</b>	<b>For endorsment</b>
<b>APPENDICES:</b>	<b>None</b>

**EXECUTIVE SUMMARY:**

This report updates Members by exception on Police Authority community engagement and consultation activity undertaken in the last three months. In particular, the report updates Members on the key findings of the Parish and Town Council Survey and progress in relation to Police Authority Deliberative Fora.

**RECOMMENDATIONS:**

Recommendation 1: That the Authority enhances Force engagement and communication with rural communities by providing them with contact details for the Clerks of all Parish and Town Councils offering free space in their magazines.

Recommendation 2: That the Authority and Force liaise regarding the discontinuation of the local confidence surveys from April 2011.

Recommendation 3: Members to take on a dip sampling role of Parish Magazines.

Originators: Samantha Orcheston-Findlay, Andrew Lane  
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## **BACKGROUND PAPERS:**

None

## **ADDITIONAL PAPERS:**

None

### **1 INTRODUCTION**

- 1.1 The joint Community Engagement Strategy outlines the Authority's priorities for 2010/11 to improve engagement with rural communities and young people. This report outlines how the Authority has addressed its engagement priorities and the benefits/outcomes expected from the targeted engagement.

### **2 STATUTORY REQUIREMENTS, ADDITIONAL INFORMATION, TERMS OF REFERENCE AND RESPONSIBILITIES OF THE COMMITTEE / GROUP / INDIVIDUAL CREATING THIS REPORT**

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

### **3. Parish and Town Council Survey**

- 3.1 The Authority has written to all 120 Parish and Town Councils in Bedfordshire with a survey asking a range of questions based on the comments and concerns that Members have raised in Community Engagement Committee this year. Forty seven surveys have been returned so far (a return rate of 39%) and we are expecting a number to be returned soon following council meetings scheduled over the next few weeks. Views will be published in detail prior to the next Committee, but results so far suggest:
- Safer Neighbourhood Teams are represented regularly or sometimes at the vast majority of Parish / Town Councils however there are a number of issues being raised around communication.
  - A third of Parish magazines are regularly utilised by SNTs to communicate, but almost all think it would be useful for them to do so and all are offering space in their magazines at no cost.
- 3.2 The piece of consultation has been quick, effective and low cost. The results

that are being fed back have been useful and informative and will give the Force a vehicle to enhance their rural engagement. It is clear that some SNTs are using the Parish Magazines, however if it was rolled out across all SNTs it can become a useful low cost tool in which to consult with rural communities. Members may wish to take on a dip sampling role of the local Parish Magazines to ensure that the Force and SNTs are utilising them.

#### **4. Youth Forums**

- 4.1 The aim of these focus groups was to obtain views of a cross section of young people across Bedfordshire and Luton to include; ethnicity, age group (11-21 years), gender, those already engaged in youth consultation and those who have never been engaged, college and school students, young people in work or on training schemes, public school students, unemployed young people and 'looked after' young people.
- 4.2 The findings of the three focus groups were summarised as: -
  - There is a clear barrier between young people and Bedfordshire Police
  - Young people had little confidence in Bedfordshire Police
  - Young people have a perception that police are there for older people, not young people.
  - Three areas of crime young people thought should be regarded as priorities were:
    - Gun and knife crime
    - Burglaries and muggings
    - Gang crime
- 4.3 Along with the findings a number of recommendations were. The Force with support from the Police Authority agreed that the report would be taken to the Force Children and Young People Strategic Group.

#### **5. Deliberative Forums**

- 5.1 The shared objectives of the joint Community Engagement Strategy are outlined in section 2.1 of the Force's update report to this committee. As part of improving and being more innovative in how we consult with communities and following discussion in our June and September reports, a programme of deliberative forums is underway. Deliberative forums go beyond a focus group model to inform a small group of local residents on a range of issues before asking them to balance priorities and budgets with some awareness of the potential consequences of their choices.
- 5.2 Forums in November will take place in Linslade Community Hall, near Leighton Buzzard and Dallow Road Community Centre in Luton. We aim to consult and feedback to the Strategic Planning working group throughout the planning process, to allow the a public voice to help shape planning rather than only consulting as plans are finalised.
- 5.3 The Forums are a low cost way of consulting with the public. We will be giving the public more information on the budget before asking them to make decisions on priorities and savings. We are hoping to receive more informed

choices and therefore have more qualitative results.

## **6. Consultation Stalls**

- 6.1 Police Authority staff took stalls to the Eastcotts and Wilstead Community Safety Forum (29 October) and at the university campus in Luton (4 November). The public response to these stalls was largely positive. The next Police Authority consultation stall will take place at the SoLUTiONs (Luton CSP) Public Summit on 29 November and will be supported by two Members.
- 6.2 The 17 people at the CSF tended to prioritise 'distress' over 'protecting property' and 'protecting life'. Amongst this 'already engaged' group there was a desire to be consulted again as plans developed. The 42 people at the university campus in Luton split a simulated budget very evenly between the four areas, but with 'violence' getting the most. There was a frequently repeated theme that investment on one area (normally violence or disorder) would reduce levels in another (property and life). We interpreted this as a possible preference for prevention and longer term approaches to crime and safety issues rather than an investigation and bringing offenders to justice.
- 6.3 Overall people seemed to understand the meaning of the four strands being considered by the Strategic Planning Working Group. The word 'distress' was harder for some to understand, and this was often explained as anti-social behaviour, including issues such as motorcycle nuisance and neighbour disputes. Force plans have now renamed this strand 'disorder'. These stalls will provide us with an overall picture of Bedfordshire's priorities as well as within each CSP.

## **7. Local Confidence Survey**

- 7.1 In November's Performance and Planning Committee Members discussed the apparent change in public confidence in the Central Bedfordshire area. The reasons for the decline are not known. A discussion at a Community Safety Partnership meeting for the area suggested the following possible causes:
  - Public concern about local service cuts following the General Election and greater awareness of the deficit
  - Seasonal variation
  - Different perceptions of the role of police / local authorities verses wider society in dealing with crime/ASB
  - A rural / urban split
- 7.2 Surveys are due to continue until April when 3600 surveys will have been taken across the county and more detailed analysis will be possible. This report recommends that the Authority liaises with the Force to suggest that the survey not be continued for the following reasons:
  - Central government have removed the national single confidence measure and Community Safety Partnerships have not shown enthusiasm for it
  - A financial saving would be made
  - A more complex approach to public confidence could be explored, perhaps focusing on low confidence neighbourhoods.

