



Agenda

2 March 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



Bridgebury House has facilities for disabled people.

Web-site:- www.bedfordshirepoliceauthority.co.uk

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

To: **Rev. Lloyd Denny (Chair), Mrs. Fiona Chapman, Mr. Shahzad Choudhry, Mr. Peter Conniff, Mrs. Penny Fletcher, Mrs Sarah Holland, Mr. Peter Hollick, Mrs. Linda Hockey, Mrs Kathy Johnson, Mr John Mingay, Mr. John Williams.**

A meeting of the **COMMUNITY ENGAGEMENT COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Tuesday 2nd March 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 2 December 2009
- 3. Matters Arising from Minutes**
By Chairman
- 4. Declarations of Interest**
To receive any personal or prejudicial interests from Members
- 5. a) Police Authority Community Engagement and Consultation Update Report***
Report of the Chief Executive/Treasurer

b) Police Authority Surveys*
Report of the Chief Executive/Treasurer
- 6. Citizen Focus and Neighbourhood Policing – Update Report***
Report of the Chief Constable
- 7. Policing Pledge Monitoring Report***
Report of the Chief Constable
- 8. Joint Partnership Strategy***
*Report of the Chief Constable and Chief Executive/Treasurer
- 9. Police Authority Publications and Communication***
Reports of Chief Executive/Treasurer and Better Times
- 10. Force Communications Update Report***
Report of the Chief Constable
- 11. Police Authority Partnership Working Update Report***
Report of the Chief Executive/Treasurer
- 12. Review of Internal Controls, Risk Management and Committee Effectiveness ***
Report of the Chief Executive/Treasurer

COMMUNITY ENGAGEMENT COMMITTEE
2 December 2009

PRESENT

Rev. Lloyd Denny – Chair	Mrs. Kathy Johnson
Mr. Peter Conniff	Ms. Alison Graham
Mrs. Penny Fletcher	Mr. John Williams
Mr. Shahzad Choudhry	

Also present Head of Strategic and Policy Development, Dr. Julie Wymer, Community Engagement Officer, Ms. Sam Orcheston-Findlay, Administrative Officer, Mrs. Rosie Harper, Sallie Blair of Better Times, Lucy Bolton of Better Times, Member Support Officer, Mrs. Pat Brown, Policy and Project Officer, Mr. Andrew Lane, Chief Constable Gillian Parker, Chief Superintendent Clare Simon and Mr. Chris Hartley, Head of Corporate Communications.

Superintendent Richard Moffatt attended to present the agenda item on the PREVENT strategy.

09/CE/40 APOLOGIES

Apologies were received from Mrs. L Hockey, Mrs. Fiona Chapman, Mr. J Mingay and Assistant Chief Constable Govier.

COMMUNICATION FROM THE CHAIR

The Chair, Rev. Lloyd Denny, welcomed Sallie Blair, who had been unwell, to the meeting and best wishes were expressed for a speedy recovery to Assistant Chief Constable Govier.

09/CE/41 MINUTES

The minutes of the meeting of the Community Engagement Committee held on 7th October 2009 were confirmed.

09/CE/42 MATTERS ARISING

09/CE/28 Force Internal Diversity Audit

Members were advised by Chief Superintendent Clare Simon that the recommendations of the Force Internal Diversity Audit were to be taken forward and fed into Human Resources plans. Areas to build on had included Citizen Focus and Equality and Diversity training.

Mr. Choudhry raised the question about the future governance of the Force EDPB and the role for the Police Authority. It was agreed that this matter would be further discussed outside of this meeting.

09/CE/21 Critical Incidents Policy and Procedure

Work on this had been completed and ACC Fletcher had ensured the working group that all relevant documents would be linked to the revised policy and procedure.

09/CE/30 Restorative justice Update

Following concerns raised by Police Authority both Luton and Bedfordshire were now to pilot Restorative Justice.

09/CE/31 Comprehensive Area Assessment

Members were advised that the Comprehensive Area Assessment (CAA) for Bedfordshire had not yet been published and therefore a review of strategic risks against it was not able to be carried out. It was agreed that the matter be brought to the meeting of the Community Engagement Committee in March.

Resolved

That a report on Strategic Risks for the Community Engagement Committee be brought to the next meeting in March.

09/CE/30 Station Opening Times

Members were advised that Police Station opening times across the Force area were being looked at. Mrs. Fletcher advised that Leighton Buzzard Police Station was closed at lunchtime which was a period of higher demand and was assured by Chief Supt. Simon that the matter would be looked into.

09/CE/37 Consultation

Community Engagement Officer, Ms Sam Orcheston-Findlay agreed to provide members with actual numbers information rather than percentage on consultation reports.

09/CE/43 DECLARATIONS OF INTEREST

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

09/CE/44 PREVENT STRATEGY UPDATE REPORT

Superintendent Richard Moffatt presented a report to update members on the Prevent strand of the national CONTEST counter-terrorism strategy. Members were informed of the considerable progress that had been made to deliver the Prevent agenda in Bedfordshire and Luton. Key members of staff had been appointed and quality intelligence products

had been developed to facilitate greater understanding of communities and how to better engage with them. The Prevent agenda was linked to the drive to improve public confidence and build trust with communities.

A key priority for the Force was to build upon existing partnerships and ensure that Prevent remained a priority for local authorities, schools and communities.

Supt. Moffat advised members that he was now the Regional Prevent Lead. Bedfordshire Police had received funding as a priority force from Government and had been recognised for best practice nationally.

A Prevent training package had been developed and was being delivered in Force to be supported by an E-learning package currently being developed by the National Police Improvement Agency (NPIA).

The ACPO Implement Plan had been replaced by a Progress Plan and a gap analysis was to be carried out to inform workstreams for the next twelve months.

An Equality Impact Assessment was due to be undertaken which was to involve a consultation process and Supt. Moffatt advised that there would be a role for the Police Authority within this process.

Members enquired how the Force was to evidence the success of the Prevent Strategy and were advised that a project was ongoing to look at this issue.

Dr Julie Wymer, Head of Strategic and Policy Development, advised that she had recently received an APA document on the role of Police Authorities in the Prevent Strategy. It was agreed that Peter Hollick, Police Authority Lead on Counter Terrorism, Dr Wymer, Supt. Moffatt and Assistant Chief Constable Fletcher (Protective Services) would meet to further discuss the role of the Police Authority with regard to the Prevent Strategy.

Resolved

1. That the report be noted
2. That the Police Authority and Force meet to further discuss the role of Police Authority with regard to the Prevent Strategy.

09/CE/45 FUTURE CONSULTATION ARRANGEMENTS

Head of Strategic and Policy Development, Dr Julie Wymer presented a report to members to set out the options available and agree a way forward for future Police Authority consultation.

The current Citizen Panel that had been set up in 2007 in partnership with four other authorities was due to end.

The Police Authority had a statutory duty to consult on matters such as policing priorities and the budget.

The report detailed the benefits and weaknesses of five available options for future consultation including costs.

Members discussed all the available options and considered the risk and value for money aspect of each.

Members were reassured that current partners wished to continue with the shared Citizen Panel option and that it was possible that other authorities could be interested to join.

Members unanimously agreed that the Shared Citizen Panel was the preferred option for future Police Authority consultation and urged that other authorities were actively pursued to join the partnership.

Resolved

1. That members agree that the Shared Citizen Panel option be adopted for future Police Authority consultation.
2. That additional partners for a new Citizen Panel are actively pursued.

09/CE/46

POLICE AUTHORITY COMMUNITY ENGAGEMENT AND CONSULTATION UPDATE REPORT

Head of Strategic and Policy Development, Dr Julie Wymer submitted a report on the Community Engagement Plan and other Police Authority consultation activity.

Highlights of the report were;

Community Engagement Plan

Members had been attending Community Safety Forums to evaluate them to ensure that members of the public are able to access and influence policing in their local community through meaningful engagement. The evaluations were to be monitored to identify best practice for this process and any areas of concern.

Members were asked to identify and advise any training needs or requirements with regards to community engagement consultations and evaluations.

Members discussed the Community Safety Forums that they had attended and made the following points:

- That value would be added if Community Safety Forum meetings were notified in advance that a member of the Police Authority was to attend.
- That no policing elements had been raised at some meetings
- That attendance at these meetings was not representative of the local population
- That communities need to be informed of the different roles of the organisations involved in Community Safety Forums.
- That all community engagement carried out by members should be reported on an evaluation form.
- Rural Community Safety Forums covering several parishes over a wide area.

Local Confidence Survey

The survey had gone live in late October and was ongoing until the end of January 2010. The Police Authority had received funding from the Home Office. Information on publication requirements for Local Confidence Surveys was expected to be available following a NPIA practitioner workshop to be held in January 2010.

Blue Light Survey

A Blue Light Survey was to be held in December and the Police Authority was to focus on questions relating to the 2010-2011 budget.

Business Engagement

In order to fulfill the Police Authority's duty to engage in business consultation research was currently being undertaken for Business Networking Institute groups and the Chamber of Commerce to be utilised in Bedfordshire and Luton.

Central Bedfordshire Crime and Disorder Reduction Partnership(CDRP) meet the public

This event was planned for January 2010 and would be reported at the next Community Engagement Committee meeting in March.

Luton Community Safety Survey

Luton CDRP (soLUTiONs) had engaged market researchers to conduct a survey in June 2009 to question residents on their local area including perceptions of crime and anti social behavior. The Police Authority was to seek assurance that the findings were considered in targeted community safety initiatives.

Members were advised that a soLUTiONs event in held November 2009 had been attended by 200 members of the public. The main concerns of those attending were identified as police visibility, fear of reduction of PCSOs, communications feed back and who to contact as a first point of call.

Members discussed the possibility for each CDRP to have a single contact telephone number.

Risk

The report highlighted the importance for the Police Authority to continue to be accountable to the local community and to evidence how local communities have changed and influenced strategic policing policies.

Resolved

1. That members agree to continue to attend and evaluate Community Safety Forum across Bedfordshire and Luton.
2. That members agree to identify any training needs or requirements with regards to community engagement consultations and evaluations.
3. That all community engagement carried out by members be reported on evaluation forms.
4. That the community engagement and consultation activity that had been undertaken be noted.

09/CE/47 CITIZEN FOCUS AND NEIGHBOURHOOD POLICING – PROGRESS AGAINST STRATEGIC PRIORITIES

Chief Superintendent Claire Simon presented a report on Citizen Focus and Neighbourhood Policing – Progress against Strategic Priorities. The report gave an overview of the progress to further embed Neighbourhood Policing (NP) and the implementation of the Citizen Focus Programme. It outlined ongoing NP training and community engagement activity and presented the scope and workstreams of the Citizen Focus Programme as agreed by the Force Citizen Focus Strategic Board.

Highlighted in the report were:

Strategic Planning Day

A Strategic Planning Day had been held on 19th November, led by ACC Govier to discuss neighbourhood policing development over the next 12-18 months. Mr. Parjinder Basra had been involved to ensure links with QUEST and the drivers of confidence. Sergeants and Inspectors attended the Planning Day and matters discussed included abstractions,

neighbourhood policing priorities, putting resources to best use and outcomes.

Priority Setting

Guidance had been issued by ACC Govier to ensure a consistent approach to the existing neighbourhood priority setting forums, embedding requirements regarding meeting name, frequency and structure. This was in response to issues raised in the Policing Pledge inspection report by HMIC regarding a lack of consistency in neighbourhood priority setting meetings across the Force area.

Performance

The performance report of Citizen Focus that had been presented to the Performance Committee meeting on 3 November 2009 showed a stable picture that did not fully reflect the huge effort by all involved for improvement. HMIC had visited the Force and been reassured of initiatives in place to move performance forward to meet targets.

Bedfordshire was performing below most similar forces in all aspects of victim satisfaction and the drive for improvement was being co-ordinated through the Citizen Focus Programme and the Service Improvement Group (SIG). HMIC had been invited to attend Service Improvement Group meetings.

Performance on implementation of the Policing Pledge was expected to place Bedfordshire within the top third of forces nationally.