- 7.3 Not continuing with the survey would not allow the Force of Authority to track confidence at the CSP level, but less timely force-level data would be available through the British Crime Survey.

## **8. Future Activity**

- 8.1 To support and use the learning from the Authority's deliberative forums an online survey will be conducted in January 2011. We will approach the Force to repeat last year's successful use of their Facebook page and Community Messaging System to promote the survey. We will also distribute surveys on our email databases of former Citizen Panel members, former Local Confidence Survey participants and partner 'e-zine' recipients. In response to the particular importance of consulting at this time we will set a target to double the number of respondents last year to 2000 and will ask Members to support this by forwarding the link to their contacts in the communities they represent.
- 8.2 We will be using the business partners to distribute our survey and we are currently in negotiation with a business working group to run a forum.

## **9. SERVICE AND FINANCIAL IMPLICATIONS**

The current forums are relatively low cost due to working with partner agencies. There will be significant savings made by the discontinuation of the LCS.

## **10. OTHER IMPLICATIONS**

- 10.1 Equality, Diversity and Human Rights – As identified within the report.
- 10.2 Procurement – As identified within the report.
- 10.3 Legal Implications – None
- 10.4 Corporate Governance – In addition to meeting our obligation to our communities, the consultation outlined in the above report ensure that the Authority fulfils a statutory duty.
- 10.5 Policy and Strategic Aims – The activities outlined above supports the Authority in meeting its strategic priorities, embedding local community voices into our strategic planning processes, meeting the objectives of our Community Engagement strategy and monitoring performance in terms of public confidence.
- 10.6 Welfare of Children and vulnerable adults – None
- 10.7 Reducing Carbon footprint / waste –
- 10.8 Confidence – As outlined within the above.

## **11. RISK**

The issues in this paper, impact on two operational risks in the the Risk Register agreed by the Authority and Force in August 2010.

- Ability to engage and effectively work in partnership;
- Managing public expectations in relation to confidence and satisfaction.

## **12. Conclusion**

12.1 Challenges ahead include the communication of budget and strategic decisions that will impact upon officers and staff but also our communities. This would need to include key stakeholders such as local MPs and councillors at all levels, the media and other individuals and groups that can help communicate key messages as comprehensively as possible.

### **RECOMMENDATIONS:**

Recommendation 1: That the Authority enhances Force engagement and communication with rural communities by providing them with contact details for the Clerks of all Parish and Town Councils offering free space in their magazines.

Recommendation 2: That the Authority and Force liaise regarding the discontinuation of the local confidence surveys from April 2011.

Recommendation 3: Members to take on a dip sampling role of Parish Magazines.



# Bedfordshire Police Authority

<b>COMMITTEE AND MEETING DATE</b>	<b>COMMUNITY ENGAGEMENT COMMITTEE, 2<sup>ND</sup> DECEMBER 2010</b>
<b>AGENDA ITEM No:</b>	<b>7</b>
<b>TITLE:</b>	<b>JOINT PARTNERSHIP STRATEGY - PROGRESS</b>
<b>DATE OF REPORT:</b>	<b>2<sup>ND</sup> DECEMBER 2010</b>
<b>REPORT OF:</b>	<b>CHIEF EXECUTIVE/TREASURER CHIEF CONSTABLE</b>
<b>AUTHOR:</b>	<b>DEPUTY CHIEF EXECUTIVE/HEAD OF CORPORATE DEVELOPMENT</b>
<b>ACTION REQUIRED:</b>	<b>REPORT FOR APPROVAL</b>
<b>APPENDICES:</b>	<b>APPENDIX A: JOINT AUTHORITY/FORCE PARTNERSHIP POLICY APPENDIX B: CHECKLIST FOR ENTERING INTO NEW PARTNERSHIPS</b>

## EXECUTIVE SUMMARY:

This report updates members on progress against the joint Partnership Strategy. It proposes moving forward in a way which is aligned fully to the emerging strategic direction from the Joint Strategic Planning Working Group.

## RECOMMENDATIONS:

### Recommendation 1

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

### Recommendation 2

Members are asked to note that the Force will conduct an assessment of Partnership activities following agreement of strategic direction through the Joint Strategic Planning Working Group and also opportunities presented as a result of Programme 2011.

### Recommendation 3

Members are asked to agree that the Final Version of the Partnership Policy and Checklist should be produced once the strategic intent for policing in Bedfordshire has been agreed.

### Recommendation 4

Members are asked to consider whether the future strategic intent for partnerships should be included within the Authority / Force Strategic Plan supported by a Partnership Working Delivery Plan for 2011/12.

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## BACKGROUND PAPERS:

**JOINT PARTNERSHIP STRATEGY – PROGRESS, COMMUNITY ENGAGEMENT  
COMMITTEE, 30<sup>TH</sup> SEPTEMBER 2010**

## ADDITIONAL PAPERS:

None

## **1 INTRODUCTION**

- 1.1 The Police Authority and Force approved a revised joint Partnership Strategy in April 2010. This report provides progress against the Strategy and proposes moving forward in a way which is aligned fully to the emerging strategic direction from the Joint Strategic Planning Working Group.
- 1.2 The impact of the recent financial and political changes will impact on the way in which the Authority and Force work in partnership. As the strategic plans move forward it will be vital that both the Authority and Force are clear about their respective roles to ensure partnership working is contributing effectively in the delivery of community safety.
- 1.3 The Force and Authority will also want to ensure that it is well placed to work with emerging partners as changes to the public sector take place – eg. GP commissioning and that risks are mitigated where existing partners/partnerships are being phased out, eg Childrens' Trusts.
- 1.4 Crucially, the Police Authority will want to understand any risks attached to partnership working that may arise as it moves to a new governance structure.
- 1.5 **Statutory Requirements:** The Police Authority / Force are named as two of the 'responsible authorities' required to work in partnership to ensure local people receive a good quality, value for money, policing service.
- 1.6 The Community Engagement Committee has as part of its terms of reference "To ensure effective partnership working through the delivery of the joint partnership strategy.

## **2 PROGRESS AGAINST THE JOINT PARTNERSHIP STRATEGY**

### **2.1 Police Authority – Progress:**

- 2.1.1 The Police Authority has developed an Action Plan to deliver the joint Partnership Strategy. The Authority has mapped and evaluated partnership involvement against a framework.
- 2.1.2 The Authority has recently issued a reporting template for Members who attend partnership meetings. The Vice-Chair, with portfolio for partnership working, will use the reports to address any areas for concern that have been raised.
- 2.1.3 In line with current strategic priorities the Authority and Force have been actively involved in the Pan Public Sector Joint Service Project within Bedfordshire. This builds on Total Place and seeks to scope opportunities for shared services and improved processes with statutory partners to both improve service delivery and deliver significant financial savings. This project is currently in its prioritisation and scoping phase. Progress on this project is reported to the Authority's Performance and Planning Committee by the joint Strategic Planning Working Group.

### **2.2 Force Progress**

- 2.2.1 The Force had previously agreed to conduct an assessment of current partnerships against a framework which considers value for money in relation

to Finance, People and Outcomes. A draft Framework was developed but data has not yet been collected to populate the model because of risks which have been identified. Three risks, in particular, have been highlighted. First, it has been identified that any assessment of partnerships should be informed by the new 'strategic direction' which is emerging for the organisation. This work is being led by the Joint Strategic Planning Working Group and a tangible product is expected in early January 2011. This will provide a strategically aligned framework against which to determine the level and involvement in partnerships. Second, Programme 2011 is concerned with taking a 'whole system' look at policing delivery in Bedfordshire and this includes the role of partnerships. Programme 2011 will be moving into a Detailed Design phase at the end of the year and the role of partnerships will be considered within this. In light of these factors it is proposed no further action is taken until the two activities highlighted have been completed. This will prevent any re-work or waste of effort. It is also proposed that the previously presented joint Partnership Policy (Appendix A) and a Checklist (see Appendix B) should be fully reconsidered at this point. Third a recent meeting between the Bedfordshire Criminal Justice Board, representatives of all local authorities and representatives of all three CSPs agreed to look to rationalise the current partnership working arrangements in the county to better understand overlaps and duplication of effort. A proposal is to be put to the Chief Executives Forum for that forum to take the lead in identifying priorities, commissioning work to evaluate potential projects and multi-agency solutions to strategic problems and commissioning work deliver outcomes through task and finish groups.

2.2.2 The overall approach to the Partnership Strategy was subject to consideration at a joint Authority/Force meeting on 22nd September 2010. As per the proposed future approach to the Community Engagement Strategy the Authority may wish to include a strategic intent for Partnerships within the overall Strategic Plan. This would then remove the need for a separate strategy. Once the new Three Year Strategic Plan, including the Annual Policing Plan, is produced then a Partnership Working Delivery Plan for 2011/12 would be produced. This would drill down into actions from the Annual Policing Plan and would focus the Force and Authority on the high priority activities required.

2.2.3 An important action currently is to ensure that the Authority / Force strategic planning is aligned with that of the Community Safety Partnerships (CSPs). Any divergence of strategic direction in a period of reducing resources and a need to improve service delivery between partners would reduce public confidence. The Force and Authority are sighted on the development of the CSP Strategic Assessments and are, through the feedback processes, working to align: strategic direction; priority actions; and performance targets. This is an ongoing process. It is worth noting here that the role, remit and number of CSPs needed is being reviewed nationally.

### **3 SERVICE AND FINANCIAL IMPLICATIONS**

3.1 None associated with this report.

## **4 OTHER IMPLICATIONS**

- 4.1 Equality, Diversity and Human Rights – None
- 4.2 Procurement –Legal Implications – None
- 4.3 Corporate Governance – None
- 4.4 Policy and Strategic Aims: It is critical that strategic direction between the Authority / Force and that of its statutory partners is aligned in the face of significant budget reductions and a greater focus on core roles.
- 4.5 Welfare of Children and Vulnerable Adults – None
- 4.6 Reducing Carbon Footprint / Waste – None
- 4.7 Confidence – Equality Impact Assessment to be conducted.

## **5 RISK**

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

## **6 CONCLUSION**

- 6.1 This report updates members on progress against the joint Partnership Strategy. It proposes moving forward in a way which is aligned fully to the emerging strategic direction from the Joint Strategic Planning Working Group.

## **7 RECOMMENDATIONS**

### **Recommendation 1**

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

### **Recommendation 2**

Members are asked to note that the Force will conduct an assessment of Partnership activities following agreement of strategic direction through the Joint Strategic Planning Working Group and also opportunities presented as a result of Programme 2011.

### **Recommendation 3**

Members are asked to agree that the Final Version of the Partnership Policy and Checklist should be produced once the strategic intent for policing in Bedfordshire has been agreed.

### **Recommendation 4**

Members are asked to consider whether the future strategic intent for partnerships should be included within the Authority / Force Strategic Plan supported by a Partnership Working Delivery Plan for 2011/12.

Draft



# Joint BEDFORDSHIRE POLICE AUTHORITY /Force

## Partnership Policy

REFERENCE NUMBER :  
RELATES TO PROCEDURE NO :  
NEW or REVISED POLICY :  
    Revises Policy Titled :  
    Revision History :  
POLICY OWNER (Dept) : **Community Engagement Committee**  
POLICY AUTHOR (Job Title) :  
IMPLEMENTATION DATE :  
REVIEW DATE :

### POLICY OBJECTIVE

This policy establishes the partnership working arrangements to enable the Police Authority and Force to work in partnership with a range of organisations to ensure local people are confident that the Police and Local Partners are dealing with anti-social behaviour and crime issues.

Partnership working should ensure the most efficient and effective use of resources in order to avoid duplication, eliminate unnecessary costs and maintain focus on the front-line delivery of a quality policing service for the communities of Bedfordshire.

### POLICY

#### 1. Purpose of Partnership Policy:

- Outline the requirements to be followed when setting up new partnership arrangements;
- Outline Police Authority arrangements for Members involved in partnership working;
- Outline the governance and accountability arrangements;
- Provide assurance that value for money is being achieved through partnering arrangements.

#### 2. Policy Guidance

##### Setting up new partnership arrangements

- In order to manage any partnership risks and allow multi-agency arrangements to work effectively it is important that a standard checklist be followed when entering into new partnership arrangements to help minimise problems (see attached checklist).