Members were advised that the White/BME Satisfaction Parity gap had been reported at 0% in Luton and only 2% in Bedfordshire in the last month.

Strategic Threat and Risk

Three identified risks relating to Neighbourhood Policing and Citizen Focus were:

- Force unable to bring about cultural change required to support Policing pledge and green paper
- Inability to achieve consistent confidence levels between white and BME communities
- Lack of public confidence in service

Members were informed of the challenge of funding the Citizen Focus Programme and advised that work was ongoing on this from existing budgets.

The Chief Constable advised members that QUEST was looking at processes and procedures and any gaps found in the service were to be addressed.

Mrs. Fletcher suggested that the Force might consider professionalising Neighbourhood Policing in the same way that Custody and Criminal

Justice functions had recently been overhauled to improve performance. Chief Supt. Simon agreed to take this idea back to the Force for consideration.

It was agreed that tenure of staff needed to be looked at to enable consistent neighbourhood policing and retain and increase confidence in communities. Chief Supt. Simon agreed to consider tenure of staffing in safer neighbourhood teams but advised that the force had no intention of deterring officer career development.

Police Authority members supported the Force engaging the services of Stop Hate UK to monitor third party reporting of hate incidents. The current system used by the Force, True Vision, had proved ineffective and did not comply with recommendations of the Stephen Lawrence Inquiry.

Members considered the report and noted the achievements to date and recognised the challenges the Force faced to further improve the policing service in Bedfordshire and Luton.

Resolved

1. That members note the progress in embedding Neighbourhood Policing
2. That members note the progress in implementing the Citizen Focus Programme

09/CE/48 DRAFT JOINT PARTNERSHIP STRATEGY

Dr Julie Wymer presented a report, jointly authored by herself and A/Chief Superintendent Mark Turner to present the draft Joint Police Authority and Force Partnership Strategy and Action Plan to members and seek approval for consultation with partners during December 2009 and January 2010.

Members were asked to consider the strategy and report any comments to Dr Wymer by email.

The draft Joint Partnership Strategy was to be brought to the March 2010 meeting of the Community Engagement Committee for approval following consultation by partners.

Resolved

1. That the progress towards developing a revised Police Authority and Force Partnership Strategy be noted.
2. That members agree that consultation take place with partners on

the draft Police Authority and Force Partnership Strategy and is to start in December 2009

3. That the Police Authority and Force Partnership Strategy be brought to the Community Engagement Committee meeting in March for approval.

09/CE/49 POLICE AUTHORITY PUBLICATIONS AND COMMUNICATIONS

Head of Strategic and Policy Development, Dr Julie Wymer and Sallie Blair of Better Times presented a report to members on Police Authority communications, public relations and media activity.

Recent Communications activities highlighted were:

- Partner News – the next edition of this news bulletin aimed to update partners on Police Authority activity due to be distributed to partners in December 2009.
- Website
- Council Tax Leaflet 2010-2011
- Getting Involved Leaflet – to compliment the Community Engagement Strategy and Action Plan
- Making Contact – e-bulletin
- Revision of Communications Strategy – initial draft was appended to the report and members were asked to consider and report any feedback to Sallie Blair by email.
- Communications Programme 2010 – This is the Action Plan from the revised Communications Strategy
- Branding the Authority – A new strapline '*Connecting Police and Communities*' was recommended to highlight the Authority's role to form a link between the public and the police.

Media Activity

The Chair had undertaken a number of media interviews in the form of radio interviews and newspaper articles.

Collaboration Media Protocol

A media protocol had been developed regarding collaboration activities between Bedfordshire and Hertfordshire Police Authorities/Forces.

Internal Communications Strategy

An internal Communications Strategy was to be developed.

Communications Audit

An internal audit of Bedfordshire Police Authority's External Communications function took place in August 2009.

The inspection had provided the Authority with adequate assurance that appropriate controls were in place.

One significant recommendation was to revise the Communications Strategy which had already been identified in the Business Plan 2009-10.

Good practice areas included:

- Specialist expertise in areas of media relations and public relations as provided by Better Times
- Effective mechanisms in place to ensure the Authority receives appropriate assurance through reporting from the Force.

Members considered the report and were reassured by the contents that the Police Authority communications, public relations and media activity were effective and appropriate.

Resolved

1. That members note the content of the report
2. That members agree that the new strapline be 'Connecting Police and Communities'

09/CE/50 FORCE COMMUNICATIONS UPDATE

Head of Communications, Mr. Chris Hartley submitted a report to update members on communications activity with Bedfordshire Police Force.

Highlights of the report were:

Policing Pledge

Communications around the pledge were continuing with the most recent activities including the implementation of national crime mapping and the redesign of Safer Neighbourhood Teams web pages.

Community Engagement and Public Confidence

Communications activity to raise public confidence and support community engagement included:

- Marketing function now fully staffed
- Public confidence campaigns in C and J Divisions
- Introduction of a corporate template tool for publicity materials
- Facebook page to be launched in December 2009
- Support to campaigns through internal communications, media and other marketing activity.

Media Evaluation Report

This report detailed the enormous increase in media coverage of

Bedfordshire Police Force in the past year. There had been 872 news print items and over 3.5 hours of radio and television airtime between April and June 2009. 81% of coverage had been factual, 17% had been positive and only 2% had been adverse.

The advertising value of the positive media for this three month period was £210,000 which was noted by members as being an excellent return on investment for the Force.

Internal Communications

A corporate briefing system was proposed to be introduced in Force to enable more effective communication.

The staff newsletter was under review.

Members noted the contents of the report and the significant progress of Force communications elements.

Resolved

That the report be noted

09/CE/51 POLICE AUTHORITY PARTNERSHIP WORKING UPDATE REPORT

Dr Julie Wymer and Mrs. Penny Fletcher presented an update report on recent and ongoing Partnership working.

The report detailed the partnership working activity involving Police Authority members across the three unitary authorities; Luton Borough, Bedford Borough and Central Bedfordshire, at Local Strategic Partnership (LSP), Crime and Disorder Reduction Partnerships (CDRPs) and Local Safeguarding Children Boards (LSCBs) meetings and events.

Mrs. Penny Fletcher had attended the Thames and Chiltern Crown Prosecution Community Involvement Panel (CIP) in October. Attendance at this panel would provide the Authority with regular dialogue with the Crown Prosecution Service (CPS) and Local Criminal Justice Board (LCJB).

Members had been asked to respond to Central Bedfordshire Local Strategic Partnership consultation and respond to Mrs. Rosie Harper by 18th December 2009 so that a corporate response can be submitted.

Members were concerned that there was no Police Authority representation at Central Bedfordshire LSP or Overview and Scrutiny Committee and were advised that negotiations were ongoing to address this situation.

Members were advised that discussions were taking place on how to rectify the fact that the Police Authority was not included in the governance structure of the Total Place project that had been piloted in

Luton and Central Bedfordshire.

Members recognised the challenge for the Authority and Force to attend and service three Local Safeguarding Children Boards, possibly three Overview and Scrutiny Committees in addition to Local Strategic Partnerships and Crime and Disorder Reduction Partnerships.

Resolved

1. That the activity undertaken by members and officers of the Authority in Partnership working be noted.
2. That members respond to Central Bedfordshire Local Strategic Partnership consultation and respond to Mrs. Rosie Harper by 18th December 2009 so that a corporate response can be submitted.

Meeting closed at 12.10 hours



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE 2ND MARCH 2010
AGENDA ITEM No:	5
TITLE:	PROGRESS ON DEVELOPMENT OF THE JOINT COMMUNITY ENGAGEMENT STRATEGY 2010-13 UPDATE ON ENGAGEMENT ACTIVITY UNDERTAKEN BY POLICE AUTHORITY
DATE OF REPORT:	16TH FEBRUARY 2010
REPORT OF:	CHIEF CONSTABLE / CHIEF EXECUTIVE/TREASURER
AUTHOR:	DR JULIE WYMER / CHIEF INSPECTOR J. LUNN
ACTION REQUIRED:	DISCUSSION AND APPROVAL
APPENDICES:	APPENDIX A – DRAFT COMMUNITY ENGAGEMENT STRATEGY 2010/13

EXECUTIVE SUMMARY:

This report has been written in two parts. Firstly progress on the Community Engagement Strategy for 2010-13, followed by an overview of recent and future engagement activity.

RECOMMENDATIONS:

1. Members approve the objectives section within the Community Engagement Strategy, as the Authority works towards a final draft by the 31 March 2010.

2. Members approve Authority engagement during 2010/11 to focus on understanding communities, young people and rural communities.
3. Members agree to continue to attend and evaluate Safer Neighbourhood Forums with an emphasis on attendance, publicity and effectiveness.
4. Members endorse the extension of the Citizens Panel for six months.

Originators: Andrew Lane/Samantha Orcheston-Findlay/Rosie Harper
Date: 19th February 2010
Telephone No: 01234 842208
E-mail: Andrew.Lane@Bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

None

ADDITIONAL PAPERS:

1 INTRODUCTION

- 1.1 This report has been written in two parts. Firstly progress on the Community Engagement Strategy for 2010-13, followed by an overview of recent and future engagement activity.

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 obligation to obtain the views of local people about matters concerning policing in the area.

3 COMMUNITY ENGAGEMENT STRATEGY 2010-2013

- 3.1 This is a joint strategy between the Authority and Force that seeks to outline the broad direction of our community engagement over the next three years. The document at Appendix A aims to form the umbrella under which separate Force and Authority implementation plans will deliver a step change in engagement activity. As the opening sentence declares, the organisations strive to build safe and confident communities, where well-informed citizens are at the heart of shaping a responsive, accountable and value for money police service.
- 3.2 The results of engagement should be a thread through all of our activity, particularly to shape strategic, annual and specific plans and relating equalities impact assessments. As such Community Engagement is a key component of the Police Authority's role and an activity within our 2009/10 Business Plan. Following publication of the Local Confidence Survey results, the current draft Strategy will be amended to reflect its thematic findings.
- 3.3 The strategy has been developed around four objectives on which the Authority and Force seek approval from Members. These are:
- To continually seek to 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 that enable the views of the public to contribute towards priority setting, corporate planning and use of resources.
 - To work with partners to ensure that, where possible, engagement mechanisms are aligned to deliver sustainable solutions to crime, anti social behaviour and other local issues.

- To effectively communicate to communities local outcomes and illustrate how we have listened and how their involvement has influenced the decision making process.
- 3.4 A Challenges section for key strategic documents is currently being developed following the work undertaken by the joint Strategic Planning Group.
- 3.5 The strategy makes particular reference to its first year, outlining the Authority's intention to focus on better understanding of our communities and targeting engagement on young people and rural communities, particularly through Parish Councils. These areas of focus arose from recent events including the Police Authority Business Plan Workshop and the Luton Forum Public Summit toward the end of 2009.
- 3.6 In the first year the Force intends to improve engagement mechanisms through enhanced training to staff and the introduction of a new IT System. The Force will also enhance the Safer Neighbourhood webpages, better enabling the public to identify their local SNT, the teams' activity to address local concerns and future engagement opportunities that will enable the public to influence local policing priorities. This work will contribute toward a priority in our Strategic Plan 2009-12 to ensure people experience an accessible policing presence in their neighbourhoods.
- 3.7 This Strategy will be considered by the Force Senior Leadership Team in early March. This Strategy is now undergoing a consultation exercise and having received some helpful feedback from Chief Officers that is not yet reflected in the Strategy suggesting incorporation of the thematic findings from the Local Confidence Survey. The Force is also likely to use the Local Confidence Survey to feed into their Communications Strategy at its next review. Wider consultation on the strategy will be sought with partners and an Equality Impact Assessment is also planned.
- 3.8 It is proposed that the Community Engagement Committee approve the Objectives at 3.3 from the Community Engagement Strategy and that final approval is delegated to the Chair of the Community Engagement Committee and the Chief Constable, seeking to achieve this by 31 March.