##### Partnership principles

- There is a clear identity and role expectation for the partnership
- There is a clear identity and role expectation for each partner
- All partners have shared aims and objectives and work together to achieve them
- The partnership process and outcomes are both effectively resourced
- There is a developing degree of inter-relationship between each agency and the partnership, and between agencies

- There are clear links to other strategies for the community and the partnership does not function in isolation
- Services, strategies and policies are realigned to build safer communities
- Sufficient time is given to partnership building
- Adequate training is given enabling all members of the partnership to contribute
- Partners recognise that the partnership will bring together a number of organisation's cultures and ensure that this does not become an obstacle to effective partnership working
- There is a supportive atmosphere where suggestions, ideas, conflicts and criticisms are aired, resolved and acted upon constructively
- Strategies are carried through over an adequate period of time
- Administrative support and resources are stable over the long term
- There is clear, inclusive politically and executive leadership
- Outcomes are measured carefully and constructively

**3. Police Authority arrangements for members involved in partnership working (see role profile)**

- Members will be nominated to partnerships on an annual basis at the Authority's AGM and act as the Authority's representative on partnerships
- Members on partnerships will adhere to the partnership role profile/brief
- As the nominated representative of the Police Authority and a voting member of the partnership, members can take decisions in support/opposition to Partnership Strategies, Plans and resources
- Members will support the Authority's Vice-Chair (portfolio holder for partnerships)

**4. Working in partnership with Bedfordshire Police**

- Protocol for Police Authority members and Police Force representatives in partnership working
- Management of the operational policing budget is delegated to the Chief Constable. For this reason there should also be Force representation on all strategic partnership bodies. Police Authority members must work closely with the Force representative to provide mutual support and leadership which acknowledging the differences between the strategic role of the Authority and operational role of the Police Force.

**5. The Role of Bedfordshire Police:**

- To contribute to the production of the audit work and action planning ensuring that crime related mapping and police experience and intelligence features as a central component
- To contribute force resources to agreed actions to deliver the strategy and targets
- To identify force activities that would benefit and deliver better performance carried out through partnership and bring them into the strategy in dialogue with the Authority
- To help support the Authority role on the consultation elements of partnership work
- To respect sensitive and confidential information

**6. Governance and Accountability**

- The Police Authority's Community Engagement Committee has responsibility for monitoring progress of the Authority and Force against the joint partnership strategy
- The Members for partnerships will attend, on behalf of the Authority as a 'responsible authority' any Meet the Public meetings within respective partnerships
- The Police Authority will conduct an annual review of its partnership arrangements

**ASSOCIATED DOCUMENTATION/LEGISLATION**

List any other documents/legislation/policies and /or procedures as appropriate

**GUIDANCE**

The Policy Author should in the construction of the policy consult as appropriate with the following departments of the Force.

- |                         |                      |
|-------------------------|----------------------|
| Civil Litigation        | Community Action     |
| Data Protection         | Diversity Adviser    |
| Estates                 | Finance              |
| Health Safety & Welfare | Information Security |
| IS/IT                   | Procurement          |
| Professional Standards  | Risk Manager         |
| Training                | Transport            |

*Delete/add departments as appropriate*

**FREEDOM OF INFORMATION ACT ASSESSMENT**

This policy is / is not suitable for access by the General Public

Paragraph:  
Exemption:

Freedom of Information Officer Signature :

**RATIFICATION BY STRATEGY BOARD/HRMG/DCOG**

Senior Commander Signature :

Date :

DRAFT

**BEDFORDSHIRE POLICE FORCE/AUTHORITY**

**Arrangements for entering into new partnerships**

Standardisation is a means of managing partnership risks and allowing multi-agency arrangements to work effectively.

**1. Rationale**

- Why is a partnership approach being proposed on this occasion?

**2. Purpose**

- Does the multi-agency group have a clear, explicit and shared purpose, with agreed objectives?
- How do the partnership objectives support each partner organisation's overall strategic priorities?

**3. Priorities**

- Is each member of the partnership aware of the various thresholds of concern for other members

**4. Risk Management**

- Have stakeholder perceptions and attitudes to risks been identified?
- Has the level of risk acceptable to partners been debated or negotiated, as appropriate?
- Does each partner agree on processes to identify, assess and manage risks?

**5. Benefits and Opportunities**

- Has the group identified likely benefits to come from the partnership?
- What opportunities does the partnership offer?
- Are lessons from similar partnerships available for consideration?

**6. Governance Arrangements**

- Who are the partners and why are they suitable?
- Who will be the lead agency and why?
- Who will provide oversight of the partnership?
- Are issues relating to accountability, policies, standards, performance management and ownership clear?
- What are the arrangements for monitoring and reviewing progress?

**7. Structures**

- Are the proposed structures flexible enough to achieve the purpose?

**8. Personnel**

- What are the personnel requirements for the partnership?
- Has a lead person been identified for each partner agency?

**9. Resourcing**

- Besides personnel, what resources are required (financial, equipment, and facilities)?
- Can resources be pooled

**10. Administration**

- Who (both individuals and agencies) will take care of each administrative aspect e.g., chair meetings, set agendas, decide frequency and length of meetings, take minutes, keep records, follow up action points





# Bedfordshire Police Authority

<b>COMMITTEE AND MEETING DATE</b>	<b>COMMUNITY ENGAGEMENT COMMITTEE, 2<sup>ND</sup> DECEMBER 2010</b>
<b>AGENDA ITEM No:</b>	<b>8</b>
<b>TITLE:</b>	<b>COMMUNICATIONS STRATEGY UPDATE</b>
<b>DATE OF REPORT:</b>	<b>2<sup>ND</sup> DECEMBER 2010</b>
<b>REPORT OF:</b>	<b>CHIEF CONSTABLE</b>
<b>AUTHOR:</b>	<b>HEAD OF COMMUNICATIONS</b>
<b>ACTION REQUIRED:</b>	<b>REPORT FOR NOTING</b>
<b>APPENDICES:</b>	<b>APPENDIX A: SUMMARY OF ACHIEVEMENTS, 2010-11 APPENDIX B: LINKS BETWEEN COMMUNICATIONS AND COMMUNITY ENGAGEMENT STRATEGIES</b>

## **EXECUTIVE SUMMARY:**

The purpose of this report is to update members on Force communications, highlighting the intention to review the current Force Communication Strategy in light of a number of changes within the force's working environment during the last six months and the arrival of a new Chief Constable in January 2011.