4 Police Authority Engagement Activity

- 4.1 Members started attending Safer Neighbourhood Forums in August 2009. To date five Members have covered a total of 12 Forums across the county. Evaluation of the forums attended has highlight two issues:
- Attendance: It appears that some forums are well attended (30 members of the public) whilst on average most forums have very few local residents that attend. This limited attendance is an area which may require further investigation to establish how effective these forums are and what can be done to improve attendance. This again relates to a priority from the Strategic Plan to ensure that people are able to influence their local policing service.

- **Publicity:** This appears to be the weakest area of most forums. If residents are not aware that these forums are taking place they will be less able to influence the policing in their area. There will always be a difficult balance between early notification of meeting to allow residents with young children to make arrangements, and more dynamic communication that seeks to encourage attendees whilst they remain motivated.

4.2 Members score Safer Neighbourhood Forums on a range of criteria, scored out of 5 where 0 is perceived to be poor and 5 is perceived to be excellent. The average scores to date are shown below.

Choice of Venue	3.6 / 5
Time of meeting	3.6 / 5
Publicity	2.4 / 5
Attendance	2.9 / 5
Effective Chair	3.6 / 5
Relevant Agenda	3.5 / 5
Actions Agreed	3.6 / 5
Accessible Venue	4 / 5
Feedback Mechanism	3.5 / 5
Success Stories	3.1 / 5

4.3 The need for effective communication of engagement opportunities is further supported when looking at the results from the Local Confidence Survey. Only 4% of those surveyed said they had ever attended a SNT forum with 63% unaware that forums ever took place.

4.4 The seventh policing pledge asks forces to hold local meetings to set priorities. This means that despite the number of views collected and recorded, often by PCSOs during their daily interactions, it will be those that attend who determine the priorities. It is therefore important to understand how residents would wish these meeting to be organised to encourage the maximum possible attendance.

4.5 Police Authority Members will continue to be engaged in quality assurance activity to access the level and diversity of public attendance and the use of police resources used to conduct these meetings. Both the Force and Authority are seeking to raise their profile within communities to provide reassurance that someone is working on their behalf. Safer Neighbourhood Forums are one way of doing this.

5 Central Bedfordshire Crime and Disorder Reduction Partnership (CDRP) – Meet the Public 19th January

5.1 One of the statutory requirements for CDRPs is to ‘Meet the Public’ where senior representatives of community safety partnerships meet the public to hear their issues and let them know about what action that they have taken or will take to tackle them. The Police Authority, on behalf of the Partnership was responsible for the coordination of this event.

- 5.2 The Central Bedfordshire CDRP held their meeting on 19th January. The focus of the evening was to inform the public on CDRP's and their role and to consult on the 2010/11 Strategic Assessment emerging priorities. The meeting was attended by 130 people, which were made up of partners, neighbourhood watch and other watch groups, parish councillors and members of the wider public.
- 5.3 All five statutory authorities, including Bedfordshire Police, were represented by a market stall and had responsibility for presenting on one of the strategic priorities. A number of non-statutory partners also had a market stall.

5.4 Police Authority Market Stall

- 5.5 The Police Authority market stall received interest from a number of attendees, many of whom shared their views of policing in Bedfordshire with us. The views reflected below are those of nine Parish Councillors and four Neighbourhood Watch Coordinators who were diverse in terms of gender but less so by age or ethnicity.
- 5.6 A theme of the comments was the visibility of local policing, but views became more mixed when asked to consider this priority in the context of wider policing responsibilities. Biggleswade, Shefford and Maulden were specifically mentioned.
- 5.7 Some attendees praised the police for their proactive approach to anti-social behaviour, with one referring to the reduction of anti-social driving in Cranfield. Three Councillors separately raised young people, with one saying that there was social division between younger and older people in her village. Police test purchase operations were specifically said to have pushed young people out onto the streets causing some residents to feel intimidated. Greater partnership working to provide youth facilities was suggested.
- 5.8 Another Councillor reported regular attendance at Parish Council meetings by PCSOs, but requested a greater public profile for Safer Neighbourhood Team Sergeants. One attendee put forward his belief that rural priorities, identified by him as primarily school parking, could not be addressed by the SNT model due to inflexible shift patterns and police estates.
- 5.9 A Parish Councillor suggested the Authority move more quickly toward a merger, and failing this to move to shared or outsourced human resources and finance functions. A range of views were given on the budget, from a significant precept increase to no change. Two Slip End Councillors praised the introduction of speed cameras in their area, and requested that any police component of safety camera funding be maintained.
- 5.10 On the whole there was positive feedback, particularly in relation to the market stalls as this gave the public the opportunity to raise any issues with partners. However the public would like more opportunity to participate. This will be taken on board when the next event takes place in 2011. Planning for the next event will commence in June 2010.

6 Update on the Citizens Panel

- 6.1 Following the Community Engagement Committee's recommendation at the December meeting for continued use of a Citizens Panel, the Authority engaged with partners to ensure continued support. This has been provisionally agreed with Central Bedfordshire Council and the Bedfordshire and Luton Fire and Rescue Service. The county's Primary Care Trusts and Crown Prosecution Service were also approached without any significant interest. Bedford Borough Council would make their panel available to us, but can only run postal surveys with typically less representative response rates. Luton Borough Council are currently in their second year of a five year contract with a different provider but again would make their panel available to us.
- 6.2 A number of options for continuing the panel were considered, including commissioning an entirely new panel or refreshing the panel with 1,500 new members from Luton. Partners have agreed to extend the current contract for six months, without the recruitment of new panel members. We will review the use of this panel in light of the Local Confidence Survey that will now be conducted throughout the year.
- 6.3 This option provides by far the greatest value for money, with limited costs split between the three partners. The panel would continue to be managed by Social and Market Strategic Research (SMSR) who have retained more than 4000 of the original 5000 members.

7 Future Consultation

- 7.1 As outlined in the Community Engagement Strategy the Authority is increasing engagement activity through additional targeted engagement. Specific Plans for engagement with young people and rural communities will be developed.
- 7.2 Future consultation activity will also include the council tax survey that will be conducted both online and as part of the council tax leaflet that will be delivered from the 26 February in Luton, 1 March in Central Bedfordshire and 15 March in Bedford Borough. A further questionnaire will be conducted on the wrap around in June. Member evaluations of Community Safety Forums will continue throughout this period.

8 SERVICE AND FINANCIAL IMPLICATIONS -

- 8.1 The Authority would implement the Community Engagement Strategy within existing resources.
- 8.2 Any changes to the use of the Citizens Panel will be met within existing resources.

9 OTHER IMPLICATIONS

- 9.1 Equality and Diversity – Future focus on young people should help the Authority more easily hear the views of a group more often excluded from decision making.

- 9.2 Procurement – None
- 9.3 Legal Implications – None
- 9.4 Human Resources – None
- 9.5 Corporate Governance – None
- 9.6 Human Rights - None
- 9.7 Policy and Strategic Aims – This paper particularly relates to a priority from the Strategic Plan 2009-12, namely, to ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service.
- 9.8 Welfare of Children and vulnerable adults – None
- 9.9 Reducing Carbon footprint/waste - This reports suggests enhanced publication of Safer Neighbourhood Forums, Members should be aware that supporting this may involve a greater use of paper. Members who currently consider the accessibility of Forums might like to include in their comments the availability of public transport to Forum venues where relevant.

10 RISK

- 10.1 The existing arrangements ensure that the Police Authority has the necessary mechanisms in place to enable consultation and engagement with local communities.

11 CONCLUSION

- 11.1 The presence of Members at Safer Neighbourhood Forums may improve the profile of the Authority, ensuring attendees of Authority interest in their priorities.
- 11.2 The Community Engagement Strategy will increase our understanding and responsiveness to our communities.

12 RECOMMENDATIONS

- 1. Members approve the objectives section within the Community Engagement Strategy, as the Authority works towards a final draft by the 31 March 2010.
- 2. Members approve Authority engagement during 2010/11 to focus on understanding communities, young people and rural communities.
- 3. Members agree to continue to attend and evaluate Safer Neighbourhood Forums with an emphasis on attendance, publicity and effectiveness.
- 4. Members endorse the extension of the Citizens Panel for six months.



Bedfordshire Police Authority and Bedfordshire Police Community Engagement Strategy 2010-13

DRAFT

Item 5a. Appendix A.1

Introduction

Bedfordshire Police and Police Authority continually seek to improve engagement activity as they strive to build safe and confident communities, where well-informed citizens are at the heart of shaping a responsive, accountable and value for money police service. The purpose of this Strategy is to provide a framework for the development of engagement activity over the next three years. It outlines the areas we will jointly target for improvement, and the key themes will form the basis of a separate action plan.

We recognise that community engagement is vital if the police and their partners are to deliver increased public confidence. To that end, we will ensure that this strategy addresses the diverse needs of individuals and communities, and complements existing strategies to deliver Equality of service, effective Partnerships and targeted Communications.

Definitions

The ideas of community and engagement are understood differently by different people. For the purposes of this strategy we have defined them as below:

Community – a group of people who hold something in common such as a geographic location, experience, interest, identity or purpose.

Engagement – the building of a two-way relationship with citizens that encourages active participation in identifying local issues and acting together to implement solutions. In practice, this will often happen through front-line officers, staff and volunteers, including neighbourhood policing teams.

Individual Needs – Whilst it is recognised that communities are served by Bedfordshire Police and Police Authority, there is a recognition that communities are made up of individuals who have different needs and requirements. It is therefore critical that engagement is at an individual level.

Shared Vision

Bedfordshire Police and Authority share a joint vision:

To be an organisation that inspires trust and confidence, that listens, responds and meets the needs of individuals and communities.

To achieve this overall aim, the Police Authority has set a number of strategic priorities which are intended to focus the Authority's work and ensure that success can be measured.

Our strategic priorities are:

- To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service.
- 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.
- To ensure we have in place the right processes that identify the most serious threats to the public and the capacity and capability to respond appropriately to deal with the risks.
- To ensure we have in place the right workforce make-up and the right combination of skills, technology, equipment, people and flexibility to tackle our responsibilities as a Police Service.

- To ensure people see us working with partners within Bedfordshire and with other Police Forces, making the best use of public money and improving services together.
- To ensure people see us using people, budgets and all other resources wisely to deliver a value for money service.

Aims of the Strategy

To develop and build relationships between police, local communities and partners to enable the people of Bedfordshire to understand and influence the policing decisions and policies that affect them with the intention of achieving the outcomes set by the Chief Constable:

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

Objectives of the Strategy

- To continually seek to 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 that enable the views of the public to contribute towards priority setting, corporate planning and use of resources.
- To work with partners to ensure that, where possible, engagement mechanisms are aligned to deliver sustainable solutions to crime, anti social behaviour and other local issues.
- To effectively communicate to communities local outcomes and illustrate how we have listened and how their involvement has influenced the decision making process.

Challenges

Rural / Urban Communities - The police service in Bedfordshire is delivered to a wide diversity of communities. Different mechanisms are required to both engage and deliver services to meet the needs of different communities and the demands they face e.g. urban and rural communities.

Efficient Engagement across Partnerships - Bedfordshire Police and Police Authority work with a range of partners and this can result in both overlaps and gaps in engagement. In the tighter public sector funding arena the service and authority need to work with partners to minimise duplication and maximise opportunities for engagement.

The Economy and Police Funding - With the likelihood of tighter Government funding across the whole public sector, there will be fewer financial resources available.

Population and Housing Growth - Bedfordshire has a population of nearly 620,000 and lies within one of the Government's national growth areas. Despite the current economic conditions, both housing and population look likely to rise significantly. Effective mechanisms will be required to engage with new and emerging communities.

Increasing Community Diversity - There is a wide diversity of communities, particularly in Luton and Bedford, with Luton having a proportionally high number of black and minority ethnic (BME) residents. Housing growth and immigration can be expected to further increase this diversity. More effective engagement mechanisms will be required to be fully inclusive of the diversity of the communities served.

Commerce and Business – The County is a transport hub with major road, rail and air connections. London Luton International Airport handles 120,000 flights a year catering for the needs of 10 million passengers. The redevelopment of Bedford town centre in the medium term will require the replacement of Greyfriars Police Station.

Leisure - Major developments planned for the near future include a new Centre Parcs Village and the NIRAH (National Institute for Research into Aquatic Habitats) research and tourism centre. Both of these carry the risk of public protest. The 2012 London Olympics will also present significant policing challenges for the county.

New Unitary Authorities - A new local government structure came into place in Bedfordshire in April 2009 with the county now covered by three unitary authorities, two of which have been newly created.

First Year Focus

In the first year, Bedfordshire Police will improve engagement mechanisms through enhanced training to staff and the introduction of a new IT System that will improve the manner in which individual staff are able to profile and engage with the community. In addition, 2010/11 will see an upgraded Safer Neighbourhood section on the force website which will enable the public to view details of their local Team and what they have been doing to address their concerns. It will also provide details of all engagement opportunities that will enable the public to influence local policing priorities.

The Police Authority's 2010/11 Business Plan outlines how the Authority will focus on improving our understanding of local communities. This will enhance the Authority's ability to conduct strategic planning, scrutinise in committee and target community engagement activity. Within this broader approach the Police Authority will focus on engaging with young people and with rural communities.

The Authority has chosen youth as an area to target engagement as this has been highlighted by our Strategic Working Group as a component of taking a generation approach to reducing crime in Bedfordshire. Demographically we expect the proportion of young people in our community to increase and the Authority does not currently reflect this group among its membership. The Authority's focus on rural communities seeks to meet a need identified by Parish Councils. This will include engagement and partnership working with Parish Councils, in part to deliver more effective communication with people living in rural parts of the county. Outcomes should include comprehensive Parish Council information held by the Authority and alignment with Parish Council newsletters and websites.

Measuring Success

The key indicators of success in implementing this strategy will be the following:

- Increasing overall public confidence in Bedfordshire Police and its partners as measured by the British Crime Survey.

- Increasing public satisfaction with the policing service provided, with a particular focus on ensuring satisfaction amongst Black and Ethnic Minority (BME) communities, as measured by survey data.
- Increasing the level of involvement and sense of ownership over the policing in Bedfordshire, as measured through local confidence survey results.
- Establishing a work culture which routinely recognises, understands and takes account of the needs, expectations, experience and perspectives of the community, as measured through increased public satisfaction, the Policing Pledge and Staff Survey results.
- As well as looking at the above-mentioned quantitative data, the new SNT IT System will be used to measure the quality of the engagement activity taking place.

The key indicators for the Police Authority will include the following:

A priority for the Police Authority is to increase the levels of community engagement activity undertaken to provide a strengthened community voice in directly shaping the nature of policing. Engagement with young people and rural communities will look for opportunities to encourage ownership by these groups increasing our capacity for future engagement.

- To compile a list of one named contact with each Parish Council
- To demonstrate at least one interaction or communication with each Parish Council
- To demonstrate a relationship with at least one group of young people / youth group

It has also been suggested that the Youth Issues Group may wish to hear directly from young people, but this idea is yet to be developed.

- To use a 'Value for Money' indicator

Money spent divided by

(Number of people engaged X hard to reach score X depth of engagement score)

- To increase the number of hits on the Police Authority's website by 15% per quarter

Governance and Oversight

The Police Authority's Community Engagement Committee has responsibility for overseeing the engagement activity of both the Force and the Authority itself, receiving quarterly progress reports. Their role includes holding Bedfordshire Police to account for community engagement that continuously improves and is fully integrated and mainstreamed throughout the service. The Committee will monitor the implementation of this strategy through an accompanying action plan.

Risk Management

Item 5a. Appendix A.5

The assessment of risk is an integral part of the governance arrangements for the Authority and the Force. Each business area or function considers what risks arise in relation to their community engagement activity. Primarily this strategy seeks to mitigate risks arising from any potential failure to meet the strategic priorities listed above. It is particularly relevant for neighbourhood policing, understanding individual perspectives, visible partnership working and value for money.

Conclusion

This strategy is intended to improve the approach to community engagement over the next three years. Once the initial work, set out in the accompanying action plan, is complete this strategy will need to be reviewed annually, in line with the production of the Annual Policing Plan to ensure it remains fit for purpose.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE
AGENDA ITEM No:	5b
TITLE:	REPORT ON SURVEYS: BLUE LIGHT BUDGET SURVEY 2009/10 ELECTRONIC BUDGET SURVEY LOCAL CONFIDENCE SURVEY
DATE OF REPORT:	2ND MARCH 2010
REPORT OF:	CHIEF TREASURER/TREASURER
AUTHOR:	DR JULIE WYMER
ACTION REQUIRED:	FOR DISCUSSION AND APPROVAL OF RECOMMENDATIONS
APPENDICES:	

EXECUTIVE SUMMARY:

This report outlines the key findings from the Blue Light Budget Survey 2009 and that of the online Budget Survey. It will highlight the findings of the Budget; give an overview of the current levels of confidence and show those groups with which the Authority and Force may need further consultation with.

The report will also give the headline results from the Local Confidence Survey which has recently been completed.

RECOMMENDATIONS:

1. That the Force provide a report to a future committee meeting outlining how it intends to use the findings from the survey's to improve service delivery for the people of Bedfordshire including Luton.

Originators: Dr Julie Wymer/Samantha Orcheston-Findlay/Rosie Harper/Andrew Lane

Date: 16th February 2010
Telephone No: 01234 842208
E-mail: julie.wymer@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

Blue Light Survey January 2010 (on request)
Online Survey (on request)
Local Confidence Survey (on request)

ADDITIONAL PAPERS:

None

1 INTRODUCTION

- 1.1 This report is split into two parts. The first part outlines the results from the winter 2009 Blue Light Survey and the results from the on-line survey. The second part provides an update on the Local Confidence Survey.

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

- 2.1 The Police Force and Authority have a statutory duty to consult and especially with businesses on the increase in precept. Police authorities are required to consult with local communities to ascertain their views on policing and to elicit their support for and co-operation with the Police.

3 Blue Light Budget Survey January 2010

- 3.1 The Blue Light Budget Survey and the online Budget Survey together received over 2000 responses; this in itself shows a greater response than in previous years. The Blue Light Budget Survey provides an insight into how the residents of Bedfordshire and Luton currently feel about the level of service provided by the Police Service in their local area and what local people are prepared to pay for local policing via the council tax precept. These surveys have provided the Authority and Force with data which has informed the budget decision making process.

- 3.2 The online survey was conducted as a smaller survey in terms of the number of questions posed. This survey was sent out electronically across the county, with a primary focus on engaging businesses but included local residents. There were 1151 respondents of which 1014 completed the survey. Of those 43 were businesses and only 39 BME respondents. The survey was sent to Chamber of Commerce, BNI (small business groups), Neighbourhood Watch, Citizens Panels and it was placed on the Force and Authority websites.

- 3.3 A total of 1,002 residents were involved in the telephone survey; however due to a small percentage of respondents refusing to give some demographic details and weighting applied, the final figure of interviewee's shows as 998. The geographic split was 75% (n749) Bedfordshire and 25% (n249) Luton. The breakdown of respondents was 50% male to 50 % female with an overall 8% (n62) BME representation.

3.4 Confidence:

- Ninety percent said they had confidence in the police, of which 10% said it had increased over the last 12 months. Respondents said their confidence stemmed from police interaction, visibility and community impact, suggesting a possible benefit from investment in Safer Neighbourhood Teams. More than half of respondents said their confidence in Bedfordshire Police had increased over the last 12 months, a significant increase since this question was asked last summer.
- Almost two thirds (n649) agreed to some extent that the Police and the local council are dealing with antisocial behaviour and crime issues in the local area; 13% (n130) disagreed. In order to make further progress the Authority

and Force may wish to set up a focus group with those less confident respondents to gain a more in depth understanding of their concerns. Overall the figures are encouraging when realising that this question that has been used nationally to measure confidence, is prevalent in the British Crime survey and is directly related to force targets.

- At the February Performance Committee Members noted that the Force was yet to see a significant increase in public confidence (up to Sept 2009). However, an examination of the previous four Blue Light Surveys shows a steady increase from 57% to 65% answering the single Confidence question. Through involvement with the Citizens Panel respondents may have become more aware of local policing activity including communications. This could suggest that a more informed community would translate into a more confident community?

3.5 Black and Minority Ethnic People:

- Approximately a quarter (n16) of BME respondents had a negative attitude toward the police throughout most of their answers. This group was not proportionately split by area, but was overwhelmingly BME residents living in Bedford. BME respondents 58% were less likely than white respondents 65% to think that anti-social behaviour and crime issues that matter in their area are being dealt with by the police and local council. In addition, 35% (n22) of BME respondents requested no increase in the police precept, much higher than the 9% of white respondents.
- These figures may be affected by the relatively small sample of BME residents in Bedford, but the Police and Authority may wish to explore this further particularly with regard to the BME parity gap of which Members will already be aware.

3.6 Budget:

- This survey has been an important part of informing the budget process. Options that included 3% or lesser percentages (0%, 2-3%, 3-4%) had the support of 50.2% (n501) of respondents, with 49.8% (n497) favouring higher precept increases (5% or 7%). The proportion of respondents supporting no increase or smaller increases was higher in both Luton and Bedford than in Central Bedfordshire. The Authority has since agreed a precept increase of 3%.
- To achieve an improved service within these financial constraints 64% (n639) of respondents asked the Authority to explore a merger within another police service. This varied among age groups, rising to 71% (n138/195) of 25-34 year olds.

3.7 Safer Neighbourhood Teams (SNT):

- There has been another steady increase in awareness of Safer Neighbourhood Teams since the summer 2008. However, there has been a slight decrease (3%) in the number who know of their Safer Neighbourhood Team and how to contact them. Almost a fifth (n179) know of their SNT but not how to contact them, leaving 30% (n299) completely unaware. This may suggest that

the profile of SNTs need to be regularly communicated to promote continued awareness.

3.8 Service Prioritisation:

- Respondents were divided between those wanting a reduction in neighbourhood policing 35% (n349) and those who wanted this area improved 38% (n339). Almost half of 20-24 year olds and almost half of Luton residents suggested neighbourhood policing for a reduction, but this was much lower in Central Bedfordshire. However, as the demographics overlap, it is not clear if the divide is between urban and rural, Luton and Bedfordshire or younger and older citizens. Some of the written feedback from respondents highlighted their difficulty when answering this question as they wished to reduce expenditure on speeding but not Anti Social Behaviour and visible patrols that were listed together as Neighbourhood Policing.
- Further results revealed that 88% (n878) of respondents said the police understand the issues that affect their local area and 82% (n818) said the police deal with those issues. Further supporting these figures, 87% (n868) think the police are doing a good job in their neighbourhood, an increase of 9% since last year. This figure is lower for police being there when you need them, at 66% (n659). This may give us a better indication of where respondents would like increased investment, suggesting emergency response as an area in which the public have less confidence.

3.9 Crime and Anti Social Behaviour:

- The majority feel that there has been no change in the levels of anti-social behaviour or crime and a significant 10% (n100) say both have decreased – this is significant. Only 3% (n30) felt anti-social behaviour affected their lives daily. Whilst this group is small the impact on their lives may be significant and one high profile case can have a significant impact on public confidence.
- There is public recognition of the force's significant reduction in robbery during 2009/10, with 78% (n778) saying this is not a problem (up 13% since last summer). However, taking the the five Bluelight surveys since summer 2007 overall, perceptions of crime trends have been steady. Approximately two-thirds of respondents in each survey believed that crime levels were about the same as a year earlier. Perceptions of household crime have also remained constant despite the more marked reduction in domestic burglary. Efforts to address the perception gap might contribute to more confident communities. This is a significant challenge that may involve more dynamic and effective communication of justice outcomes.

4. On-Line Survey

- 4.1 Overall a quarter of respondents perceived crime to be an issue in their local area. It is interesting to note that for business and BME groups these figures rise significantly by 16% (n17) and 23% (n19) respectively. There is also disparity in the figures when looking at the level of confidence in the Police which is 23% lower than the Blue Light Budget Survey.