## **RECOMMENDATIONS:**

### **Recommendation 1**

Members are asked to consider and note the report.

**Originators:** Claire Hughes, Head of Communications  
**Date:** 19<sup>th</sup> November 2010  
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## 1 INTRODUCTION

- 1.1 This report updates the Police Authority on the Force Communications Strategy. It notes the intention to review and develop specific elements to ensure continued delivery of a communications service aligned to Corporate Strategy and meeting the needs and preferences of various audiences.
- 1.2 Delivering effective communications and engaging all stakeholders (staff, partners, media and the public and communities) is an integral and important part of delivering a police service to the varied communities and customers within Bedfordshire.
- 1.3 Communications will continue its drive to achieve more effective engagement with the various audiences, particularly local communities, to help deliver improved levels of public confidence in the Force and the services it provides.
- 1.4 The Force Communications Strategy was written in November 2008. In early 2010 the Strategy was reviewed and aligned to the 2010-13 Strategic Plan through consultation with the Police Authority Community Engagement Committee, the Force Senior Leadership Team and staff support groups.
- 1.5 The strategic principles of the Communication Strategy are to provide a communications service for Bedfordshire Police that will:
  - **Meet operational requirements:** providing a responsive communications function to support rapidly emerging issues and operational needs.
  - **Enhance the reputation of Bedfordshire Police:** building a positive reputation through appropriate communication activities.
  - **Be proactive:** putting Bedfordshire Police on the front foot, getting messages out regularly and quickly, identifying opportunities to promote the Force's good work and successes and pre-empting issues with positive messages.
  - **Reassure the public:** considering the impact of crime reporting, reassuring the public and putting crime levels into context.
  - **Effectively engage staff:** ensuring two-way dialogue to inform staff whilst encouraging and facilitating feedback.
  - **Be cost effective:** providing a high quality service at best value for money, whilst considering opportunities offered by collaboration and partnership.
  - **Target audiences:** according to their needs and preferences.
  - **Be consistent:** through centralised planning of communication activity, consistency of messages and the development of a strong brand.
  - **Provide transparency:** through open and honest communications.
  - **Be inclusive:** ensuring communications are accessible and inclusive.
- 1.6 Whilst these principles will continue to apply the Communications Strategy must be deliverable and aligned to the Force's current and mid to longer term direction.
- 1.7 Recognising the work currently underway to more clearly define Force priorities and direction of travel, which encompasses the financial savings and efficiencies required over the next four years, it will be both prudent and necessary to review and if necessary adapt the current Communications Strategy so that it meets the needs of the Force in this revised context.

## **2 IMPACT OF A CHANGING ENVIRONMENT**

- 2.1 Over the last six months a number of actual and potential developments have been identified with potential to impact on delivery of the Force's services:
- The change of government in June 2010, the subsequent impact on a number of policing policies and the Government's philosophy of the Big Society;
  - The future impact of the Corporate Spending Review (CSR) on police budgets and resources;
  - The appointment of a new Chief Constable who will be starting in January 2011 and any re-focussing of priorities or direction instigated by him;
  - The rejection of the option to merge with Hertfordshire Constabulary;
  - the developing plans for further collaboration with other forces and potentially more widely with other organisations;
  - Potential plans to introduce elected Police and Crime Commissioners;
  - The re-assessment of partner priorities in line with reduced budgets and resource availability and their impact on the police;
  - Potential cessation / reduction of centrally funded grants to police forces.
- 2.2 In providing a "fit for purpose" Communications Strategy it will be necessary to understand any new or different requirements as a result of the work underway, to refine and re-focus the corporate strategy and adapt it accordingly.
- 2.3 This may be in the communications support function and in the ways services are provided, so that the Force can be sure it is providing the most appropriate and cost effective service.
- 2.4 Whilst continuing to deliver a service embracing the guiding principles outlined above and which support the Force's Corporate Strategy, additional efforts and developments to improve communications effectiveness both internally with staff engagement and externally are continuing to be made.
- 2.5 The communications team is currently identifying and piloting new ways to introduce more engaging, two-way, dynamic communications with various audiences. This aims to understanding better the most effective methods so that these can be incorporated into delivering a Communications Strategy as it stands now and as and when it is revised.
- 2.6 It should also be noted that within the last six months and over the foreseeable future, there will be a substantial amount of change required for staff to be aware of, understand and embrace.
- 2.7 This change will not only be within their own work areas within the Force, but also with the various partners with whom the Force interfaces and works alongside. The impact of the recent preparation for the proposed Bedfordshire and Hertfordshire forces merger, ongoing collaboration plans, Programme 2011, the corporate review, the Comprehensive Spending Review announcements and the Force's current challenging performance position are resulting in an increasing requirement to prepare and deliver effective and appropriate staff communication and engagement.
- 2.8 Consequently, there continues to be a substantial requirement to improve engagement in dialogues with police officer and staff, to ensure contributions to

keeping staff morale positive and keeping their commitment up. This is imperative in moving forward into even more challenging times.

### **3 FUTURE DEVELOPMENTS**

- 3.1 As the Corporate Communications Strategy is reviewed and evolves there will be greater emphasis on ensuring that limited resources are used as effectively as possible to meet the continually changing demands and expectations of the Force's customers.
- 3.2 The challenges faced require activities to be targeted better to the different needs of different audiences and to engage with them on their terms. The Force cannot expect to get support and commitment if it does not address the fact that people like to be communicated with in different ways at times to suit them. It will be essential to use dynamic, two way methods to make the giving and receiving of feedback easier and more transparent.
- 3.3 As such, the Force will be piloting new ways to ensure resources gain maximum impact, with regard to both internal and external communications and engagement activities. The Force is already investigating, planning and implementing options for pilots in using geo-demographic data, holistic view planning, Ringmaster enhancements, interactive online engagement tools and use of more impactful material including film, sound and imagery. Some of these are expanded below.

### **4 FURTHER INFORMATION**

- 4.1 Appendix A gives a summary of notable achievements to date in the 2010-11 financial year.
- 4.2 Appendix B shows Links between the Corporate Communications Strategy activities and the Community Engagement Strategy.

### **5 RISK**

- 5.1 The issues in this paper impact on the following Force Operational Risk in the Risk Register, agreed by the Authority and Force in August 2010:
  - Managing public expectation for confidence and satisfaction.