- 4.2 Almost half of businesses would like to see an improvement in tackling volume crime, with improvements to response a close second. Further exploration may be required to understand if these areas have a direct correlation with business crime or if it is just a perception that these areas are likely to have the biggest impact on their businesses. Businesses were 8% more likely to feel that the police and local councils were dealing with crime and anti-social behaviour than other respondents.
- 4.3 The overall awareness of SNT is much greater at 84% (n905) compared to just 70% (n699) in the Blue Light Budget Survey. It must be noted that this may be as a result of the high number of respondents who were from neighbourhood watch. This figure also drops significantly to around 70% when looking directly at BME and businesses. There are still just over 1/5 of respondents who do not know how to contact their SNT and again this may be as a result of communication.

5. Local Confidence Survey

- 5.1 At the committee meeting in December Members were provided with an update regarding the Local Confidence Surveys (LCS). Since then the fieldwork (conducted October 2009 to February 2010) has been completed and the results compiled.
- 5.2 A presentation was given by SMSR on 17th February. The overall summary is:
- Good representative sample
 - Met Home Office requirements
 - Generally residents are well informed
 - Fair/good awareness of the policing pledge
 - Perception 27% (n487) the police don't get involved in community activity
 - 70% (n1264) agree that police understand local issues
 - Residents felt they do not have a huge influence
 - General lack of awareness e.g. Safer Neighbourhood Team meetings
 - Police visibility is a key driver of confidence
 - Professional and high overall confidence

5.3 Findings of the single confidence question:

'It is the responsibility of the Police and Local Council working in partnership to deal with anti-social behaviour and crime in your area. Please say how much you agree or disagree with the following statement. The Police and Local Council are dealing with anti-social behaviour and crime issues that matter in this area?'

- 5.4 For Bedfordshire as a whole 69% (n1245) of those surveyed either strongly agreed or agreed with the statement. Below is a breakdown per CDRP area.

CDRP Area	Agree	Neither	Disagree
Luton	61% (n369)	7% (n42)	19% (n115)
Bedford	74% (n444)	5% (n30)	17% (n102)
Central Beds	72% (n432)	3% (n18)	21% (n126)

- 5.5 A further question was asked referring to local council only and the police only.

- 5.6 Thinking about the **local police only**, how confident are you that they will tackle the crime and ASB issues that affect your local area?

CDRP Area	V. Confident/ Fairly Con	Neither	Not Confident/Not at all confident
Luton	68% (n411)	5% (n30)	18% (n109)
Bedford	75% (n450)	4% (n24)	17% (n102)
Central Beds	79% (n474)	2% (n12)	18% (n108)

- 5.7 Thinking about the **local council only**, how confident are you that they will tackle the crime and ASB issues that affect your local area?

CDRP Area	V. Confident/ Fairly Con	Neither	Not Confident/ Not at all Confident
Luton	40% (n242)	5% (n30)	37% (n224)
Bedford	58% (n348)	4% (n24)	29% (n174)
Central Beds	54% (n324)	3% (n18)	38% (n228)

- 5.8 The findings of the LCS will now be disseminated to partners. The Force and Authority will work with partners to improve on the results. A detailed report will be provided by the Force at the meeting in June.

- 5.8 Rosie Harper attended the practitioner workshop run by the NPIA on 12th January, which provided information on compliance of the minimum technical requirements, publication requirements and an opportunity to share best practice with other areas.

- 5.9 The Home Office sent further information in early February and updated on the following:

- **Minimum Publication Requirements:** It has been agreed by the Home Office that the National Crime Mapping website will be used to publish the Local Confidence survey single confidence mandatory figure for each CDRP. The National Crime Map website can be found at <http://maps/police.uk>. The Force and Authority website are also required to present the headline figure. Additional information will be included to contextualise the indicator and assist with its interpretation. The deadline for this is the 28th February. A joint media strategy has been agreed by the Force and PA.
- **Home Office Grant:** We received the first instalment in December 2009 and will be applying for the second half in February. Success on the second instalment is dependent on whether we are deemed to have adhered to the minimum publication requirements. An oral update with further information will be provided at the meeting.

- 5.10 **Next Steps – Procurement Process April 2010 onwards** - There is a requirement on the Force/Authority to continue from April 2010, to conduct the Local Confidence Survey on a monthly rolling basis. Work will now begin to secure a provider for a three year contract commencing April 2010.

6. SERVICE AND FINANCIAL IMPLICATIONS

- 6.1 With the first wave of Local Confidence Surveys now being complete and the requirement to continue with them on a rolling monthly basis from April 2010, a review of our survey work will be undertaken to ensure the Authority uses its resources in the most efficient and effective way. Initial funding was provided by the Home Office and from April 2010 onwards the Force and Authority will fund the Local Confidence Survey with existing budgets.

7. OTHER IMPLICATIONS

- 7.1 Equality and Diversity – None
- 7.2 Procurement – Procuring a provider for the future Local Confidence Surveys.
- 7.3 Legal Implications – None
- 7.4 Human Resources – None
- 7.5 Corporate Governance – None
- 7.6 Human Rights - None
- 7.7 Policy and Strategic Aims – These surveys should be utilised to allow the Force and Authority to target activity, to deliver outcomes and improve confidence.
- 7.8 Welfare of Children and vulnerable adults – None
- 7.9 Reducing Carbon footprint/waste - None

8. RISK

- 8.1 The risks of the Police Authority not conducting surveys and therefore not meeting its statutory consultation requirements, or the Home Office local confidence survey requirements. Although there has been an increase in the number of respondents who have completed the online surveys it is important that this is used as a bench mark which can be built upon for the next round of consultation.
- 8.2 The Authority must continue to be accountable to the local community. The results of such surveys should be published expediently and where possible show how this consultation has influenced strategic policing policies or the way consultation is carried out.

9. CONCLUSION

- 9.1 The two main themes emerging from Blue Light and Budget Survey consultation exercises are to understand our communities and to communicate with them. There is a requirement to understand why our BME panel members should have a more negative feeling towards the police and what can be done to ensure that steps are taken to change it. Effective communication is vital in order to change perceptions and the increase confidence.

10. RECOMMENDATIONS

Recommendation 1

Item 5b.8

That the Force provide a report to a future committee meeting outlining how it intends to use the findings from the surveys to improve service delivery for the people of Bedfordshire including Luton.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE, 2ND MARCH 2010
AGENDA ITEM No:	6
TITLE:	CITIZEN FOCUS AND NEIGHBOURHOOD POLICING: PERFORMANCE AGAINST STRATEGIC PRIORITIES
DATE OF REPORT:	19TH FEBRUARY 2010
REPORT OF:	ASSISTANT CHIEF CONSTABLE (TERRITORIAL POLICING)
AUTHOR:	CHIEF INSPECTOR JIM LUNN JO ANN ALDRIDGE EDWARD MAJOR
ACTION REQUIRED:	REPORT FOR DISCUSSION
APPENDICES:	NONE

EXECUTIVE SUMMARY:

This paper gives an overview of progress to further embedding of Neighbourhood Policing (NP) and implementation of the Citizen Focus Programme, now broadened into the Public Confidence Delivery Programme.

RECOMMENDATIONS:

Recommendation 1

Members are asked to note the progress in embedding Neighbourhood Policing.

Recommendation 2

Members are asked to note the progress in the Public Confidence Delivery Programme (formerly the Citizen Focus Programme).

Recommendation 3

Members are asked to note the revised governance arrangements for public confidence and user satisfaction.

Originators: Chief Inspector Jim Lunn, Neighbourhood Policing Embedding Team

Jo Ann Aldridge, Citizen Focus Project Manager
Edward Major, Planning and Inspections Manager

Date: 12th January 2010

Telephone No: (01234) 842855

(01234) 842139

(01234) 842062

E-mail: james.lunn@bedfordshire.pnn.police.uk
joann.aldrige@bedfordshire.pnn.police.uk
edward.major@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

None

ADDITIONAL PAPERS:

None

1 INTRODUCTION

- 1.1 This paper gives an overview of progress to further embed Neighbourhood Policing (NP) and on implementation of the Citizen Focus Programme.

2 EMBEDDING NEIGHBOURHOOD POLICING

2.1 Performance

- 2.1.1 The following satisfaction measures relating to Neighbourhood Policing were included in the Performance Report to the Police Authority Performance Committee on 2nd February 2010. The Force is currently meeting its target regarding SPI 2.3 (The Local Police do a Good Job) and SPI 4.1 (Perception of Anti-Social Behaviour). Trends for all three measures are stable.

Measure	Notes	2009/10 Target	Latest Data	On target	Trend	MSF position
SPI 2.1 Understanding Local Concerns	12m to Jun 09	47%	45.5%	✗	⇒	5 out of 8
SPI 2.3 Police do a Good Job	12m to Jun 09	53%	55.3%	✓	⇒	5 out of 8
SPI 4.1 Perception of Anti-Social-Behaviour	12m to Jun 09	17%	15.1%	✓	⇒	7 out of 8

2.2 Delivery Strands/Initiatives and Improvement Planning

- 2.2.1 **Strategic planning day.** A strategic planning day on 19th November 2009 reviewed achievements to date and considered how neighbourhood policing will be taken forward over the next eighteen months. The day was hosted by the Assistant Chief Constable (Territorial Policing) and organised jointly by the Heads of Corporate Development and Community Engagement. All districts and departments were represented. As a result of the strategic planning day a Neighbourhood Policing Strategic Plan is being developed. This was considered at the inaugural meeting of the Force Public Confidence Delivery Board (FPCDB) on 5th February 2010. The PCDB agreed the current Force Neighbourhood Policing Embedding Meeting should now become the 'Neighbourhood Policing Development Group' to reflect the focus on continued improvement and also alignment to the National Neighbourhood Strategy (see Section 2.2.2). It also agreed the Force Neighbourhood Policing Strategic Plan should be developed around the following priority themes:

- Central Development Team
- Governance Structures to deliver the new national NP Strategy (i.e. Embed, Develop, Sustain)
- Standardisation and improvement in quality of products including delivery of the SNT IT System (see 2.2.7, below)
- Making the coherent move towards Neighbourhood Management
- NP Performance Management
- Training
- HR - Shift Patterns/Tenure
- NP Communications
- Information Sharing
- Community Engagement

2.2.2 National neighbourhood strategy. Strategic delivery of neighbourhood policing within Bedfordshire and the work of the Force Neighbourhood Policing Development Team is heavily influenced by the national neighbourhood strategy. February 2010 saw publication of the Government's 'Safe and Confident Neighbourhood' Strategy. This sets out a five-year plan to build on neighbourhood policing implementation by:

- Sustaining neighbourhood policing;
- Embedding it as part of the police service;
- Developing Strong partnerships everywhere.

2.2.3 Independent Advisory Groups (IAGs). Membership of the Luton and Bedford IAGs continues to increase. A successful recruitment drive on J Division identified a number of suitable individuals, following which there were ten attendees at the Bedford meeting in January 2010. Principle developments relating to the IAGs have concerned their structure. A new police staff member joined the Community Engagement Department in December 2009. The postholder will attend all IAG meetings going forward. 30% of the post's time is dedicated to IAG issues. The new Diversity and Inclusion Advisor, who arrived in Force in January 2010, will now take the Strategic Lead in the progression and development of the IAGs. An early focus has been to develop the Central Bedfordshire IAG which has not existed up to date due to low interest shown during previous recruitment campaigns. On 2nd February 2010 a meeting was held at the Rufus Centre in Flitwick, during which key partners were briefed and asked to assist in recruiting IAG members. The response was positive. To accompany this, the Central Bedfordshire Chief Inspector will lead on ensuring his Neighbourhood Policing Teams actively recruit potential members. It is planned to hold an awareness event in early April 2010 where those identified through this activity are brought together.