### **6 CONCLUSION**

- 6.1 This report updates members on Force communications, highlighting the intention to review the current Force Communication Strategy in light of a number of changes within the force's working environment during the last six months and the arrival of a new Chief Constable in January 2011.

### **7 RECOMMENDATIONS**

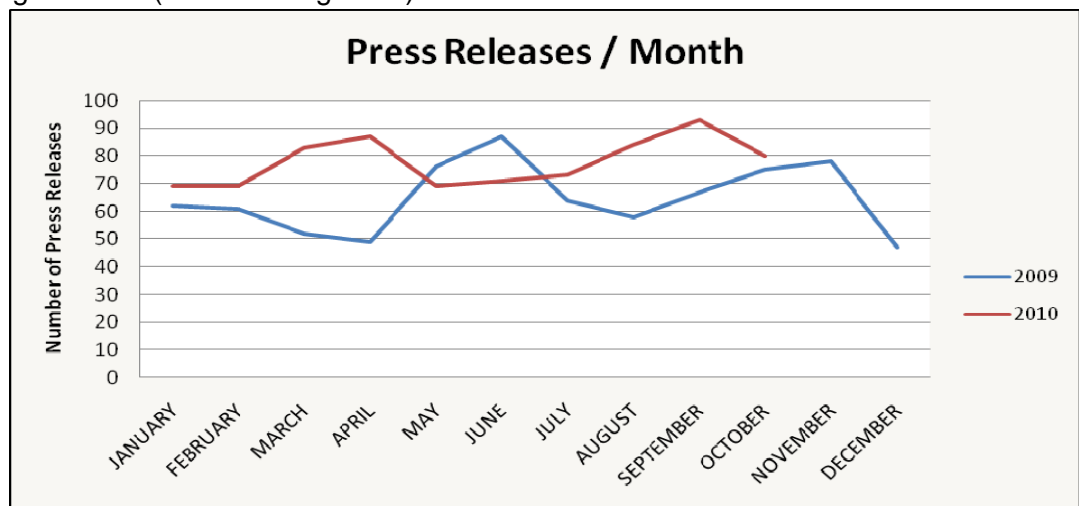
#### **Recommendation 1**

Members are asked to consider and note the report.

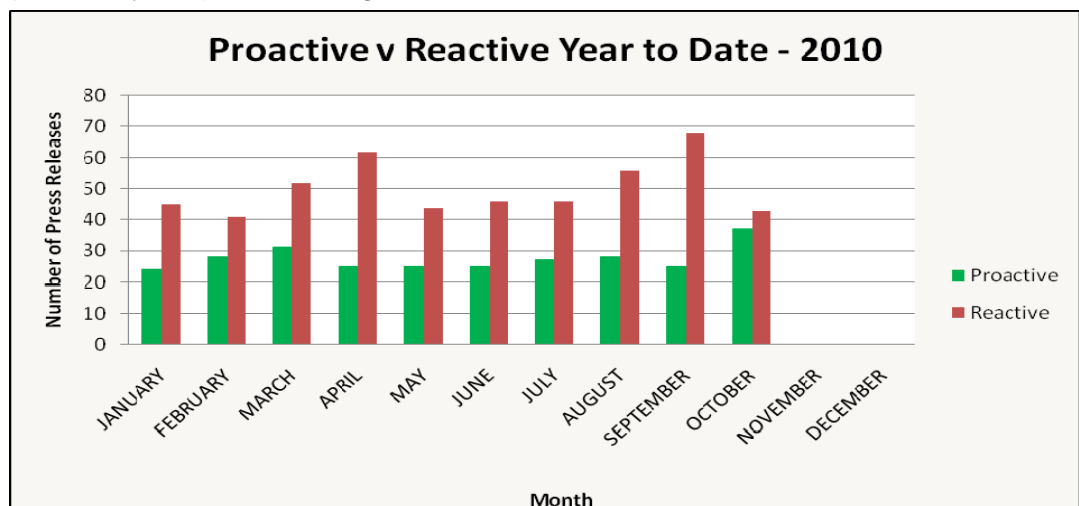
**SUMMARY OF ACHIEVEMENTS, 2010-11**

**Media**

- 28,623 calls (incoming and outgoing) handled.
- 778 media releases issued.
  - 33% proactive
  - 35% positive
  - Only 3% negative
- First quarter coverage equates to an estimated £1.227m if bought.
- Efforts to raise national profile of Force incorporated the television documentary “Double Murder – The Inside Story” and BBC1’s Traffic Cops due to air Summer 2011.
- Ongoing proactive monitoring and use of Force Facebook site to integrate media campaigns to widen the readership, for example coverage and naming of Luton Town football hooligans.
- Numerous positive and well covered proactive media campaigns launched to support operational activities.
- In the more recent months achievement of an upward trend in the number of proactive press releases as a percentage of total press releases generated (see following chart).



- The number of press releases created has increased substantially over the previous year (see following chart).



## **Other External Marketing and Communications**

- The Force Facebook site has reached 5,625 followers, putting it with the highest number nationally amongst all police forces.
- Increase in the total number of Ringmaster subscribers to 14,450, and still growing (1,832 members recruited this financial year to date) due to recruitment efforts and strategy. Operation Vision has been successful in recruiting an additional number of subscribers. Active recruitment activities are being incorporating within a wide range of communications activities.
- Successful launch and membership growth of Ringmaster Student Watch from the Autumn Freshers' Fayre.
- The successful use of Ringmaster to obtain feedback on service delivery at Customer Service desks around the Force. Ringmaster delivered a sizeable majority of the target 1200 responses within 3 days and provides evidence that it can be an effective feedback channel if applied appropriately.
- Luton Kerb Crawler Campaign – integrated campaign with poster site, PCSO material, leaflets for distribution, press launch and lamp post signs
- Fare Play campaign in Dunstable – building relationships with taxi drivers to increase their trust in the police service and understanding of the difference between civil and criminal matters and the subsequent police support that is appropriate. The campaign is an ongoing activity to forge closer working relationships with the local taxi drivers, gain their trust, open a two way dialogue and provide a greater understanding of when the police should be called. A creative campaign using printed air fresheners detailing the difference between a customer making off without payment (MOWP) and a civil dispute, along with how to contact the SNT was seen as an appropriate and useful tool in tackling this problem. Fare Play stickers were produced to encourage passengers to respect their drivers.
- Hundreds of SNT newsletters created and distributed every month, tailored and targeted to support community priority needs and preferences.
- Successful launch and implementation of Operation Vision to increase awareness of policing at community level, addressing community priorities. Used as a key dynamic and interactive approach to seek feedback alongside the promotion of force key messages. Vision achieved excellent media coverage and positive feedback, both prompted and unprompted.
- Creation of a range of "Point of Presence" material/display equipment to assist SNTs and raise the profile/visibility of events.
- Building better partnership working with Central Bedfordshire Council, developing a shared communications and engagement strategy for the impending boundary changes in Central Bedfordshire.
- Raising the profile and use of MOSAIC geo-demographic analysis within the Force for use in operations and communications (now being actively piloted on a number of projects). This will help in using resources more effectively by targeting activity to appropriate audiences to achieve specific objectives.
- Delivery of communications training to NPOs and PCSOs.
- Development, in collaboration with Hertfordshire Constabulary, of a new Force website for public launch on 6<sup>th</sup> December 2010 following internal launch on 24<sup>th</sup> November 2010. This will provide a more professional "shop window" to the Force and provide improved functionality.