2.2.4 Neighbourhood boundaries. Neighbourhood boundaries are under review to better enable the Force to deliver its neighbourhood policing model and move towards a partnership based neighbourhood management approach:

- *Luton:* Proposals to reduce the number of neighbourhoods from 36 to 21, to be coterminous with Ward boundaries are being discussed. A separate neighbourhood is proposed for Luton Airport. Two neighbourhoods are proposed for the South Ward, to maintain Luton Town Centre as a distinct neighbourhood.
- *Central Bedfordshire:* Initial proposals to reduce neighbourhoods from 33 to 23 have been put on hold while the district superintendent reviews the district delivery structure. Following extensive partner consultation firm recommendations are expected to be made in June 2010.
- *Bedford:* Meetings have taken place with Bedford Borough Council and proposals in relation to council boundaries have been reviewed. There are currently no plans to reduce from the current 18 policing neighbourhoods. However dialogue with partners will continue to ensure that structures remain coterminous. This may result in some proposed changes to neighbourhood policing boundaries in 2011/12.

2.2.5 PCSO shift pattern. A report reviewing the PCSO shift pattern recommended an alternative to the pattern currently being worked by the majority of PCSOs in the Force. A summary of the report, including details of the consultation process, has been sent to all PCSOs. Given the requirement to give three

months notice of the change of contract to each PCSO the recommended shift pattern is unlikely to be in place before July 2010.

2.2.6 Neighbourhood Policing Abstractions. Abstraction monitoring and recording continues to be a significant issue as the Force seeks to comply with the requirements of the policing pledge and ensure that the neighbourhood policing role is recognised and understood across the organisation. Revised abstraction guidance has been produced. This has been agreed by the Assistant Chief Constable (Territorial Policing) and Divisional Commanders. This is due for implementation on 1st March 2010. The current Duty Management System (DMS) is not the ideal system to record abstractions. At the Force Senior Leadership Team Meeting on 19th January 2010 a Business Case was agreed to replace the system with a product called GRS. The Head of Business Change has confirmed that this requirement includes an improved system to record and monitor abstractions of staff.

2.2.7 Delivering neighbourhood priorities. To increase public confidence it is vital that neighbourhood policing officers engage in processes that will accurately identify local priorities and have the skills necessary to deliver effective interventions. With this in mind, guidance has been produced for Priority Setting Meetings clearly setting out the requirements of personnel involved in the process. Consultation is underway with Training and Development to ensure that this product is effectively delivered to staff to ensure that an effective, corporate approach is taken. The new Safer Neighbourhood Team (SNT) system, being developed with the Force IT Department and external contractors, will improve the consistency and effectiveness of neighbourhood profiles, thus improving the capture of local priorities. The SNT system is due to be piloted in May 2010 with full launch by June 2010.

2.2.8 The update paper to the Community Engagement Committee on 2nd December 2009 reported that Luton Division was taking part in a pilot scheme with Cardiff University utilising the 'Intelligence Based Neighbourhood Security Interviews' (i-nsi) method. The scheme aims to:

- Increase trust and confidence through enhanced community engagement;
- Obtain community Intelligence (including counter-terrorism and serious and organised crime);
- Develop Neighbourhood PCSOs communication and intelligence gathering skills;
- Engage partners in the move towards delivering focused Neighbourhood Management.

Data collection was completed during December 2009. Four community intelligence reports have been sent to the Force in relation to the pilot areas. Professor Martin Innes of Cardiff University is set to attend police HQ on 26th February to present the findings of the reports.

2.3 Investment

2.3.1 The Central Neighbourhood Policing Embedding Team has impacted positively on service delivery since its inception in November 2008. The Team comprises an Embedding Sergeant and a Project Support Officer, managed by the Chief Inspector, Head of Community Engagement. A bid for growth has been agreed with the Police Authority for a permanent Neighbourhood Policing Development Team to be in place as part of the 2010/11 budget.

3 IMPLEMENTING THE CITIZEN FOCUS PROGRAMME

3.1 Performance

3.1.1 The following confidence and satisfaction measures relating to Citizen Focus were included in the Performance Report to the Police Authority Performance Committee on 2nd February 2010.

Measure	Notes	2009/10 Target	Latest Data	On target	Trend	MSF position
SPI 1.1 Whole Experience Satisfaction	12m to Sep 09	82%	80.5%	×	⇒	8 out of 8
SPI 1.2 White/BME Satisfaction Parity	12m to Sep 09	7%	11.9%	×	⇒	7 out of 8*
SPI 2.2 Dealing with Local Concerns	12m to Jun 09	50%	46.7%	×	⇒	7 out of 8

* see paragraph 3.1.3

3.1.2 *Whole Experience Satisfaction*

- Overall Satisfaction in the twelve months to September 2009 is 80.5% against a target of 82%. Performance has improved slightly over the 79% measured the previous quarter.
- Comparing the twelve months to September 2009 against the equivalent period to September 2008, all aspects of satisfaction are assessed as being stable.
- Bedfordshire is performing below its most similar forces in all aspects of victim satisfaction.
- The drive to improve victim satisfaction is a priority for the Force and is now being co-ordinated through the Force Public Confidence Delivery Board. The Force Service Improvement Group (SIG) and BME Satisfaction Gold Group (see Section 3.1.3) will be responsible for implementing delivery plans to improve performance in this area. Both these groups report into the newly established FPCDB.

3.1.3 *White/BME Satisfaction Parity*

- The “parity gap” has worsened from 10.3% (for the twelve months to June 2009) to 11.9% (12 months to September 2009), but remains better than the 13.8% measured for the twelve months to June 2008.
- The latest iQuanta data showing as the twelve months to July 2009 (local data to June 2009) places Bedfordshire 7th out of 8 in its MSF with a parity gap of 10.3% compared to an MSF average of 6.5%. The latest local data to September 2009 (11.9%) will be the next quarter’s result on iQuanta, due to be published in March 2009. If other forces remain static this would place Bedfordshire 8th in its MSF.

- The Parity Gap is recognised as a significant performance risk to Bedfordshire Police. Actions have been implemented during the last 12 months to address the gap but the improvements have not been sustained. As a result the Head of Corporate Development facilitated a session at the Service Improvement Group on 21st January 2010. This captured: What is known about the problem; What has been done; and What could be done. As a result of this a BME Satisfaction Gold Group has been established to increase BME satisfaction and total satisfaction. The first meeting of the Gold Group took place on 17th February 2010. The FPCDB agreed the establishment of the Gold Group and the strategic priorities:
 - To narrow the parity gap by increasing BME satisfaction
 - To understand and implement the key drivers to improving BME satisfaction across the Force
 - To motivate our staff to deliver and sustain increased BME and total satisfaction
 - To identify and resolve gaps in individual and organisational BME satisfaction performance.
- The Force Performance Improvement Board (PIB) commissioned an internal review on the Parity Gap in December 2009. The review reported to the PIB on 26th February 2010. The findings will inform the work of the Gold Group. Ongoing effort to address the Parity Gap is being driven through the PIB, the FPCDB and the SIG.

3.1.4 *Dealing with Local Concerns*

- This is the national Single Confidence Measure, which asks respondents if they agree that the police and local council are dealing with the crime and anti-social behaviour issues that matter in their area.
- At 46.7% performance in the twelve months to June 2009 has improved slightly over the 45.4% measured the previous quarter. Five quarters of data are now available for this measure (starting at June 2008). These show a stable position.
- The Force has piloted a number of approaches to improve internal and external confidence. These are now being brought together in a single Strategic Intent / Delivery Plan which will be monitored by the FPCDB (see Section 3.4).

3.1.5 Performance on implementation of the Policing Pledge

- From April 2009 HMIC inspected all police forces, including Bedfordshire, on implementation of the Policing Pledge.
- The HMIC Policing Pledge Inspection Report for Bedfordshire judged the Force to be 'fair' in all categories apart from Pledge points 4, 5 and 9 which were graded as 'good'. Overall the Force was graded as 'fair'.
- All aspects of this feedback have been fed into Force SIG action plans to further embed the Pledge standards in the organisation.
- Progress to address the Areas for Improvement and Work in Progress identified in the HMIC Policing Pledge Inspection report are now subject to ongoing monitoring and scrutiny by the Force Executive.

- General progress to implement the Policing Pledge is monitored through the Force Performance Improvement Board and the Police Authority Performance Committee.

3.2 Delivery Strands/Initiatives and Improvement Planning

3.2.1 Work has been ongoing on the four priority workstreams agreed at the Citizen Focus Strategic Board on 21st September 2009. This is now being co-ordinated and led by the newly appointed Force Customer Service Manager

3.2.2 **Customer Service Management:** Work is progressing to centrally manage the Customer Service teams to ensure a consistent approach to customer service across the Force. Additional work has been carried out to map in greater detail all areas of work in which the Customer Service Teams are currently engaged. Discussions with Professional Standards Department and other key stakeholders are continuing to ensure a seamless, joined up service for both internal and external customers. A review of the Front Desk opening times will be completed, including public consultation during spring 2010.

3.2.3 **Customer Relationship Management:** A business case was prepared for the purchase / creation of a Customer Relationship Management (CRM) system. This was considered by the Force Senior Leadership Team (SLT) on 19th January 2010. Due to funding prioritisation the decision was taken to not develop the CRM solution during 2010/11. The risks of not carrying out this activity have been assessed and it has been determined that other process / cultural work being led by the FPCDB is a greater priority and will address a number of developmental areas. If appropriate, use of existing / planned technology to deliver CRM capabilities would be kept open as an option.

3.2.4 **Segmentation Framework:** A business case was prepared for investment in a Segmentation Framework to better enable communications and engagement targeting. This was considered by the Force Senior Leadership Team (SLT) on 19th January 2010. Due to funding prioritisation the decision was taken to not invest in the Segmentation Framework during 2010/11. Alternative sources of data and partnership working will be explored to move the workstream forward.

3.2.5 Corporate Standards Definition.

- **Voicemail.** Work is continuing to reduce the number of outstanding voicemails that remain on the Force telephone system. Awareness of the problem has been raised through a number of communications. Agreement was gained with both BCUs that collar based voicemail would be removed as the majority of officers use the Blackberry system to retrieve messages. Under a new process individuals that do not actively manage their voicemails are monitored and challenged to ensure continuous improvement.
- **Telephone Directory.** The Force now has one telephone database feeding a number of telephone directory applications. The Contact Management Centre is checking, and if necessary updating, all entries in the directory. During 2010 the directory system will be amended to enable staff to be able to self update information. The timescale for this work is subject to competing demands on IT resources.

- **Personal responsibility.** A pilot in conjunction with the confidence programme has been running at Luton to help frontline officers to communicate confidently and to take personal responsibility in their role. An evaluation of the pilot course is being conducted. The strategy for forcewide delivery will be agreed in the coming months via the Force Public Confidence Delivery Board.
- **Other Corporate Standards Work.** Other Corporate Standards work planned for 2010 include rolling out email standards via an external training approach and a review of internal and external communications standards.

3.2.6 Work towards meeting the four National Policing Improvement Agency (NPIA) Citizen Focus 'Hallmark Standards' is continuing. Evidence on processes and ways of working is being collated, to support ongoing assessment. Hallmark Three, Designing Services, was assessed by the NPIA on 17th February 2010. Initial feedback at the assessment was positive. Formal findings are expected to be received in March 2010.

3.2.7 From January 2010 the Citizen Focus Strategic Board was revised and re-launched as the Force Public Confidence Delivery Board (see Section 3.3). The first meeting of the Board took place on 5th February 2010. The Board agreed the Citizen Focus Project Board would be disbanded and its ongoing work passed to the SIG and other groups in the revised governance structure at 3.3.1, below.

3.3 New Delivery Arrangements for Confidence and Satisfaction

3.3.1 The new 'Force Public Confidence Delivery Board' has been established to strategically manage delivery across the whole confidence and satisfaction agenda. The first meeting took place on 5th February 2010 and was chaired by the Chief Superintendent K Division on behalf of the ACC (Territorial Policing). The meeting's membership consisted of divisional commander-level representation from across the Force, NPIA Citizen Focus Regional Lead and Police Authority members (i.e. Chair of the Community Engagement Committee and Lead Member for Cultural Change). The Board agreed a number of direct 'linked' meetings which will report through to it:

- Service Improvement Group
- Diversity and Inclusion Group
- Neighbourhood Policing Development Group
- Divisional / Directorate Confidence Delivery Boards

3.3.2 Given the current priority to close the size of the 'satisfaction gap' between Black and Minority Ethnic (BME) and White victims, whilst retaining or increasing levels of satisfaction for white and BME service users, it was agreed that a 'Gold' group would be established to directly consider this area. The group would also provide guidance on increasing overall user satisfaction.

3.3.3 The first meeting of the FPCDB agreed its Terms of Reference with the core role being to set priorities across each of the different areas at 3.3.1 above, and would deal with scheduling of activities across the whole. Overviews and priorities for each of the direct 'linked' meetings were agreed at the first meeting. It was also agreed the 'Force Public Confidence Delivery Board'

would report to the Force Senior Leadership Team and the Police Authority Community Engagement Committee. The Board agreed the production of a Strategic Intent / Delivery Plan for Confidence and Satisfaction.

- 3.3.4 The establishment of the FPCDB sets the intent of the Force and Authority on focusing on public confidence and user satisfaction as priorities for 2010/11. It will provide the vehicle to drive coordinated continuous improvement and step change activity to deliver improved public satisfaction and increase user satisfaction.

3.4 Investment

- 3.4.1 Effective delivery of confidence and satisfaction delivery plans will be coordinated through the FPCDB during 2010/11 and led by the ACC (Territorial Policing). The delivery plans will primarily be concerned with actions and activities achieved through 'business as usual' channels: e.g. communications, people services, corporate development, K Division, Operation QUEST, and partnerships. This will require prioritisation as actions and activities are identified.

4 SERVICE AND FINANCIAL IMPLICATIONS

- 4.1 Service and financial implications are outlined in sections 2 and 3, above.

5 OTHER IMPLICATIONS

- 5.1 Other implications are outlined in sections 2 and 3, above.

6 RISK

- 6.1 The following strategic risks relate directly to Neighbourhood Policing, Citizen Focus, Public Confidence and User Satisfaction:
- Unable to continue to deliver an increase in public confidence in Bedfordshire Police and meet the National Confidence Target
 - Inability to respond to individual customer needs.
 - Innovation is stifled by force structure/culture
 - Ineffective and outdated processes and procedures
 - Unable to match resources with priorities
 - Ineffective partnership working

7 CONCLUSION

- 7.1 This paper gives an overview of progress to further embedding of Neighbourhood Policing (NP) and continuation of the Citizen Focus Programme, now broadened into the Public Confidence Delivery Programme. It also highlights the revised governance arrangements (i.e. the Force Public Confidence Delivery Board and underlying 'linked' delivery groups) which will strengthen focus and deliver improvement activity in relation to public confidence, user satisfaction, neighbourhood policing, diversity and inclusion, BME satisfaction and make citizen focus a 'theme' running across all areas.

8 RECOMMENDATIONS

Recommendation 1

Members are asked to note the progress in embedding Neighbourhood Policing.

Recommendation 2

Members are asked to note the progress in the Public Confidence Delivery Programme (formerly the Citizen Focus Programme).

Recommendation 3

Members are asked to note the revised governance arrangements for public confidence and user satisfaction.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE, 2ND MARCH 2010
AGENDA ITEM No:	8
TITLE:	POLICING PLEDGE MONITORING REPORT
DATE OF REPORT:	19TH FEBRUARY 2010
REPORT OF:	ASSISTANT CHIEF CONSTABLE (TERRITORIAL POLICING)
AUTHOR:	EDWARD MAJOR
ACTION REQUIRED:	REPORT FOR DISCUSSION
APPENDICES:	APPENDIX A: SUMMARY OF FORCE POSITION AGAINST POLICING PLEDGE, FEBRUARY 2010

EXECUTIVE SUMMARY:

This paper updates the Force position on the ten points of the Policing Pledge since the HMIC Policing Pledge inspection in 2009.

RECOMMENDATIONS:

Recommendation 1

Members are asked to note the progress towards meeting each of the ten Pledge points.

Originators: Edward Major, Planning and Inspections Manager

Date: 12th January 2010

Telephone No: (01234) 842855

(01234) 842139

(01234) 842062

E-mail: edward.major@bedfordshire.pnn.police.uk

1 INTRODUCTION

- 1.1 This paper updates the Force position on the ten points of the Policing Pledge since the HMIC Policing Pledge inspection in 2009¹.

2 HMIC INSPECTION OF THE POLICING PLEDGE IN BEDFORDSHIRE

- 2.1 The HMIC Policing Pledge inspection gave Bedfordshire Police an overall grade of 'FAIR', indicating variable performance that in some areas falls short of the required standard. This grade was in line with the majority of other police forces.
- 2.2 The ten individual points within the Pledge were graded individually. Bedfordshire received seven 'FAIR' grades and three 'GOOD' grades, the latter being defined as meeting the standard.

3 CURRENT POSITION AGAINST THE POLICING PLEDGE

- 3.1 The Bedfordshire Areas for Improvement and Work in Progress have been incorporated into the internal Pledge Action Plan (managed by the Force Services Improvement Group) and an actions tracker document (monitored by the Force Planning and Inspections Manager).
- 3.2 The tables at Appendix A show the position against the ten Pledge points in February 2010. For each Pledge point these give the strengths, areas for improvement and work in progress from the HMIC Policing Pledge inspection report, plus the Force actions being carried out. The final column of the tables shows the results of a self assessment of the actions undertaken. This self assessment suggests that if the Force were re-assessed against the HMIC grading criteria, Pledge point 2, previously graded as 'FAIR' would now receive a 'GOOD' grade.

4 IMPLICATIONS

- 4.1 Service implications associated with delivering the Policing Pledge are embedded within the updated position, given at Appendix A.

5 RISK

- 5.1 This is an update report and as such no risks are identified.

6 CONCLUSION

- 6.1 This paper updates the Force position on the ten points of the Policing Pledge since the HMIC Policing Pledge inspection in 2009.

7 RECOMMENDATIONS

Recommendation 1

Members are asked to note the progress towards meeting each of the ten Pledge points.

¹ HMIC visited the Force in April 2009. The Policing Pledge Inspection Report was published in October 2009.

APPENDIX A: SUMMARY OF FORCE POSITION AGAINST POLICING PLEDGE, FEBRUARY 2010

Pledge Point 1: Always treat you fairly with dignity and respect, ensuring you have fair access to our services at a time that is reasonable and suitable for you.				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
FAIR	<ul style="list-style-type: none"> British Crime Survey data shows Bedfordshire Police performs similar to its MSF in terms of perceived fair treatment of the public at 67.8% (Source: iQuanta). This is above the England and Wales average. 93% of victim satisfaction survey respondents are satisfied with how easy it was to contact Bedfordshire Police. 92.1% of victim satisfaction survey respondents are satisfied with the treatment they receive from Bedfordshire Police. The force has dedicated Customer Service Managers who handle reports of incivility, rudeness and other dissatisfaction issues effectively. Three main police stations have extended opening hours and access provision for people with disabilities. Stations are also on the Nationwide Access Register. 	<ul style="list-style-type: none"> Ensure stations and departmental opening hours reflect public requirements rather than 'staffing issues'. Some areas of victim satisfaction are lower compared to our MSF, in particular BME satisfaction levels and satisfaction with racist incidents. Work is ongoing regarding disabled access provisions in Force police stations. 	<ul style="list-style-type: none"> A new Force Public Confidence Delivery Group has been formed to lead on all Confidence and Satisfaction priorities. The first meeting (05/02/2010) recognised the performance risk relating to BME satisfaction. A Gold Group has been formed to lead work to improve BME and overall satisfaction. In addition research work on BME satisfaction levels is being conducted to feed into the Gold Group and the Force Performance Improvement Board. Meeting schedules are now established with the new IAGs. The Pledge is included as a standing agenda item at IAG meetings. Review work was carried out in early 2009 and opening times at stations adjusted to provide a better range of opening hours that matched demand. Taking account of local community needs in determining opening hours is within the role of the new Force Customer Service Manager, who joined the Force in January 2010. An EIA (Equality Impact Assessment) was carried out on the implementation of the Policing Pledge. An EIA is part of the generic Business Change Request Template, agreed in October 2009. The NP Embedding Team has established a Sergeants Monthly Monitoring Forum. Among other tasks this forum reviews and monitors neighbourhood profiles. Options for establishing disabled access provisions have been considered, but are subject to costs. A disabled police volunteer has been visiting stations to review first hand the appropriateness of disabled access. In November 2009 Operation QUEST has introduced a comprehensive Appointment System, in County Division which is customer focused, This will be rolled out in April 2010 to Luton Division. 	FAIR

Pledge Point 2: Provide you with information so you know who your dedicated Safer Neighbourhood Team is, where they are based, how to contact them and how to work with them.				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
FAIR	<ul style="list-style-type: none"> • National crime mapping solution has gone live. This gives local SNT details on the national website. • The Safer Neighbourhood Teams are well established with details of neighbourhood staff publicised using various methods including the internet and local press articles. • The SNT leaflet drop is in final phase of roll out. • A communication plan is being developed with Luton Borough Council targeting anti-social behaviour. • SNT details and engagement opportunities for Luton teams have been published in LutonLine. • Local newsletters, media, posters, etc – these are business as usual items. • Local Survey data shows 52.1% of Bedfordshire residents know how to contact their Safer Neighbourhood team. 	<ul style="list-style-type: none"> • Clearly targeted local Policing Pledges for individual SNTs are to be developed. • Awareness of how to contact Safer Neighbourhood team is slightly lower in some parts of the county and sections of the community than in others. This has been fed into the communications programme. • Improved monitoring of this aspect of the Pledge will be achieved with the implementation of new Home Office CDRP Confidence Surveys which started in October 2009. SMSR will be presenting a summary of the results on 17th February 2010. 	<ul style="list-style-type: none"> • Reporting through to the new Force Public Confidence Delivery Board is a Neighbourhood Policing Development Board. The group's first priority is to produce a new Neighbourhood Policing Strategy in relation to sustaining and embedding neighbourhood policing plus developing strong neighbourhood partnerships. • The results of the Local Confidence Survey will be published at CDRP level via the national crime mapping solution plus on Force and Authority websites. • A template for local Pledge information has been agreed. Application of the template is awaiting decisions on the proposed restructure of SNTs to reduce the number of SNTs and improve efficiency. • A process has been established to ensure Stations are fit for purpose. (e.g. visible Pledge Posters, working public telephones, no graffiti). Scheduled 'reality check' visits to police stations have taken place. • A process has been put in place to update SNT Intranet and web pages with information on public meetings and surgeries. Corporate Communications are now performing a monthly audit with the results being followed up with SNT inspectors. The process is subject to ongoing review by the Service Improvement Group (SIG). • Work to tackle neighbourhood priorities is now being promoted on the SNT web pages as business as usual. Corporate Communications promote continuous improvement regarding the quality of information communicated on the SNT web pages. 	GOOD