## **Internal Communications**

- Consistent 100% customer satisfaction rating over the last three quarters from internal customers.

- More intranet users than ever.
- 30 internal microsites developed and maintained. Luton has been getting over 3,000 hits per month.
- Growing readership of our internal online staff magazine that has become the most downloaded document on the force intranet.
- Earlier and broader engagement with all key Programme Boards and teams to establish communication needs and best ways to deliver against them.
- Introduction of film and interviews as a new way to engage staff. Seven films have been produced and piloted at neutral cost and have been shown on plasma screens and to support intranet articles. This has had a noticeable impact on staff behaviour.
- Improved use of existing force assets by using previously little-used plasma screens around the Force estate as a key communication channel.
- A plan is underway to improve the use and effectiveness of notice boards across the Force estate.

**LINKS BETWEEN COMMUNICATIONS AND COMMUNITY ENGAGEMENT STRATEGIES**

The following table shows where the plans and activities that support the Communications Strategy are linked to supporting the delivery of the Community Engagement Strategy:

<p><b>2010-11 Strategic Priority:</b></p> <ul style="list-style-type: none"> <li>To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service.</li> </ul>
<p><b>Community Engagement Priority:</b></p> <ul style="list-style-type: none"> <li>To continually improve and be innovative in the ways in which Bedfordshire Police and Police Authority understand and engage with the diverse communities of Bedfordshire.</li> <li>To ensure that mechanisms exist which enable the views of the public to contribute towards priority setting, corporate planning and making best use of resources.</li> </ul>
<p><b>Communications activity (current/undertaken):</b></p> <ul style="list-style-type: none"> <li>Operation Vision events using staff volunteers to work alongside officers and PCSOs on community engagement activities. <ul style="list-style-type: none"> <li>Goldington – 1400 leaflets posted through doors, 350 responses to questionnaires, 20 new subscribers to Ringmaster.</li> <li>Luton – 700 houses called on, 372 occupied and spoken to. Of 372, 171 had no issues. 116 new subscribers to Ringmaster.</li> <li>Central Beds – 1200 houses called on, 287 were occupied. Of 287, 78 had no issues. 106 new subscribers for Ringmaster.</li> <li>ANPR activities.</li> <li>Customer Call Back activities.</li> </ul> </li> <li>Ringmaster generated high proportion of 1200 responses on Customer Service Desk Survey within 3 days.</li> <li>New Ringmaster Student Watch scheme introduced.</li> <li>Communications planning with Central Beds Council with regard to SNT Boundary changes.</li> <li>Specific community needs driven campaigns such as Operation Turtle – good example of a multi channel communications activity that followed consultation with local residents, partners and stakeholder groups. It demonstrated and evidenced to the local public that the Police are listening and taking action regarding an ASB issue and did achieve its and the communities objectives to remove kerb crawlers and sex workers operating in the neighbourhood.</li> <li>Fare Play Campaign, Dunstable working with taxi drivers.</li> <li>Ongoing communication via our Force and SNT websites.</li> <li>Ongoing proactive and reactive media activity.</li> <li>Use of staff engagement and communication.</li> </ul>
<p><b>Communications activity (planned / in development):</b></p> <ul style="list-style-type: none"> <li>Pilot project using Experian Geo-demographic data and other force data to identify Low Public Confidence Hot Spots for operational and communication activity.</li> <li>Use of Experian Geo-demographic data and other force data to identify issues and areas for targeting Operation Vision activities and targeting pre-during and post communication activities.</li> <li>Communication around Quality of Service Commitment following removal of Policing Pledge and what this means for communities.</li> <li>Investigation of and engagement with key online community forums that we can engage with and promote discussion and engagement on community issues.</li> <li>Linking up with Central Beds Council, specifically with their new website offering and other partners in initiatives to raise awareness of what the police do and how to get involved in setting priorities.</li> <li>Investigating and piloting the use of film and interviews on our force website, You Tube, Flickr and other relevant online sites that can help us to achieve more dynamic, creative</li> </ul>

and engaging messages.

- Investigating and piloting more dynamic functionality on our Facebook site to experiment with blogs, video diaries and discussion panels that are proactively planned and implemented to encourage greater feedback and participation and debate on issues the force would like input to.
- Piloting Facebook/social networking activity with designated SNTs.
- Use of staff engagement and communication.
- Broadening use of Ringmaster and its application to proactively use SMS, phone and email channels.
- The development and implementation of a stakeholder and community engagement strategy and plan for the new incoming Chief Constable and the Force Executive. This will introduce greater opportunities for interactivity between the CC and FE with communities and through the associated media interest and proactive communications plans around this, raise the visibility of the efforts and appetite of Beds Police for community engagement with regard to understanding real issues and priority setting.
- Proactive and reactive media activity.

**2010-11 Strategic Priority:**

- To ensure that our services are viewed from the individual's perspective, and that our staff respond to our different communities expectations when dealing with crime and incidents.

**Community Engagement Priority:**

- To effectively communicate to communities, local outcomes and illustrate how we have listened and how their involvement has influenced the decision making process.

**Communications activity (current/undertaken):**

- Operation Vision activities
- Use of our force Facebook site.
- SNT community engagement plans/forums and the communications supporting and promoting these such as marketing collateral and event support material.
- SNT priority setting meetings and the communications support in promoting and following up on these.
- SNT newsletters.
- SNT website.
- Proactive and reactive media activity.
- Use of staff engagement and communication.

**Communications activity (planned / in development):**

- Operation Vision activities.
- Better use of our force Facebook site and other social networking forums and vehicles.
- Viral campaigns.
- Better use of our force website through the improved functionality available from new platform.
- Identification of and engagement through appropriate online community forums.
- Ringmaster updates to subscribers using appended Experian geo-demographic and other force data for effective targeting and appropriate messages.
- Joint communications plans with relevant partners and communications via their channels where appropriate and possible.
- Use of blogging from staff, officers and advocates.
- Tactical campaigns and activities.
- Proactive and reactive media.
- Use of staff engagement and communication.

**2010-11 Strategic Priority:**

- To ensure people see us working with partners both within Bedfordshire and Luton and with other police forces, making the best use of public money and improving services together.

**Community Engagement Priority:**

- To work with partners to ensure that, where possible, engagement mechanisms are aligned to deliver efficiencies and sustainable solutions to crime, anti-social behaviour

and other local issues.

**Communications activity (current/undertaken):**

- Develop and implementation of joint communications plans and activities with partners, e.g.
  - Linking with Beds Central new website development
  - Central Beds Council/force SNT boundary changes
  - Operation Turtle
- Operation Vision activities.
- Use of Ringmaster.
- Joint working and planning through Bedfordshire's Strategic Communications Group – already identifying and investigating projects for mutual benefit.
- SNT engagement plans and communications support/activities.
- SNT newsletters and website.
- Proactive and reactive media activities.
- Online communications via our force website, Facebook and other online channels.
- Use of staff engagement and communication.

**Communications activity (planned / in development):**

- Further and ongoing planning with appropriate partners.
- Identification of and development of further online communication activities including Force website, Facebook, You Tube, Flickr, etc.
- Use of Operation Vision activities.
- Use of Ringmaster.
- Proactive and reactive media activities.
- Face to face interaction with communities via CC and FE engagement plans.
- Use of advocacy, interviews and images.
- SNT newsletters and website.
- Use of staff engagement and communication.



# Bedfordshire Police Authority

<b>COMMITTEE AND MEETING DATE</b>	<b>COMMUNITY ENGAGEMENT</b>  <b>2<sup>ND</sup> DECEMBER 2010</b>
<b>AGENDA ITEM No:</b>	<b>9</b>
<b>TITLE:</b>	<b>POLICE AUTHORITY COMMUNICATIONS, PUBLIC RELATIONS AND MEDIA ACTIVITY REPORT</b>
<b>DATE OF REPORT:</b>	<b>18 NOVEMBER 2010</b>
<b>REPORT OF:</b>	<b>CHIEF EXECUTIVE/TREASURER</b>
<b>AUTHOR:</b>	<b>DR JULIE WYMER</b>  <b>SALLIE BLAIR, BETTER TIMES</b>
<b>ACTION REQUIRED:</b>	<b>THE DECISION TO ADOPT A PARTNERSHIP APPROACH TO THE PRODUCTION AND PUBLICATION OF THE 2011/12 COUNCIL TAX LEAFLET IS ENDORSED.</b>
<b>APPENDICES:</b>	<b>NONE</b>

## **EXECUTIVE SUMMARY:**

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

## **RECOMMENDATIONS:**

### **Recommendation**

That the partnership approach to the production and publication of the 2011/12 Council Tax Leaflet is endorsed.

**Originators:** Dr Julie Wymer/Sallie Blair  
**Date:** 18th November 2010  
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**BACKGROUND PAPERS:**

None

**ADDITIONAL PAPERS:**

None

## **1. INTRODUCTION**

**THIS EXCEPTION REPORT IDENTIFIES THE ACTIVITIES THAT REQUIRE POLICE AUTHORITY DECISION/ENDORSEMENT AND ANY OTHER ISSUES THAT NEED TO BE BROUGHT TO THE AUTHORITY'S ATTENTION.**

### **COMMUNICATIONS ACTIVITIES**

#### **1.2. Media Relations**

1.2.2 Media interest has increased over the last few weeks as a result of Government proposals. The Chair has undertaken a significant number of interviews which have been broadcast on local and national radio.

#### **1.3 The Website**

1.3.1 The new Question of the Quarter has been added to the website.

#### **1.4 Council Tax Leaflet**

1.4.1 Work will shortly commence on the preparation of the next council tax leaflet. This year the Authority will be adopting a partnership approach joining with the three local authorities and fire authority to produce one 'booklet'. This joined-up approach will demonstrate to the council tax payer that we are using public money wisely as well as reducing the cost of production and publication to the Authority. The Community Engagement Committee is asked to endorse this approach.

## **2. Communications Strategy for Funding Reductions**

2.1 A Communications Strategy specifically to communicate the funding reductions and the anticipated impact to all the target audiences is currently under development.

2.2 It will be essential that members are closely involved in its execution, including a presence at face to face meetings, drop in surgeries and partner meetings.

2.3 Although as the Budget holder, the Authority is responsible for communicating information relating to budgets, priorities and available resources, the plan will naturally be developed in close consultation with the Force media office.

2.4 This will ensure a harmonised and value for money delivery.

2.5 The strategy will be finalised over the next few weeks for discussion with HMIC Zoe Billingham at the inspection in January.

## **3 Communications Programme for 2011**

3.1 To a great extent the Authority's wider communications programme will need to be based on the Strategy for Funding Reductions, statutory obligations and community engagement activities.

- 3.2 It will also need to take into account the forthcoming Policing and Social Responsibility Bill and the Government's timescales for change.
- 3.3 It will incorporate the need to ensure value for money and innovative ways in which effective communication can be achieved at little or no cost.

#### **4. Weekly Round-Up**

- 4.1 A new format weekly round-up of developments has been introduced to keep all members up to date of current events within the Authority. This e.newsletter incorporates the News from the Chair.

### **3 RECOMMENDATIONS**

That the partnership approach to the production and publication of the 2011/12 Council Tax Leaflet is endorsed by the Committee.

Report prepared by:

Sallie Blair  
Better Times