Pledge Point 3: Ensure your Safer Neighbourhood Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
FAIR	<ul style="list-style-type: none"> Currently abstraction data suggests that Bedfordshire's SNT officers are abstracted away from neighbourhood duties 2.8% of the time. SNTs are almost fully staffed and officers remained in post for a minimum of 2 years. 	<ul style="list-style-type: none"> A new improved system is to be developed to monitor NPO abstraction rates. The Force is continuing to look for improved ways of capturing abstraction data. 	<ul style="list-style-type: none"> New abstraction guidance has been agreed by the ACC (TP), for implementation on 1st March 2010. Recording of abstractions will be improved by introduction of a new IT solution to replace the current Duty Management System (DMS). Delivery of the new system is dependent upon Hertfordshire Constabulary's development timescales, and is expected in the last quarter of 2010. The PCSO shift pattern review has been completed. Consultation is underway with the Director of Corporate Services to determine the implementation date. The NPO shift pattern review has been built into planning for progression of neighbourhood policing. QUEST has re-emphasised the role of NPOs in responding to incidents. The Contact Management Centre focuses on getting the appropriate resource (NPO, response, specialist unit, etc.) to an incident. A review was completed of PCSOs deployment on SNTs to inform the local patrol strategies. The recommended PCSO shift pattern has a built in flexibility to enable PCSO deployment to be varied according to local neighbourhood needs. Service improvements delivered through the QUEST project have increased frontline availability and therefore visibility 	FAIR
Pledge Point 4: Respond to every message directed to your Safer Neighbourhood Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
GOOD	<ul style="list-style-type: none"> During September 2009, out of 10 audit telephone calls made, none of these were answered directly by SNT teams. 4 of the 10 callers had their calls returned within 24 hours. These dip samples will continue to ensure that recent improvements are embedded. Dip sampling is still being undertaken; however the latest results are 	<ul style="list-style-type: none"> Embed dip sample process for monitoring whether neighbourhood enquiries to SNTs are being responded to within the 24 hour Pledge requirements as business as usual. Monitoring against this Pledge commitment will be embedded 	<ul style="list-style-type: none"> Monitoring against this Pledge commitment will be embedded through the SIG. Dip sampling is an ongoing process. 	GOOD

	<p>still being evaluated.</p> <ul style="list-style-type: none"> • Neighbourhood officers' response to messages within 24 hours is good. • Staff have access to mobile devices to answer emails and calls. The Force undergoes random quality checks to test the response to calls. 	<p>through the SIG.</p> <ul style="list-style-type: none"> • 		
<p>Pledge Point 5: Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.</p>				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
GOOD	<ul style="list-style-type: none"> • The Force regularly attends between 85-92% of incidents within the Policing Pledge response timescales. • Around 91.5% of emergency phone calls are being answered within the 10 second timescale. 	<ul style="list-style-type: none"> • Work is ongoing to improve response times for Luton Division and Rural area of County division (target 90%). 	<ul style="list-style-type: none"> • Response times for Luton Division and Rural area of County divisions are being reported monthly to the PIB and K Division DLT. • Operation QUEST has freed up response officer time to increase the time available for both reactive and proactive patrol / incident response work. • The role of OSCAR 1 in the Contact Management Centre is being examined to focus it to a greater degree on directing resources and providing increased public confidence. • The new Command and Control IT system will provide increased transparency on resource location. This will enable the closest and most appropriate resource to be assigned to an incident. 	GOOD
<p>Pledge Point 6: Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and if you are Vulnerable or upset aim to be with you within 60 minutes. If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes. Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours. If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.</p>				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
FAIR	<ul style="list-style-type: none"> • Around 89-91% of non-emergency phone calls are currently being answered within the 30 second target timescale. • The Force had an effective method of grading and monitoring calls requiring a 60 minute response under the Pledge. • Appointments can be made to see staff by attending one of the three main police stations. 	<ul style="list-style-type: none"> • Monitoring of answering and responding to emergency incidents has recently been implemented through changes to the categorisation of incidents and initial data suggests that these targets are being met for approximately two-thirds of relevant incidents. • Consider integrating neighbourhood priority details into the new 	<ul style="list-style-type: none"> • Neighbourhood priorities are to be incorporated into the new Command and Control system. The new system is planned for roll-out between June and November 2010, subject to contract negotiations. • As part of QUEST an appointment system was introduced into County Division in November 2009 for deployment to routine incidents, including victims of ASB where appropriate. Appointment cars operate in J Division. Far more incidents are being attended as a result. The victim satisfaction rate with the 	FAIR

		<p>Command and Control system.</p> <ul style="list-style-type: none"> Consider expanding the appointment system to enable members of the public to see a member of their SNT at a time and location convenient to them. Evaluate how the current system meets the needs of vulnerable and hard to reach people. 	<p>appointment system has been rated at 96% as part of the QUEST process improvements. Further benefits will be realised when QUEST is rolled out to Luton Division. Use of SNT resources is being considered in ongoing development of the appointment system.</p> <ul style="list-style-type: none"> A workshop to define and improve service standards was held in May 2009. This has now been followed up and is now part of the Service Improvement Group. 	
<p>Pledge Point 7: Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.</p>				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
FAIR	<ul style="list-style-type: none"> Work to publish priority setting forums on the website is underway with over half of the SNTs now publishing these details. The community meetings are well run and effective. The Force use a "Five-a-Day" scheme to ensure SNT staff received the opinions of five members of the community each day which is fed into an assessment of community issues. Currently 92% of SNT web pages have up to date meeting details on. 	<ul style="list-style-type: none"> There is a supervisory responsibility to ensure that consultation meetings take place as planned and as advertised on the web pages. This will be supported through the reality testing exercises involving the three Inspectors. Ensure Safer neighbourhood web pages contain details of community priority setting meetings and clear guidance of how, where and when priorities are set. This is being built into the corporate guidance for community meetings. 	<ul style="list-style-type: none"> The NP Embedding Team has developed corporate guidance for community meetings, including a corporate naming structure and staff training. This is currently out for Force consultation. Agreement is expected early 2010. In preparation for this the ACC(TP) has issued guidance to BCU commanders. Work to consider wider involvement in SNT meetings to demonstrate senior management commitment and to provide information on specific priorities (e.g. Roads Policing involvement if a local priority relates to speeding) or issues that are wider than the SNT. This is being progressed jointly by the Head of Communications and the Head of Community Engagement, with set actions driven through the SIG. Details of community priority setting meetings are being placed on the SNT web pages. Completion requires every SNT to have local public priority setting meetings, for which activity is underway. 	FAIR
<p>Pledge Point 8: Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how we are performing.</p>				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
FAIR	<ul style="list-style-type: none"> Information has been populated and migrated across to national crime map solution. The site is now live, with links from the Directgov website and Bedfordshire Police website to the national crime map site. 	<ul style="list-style-type: none"> Crime mapping site statistics suggest that usage of the crime mapping site is low. This is an issue nationally. Further development of the Force website is being planned. Ensure joint problem solving and 	<ul style="list-style-type: none"> Work to tackle neighbourhood priorities is promoted on the SNT web pages as business as usual. Local crime trends are publicised through crime mapping published monthly on the SNT web pages. Local crime trends and policing issues have been incorporated into guidance under preparation by the 	FAIR

	<ul style="list-style-type: none"> • Crime map data and commentary has been updated on the national crime map site. • 100% of SNT web pages have details of the actions SNTs are taking to address local priorities. • 'Offenders brought to justice' section available on the Internet home page. • Confidence campaign in J division has been delivered in partnership with other agencies. • Advertising placed on Luton billboards to promote public confidence. • Corporate publicity template tool being developed and piloted further. • A Facebook site has been launched with over 1300 fans already signed up. • SNT details and engagement opportunities for Luton teams published in Luton Line. • Maps of local crime rates are easily accessible for each neighbourhood on the Force internet site using a local press agency to help provide details of convictions of local offenders to the public 	<p>local crime trends are regularly publicised on SNT web pages and local literature. Ensure local crime trends and policing issues (other than priorities) are publicised at community meetings.</p> <ul style="list-style-type: none"> • 43% of SNT web pages have up to date newsletters (this figure will be changing significantly over the next few weeks as the majority of priority setting forums have taken place in C division and newsletters are being worked on to reflect the new priorities). 	<p>NP Embedding Team for local priority setting meetings.</p> <ul style="list-style-type: none"> • Corporate Communications are exploring survey methods regarding how to consult with the community to discover their desired content and form of updates published on SNT web pages • Making OBTJ results available at SNT level is a national issue faced by all forces. NPIA are looking at a national solution. The issue was discussed at a local level at a LCJB meeting in December 2009. Results of Crown Court cases are published on the Force website homepage on a daily basis. • Results from the Local Confidence Survey, at CDRP level, will be published on the National Crime Mapping Tool and local websites on 5th March 2010. 	
Pledge Point 9: If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
GOOD	<ul style="list-style-type: none"> • Bedfordshire Police aim to contact all victims at least once a month. Following changes to the crime recording system in April 2009, officers are required to log when they contact victims. An assessment of victim vulnerability is made and victims can nominate alternate contacts or opt out of being contacted. • Crime centre recording staff had a clear understanding of the Pledge requirements and observance of the "Victim's Code of Practice" (VCOP) had improved. The Force had systems in place to identify both vulnerability and the victims preferred contact method, as well as a record all contacts. 	<ul style="list-style-type: none"> • Victim satisfaction data shows that keeping victims informed of the progress of their investigation is an area where development is needed, with just 67% of victims satisfied in this area. This aspect of victim satisfaction is now showing an upward trend with data to end September 09. • Work to develop a system to record and manage where members of the public have spoken to Police staff who are unable to deal with a reported crime. The system should provide a visible audit trail from initial contact through official crime report, 	<ul style="list-style-type: none"> • A web based system has been implemented to show numbers and frequency of victim contacts and when the next contact is due, and to give overview of performance. BCU commanders receive a monthly return of when victims are not kept informed. Establishing routine monitoring is being considered alongside the VCOP audit to inform performance improvement. • Outcomes from the May 2009 workshop to define and improve service standards have been followed up and are now part of the Service Improvement Group. • Actions are being progressed via the Force Customer Service Manager to improve VCOP compliance. 	GOOD

		risk assessment and commencement of investigation. Ensuring staff, including volunteers, are trained in how to deal with reported crime. This is being considered within the scope of a Customer Relationship Management system under the Citizen Focus Programme. The issue will be subject to reality testing by SIG and mystery shopping by PSD.		
Pledge Point 10: Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.				
HMIC grading	Current Strengths	Areas for improvement and work in progress	Action	Current self assessment
FAIR	<ul style="list-style-type: none"> Bedfordshire has the lowest level of complaints per 1000 population than other forces in its MSF. Dissatisfied respondents to victim satisfaction surveys are offered a "service recovery" option. The Force has customer service managers who work closely with the Professional Standards Department and effectively deal with public dissatisfaction during normal working hours 	<ul style="list-style-type: none"> The policing pledge requires that any dissatisfaction is acknowledged within 24 hours of it being reported. 	<ul style="list-style-type: none"> A new system to ensure dissatisfaction is captured and replied to within 24hrs/7 days a week is being developed. The Customer Service Hub, currently being developed, will address the capture of dissatisfaction. This falls within the role of the new Force Customer Service Manager, who joined the Force in January 2010. The CSM is liaising with Hertfordshire to ensure consistency. The SIG now includes dedicated representation from Professional Standards, Criminal Justice and Customer Services (C, J and K divisions) to ensure that leads involved in victim care have active representation and involvement in SIG. 	FAIR

SUMMARY OF POSITION AGAINST ACTIONS FROM HMIC POLICING PLEDGE INSPECTION, JANUARY 2010

POLICING PLEDGE							
		HMIC Grade	Actions at beginning	Completed previously	Completed this report	Suspended	Actions outstanding
Areas For Improvement	Commitment 1	FAIR	3	N/A	2	0	1
	Commitment 2	FAIR	4	N/A	3	0	1
	Commitment 3	FAIR	2	N/A	1	0	1
	Commitment 4	GOOD	0	N/A	N/A	N/A	N/A
	Commitment 5	GOOD	0	N/A	N/A	N/A	N/A
	Commitment 6	FAIR	0	N/A	N/A	N/A	N/A
	Commitment 7	FAIR	3	N/A	0	0	3
	Commitment 8	FAIR	2	N/A	0	0	2
	Commitment 9	GOOD	1	N/A	0	0	1
	Commitment 10	FAIR	3	N/A	1	0	2
	Final Summary	N/A	1	N/A	0	0	1
	Performance, results and outcomes	FAIR	2	N/A	1	0	1
	Actions being taken to address deficiencies	FAIR	0	N/A	N/A	N/A	N/A
	Context	FAIR	5	N/A	4	0	1
	TOTAL	FAIR	26	N/A	12	0	14
Work In Progress	Commitment 1	FAIR	3	N/A	2	0	1
	Commitment 2	FAIR	0	N/A	N/A	N/A	N/A
	Commitment 3	FAIR	2	N/A	1	0	1
	Commitment 4	GOOD	3	N/A	0	0	3
	Commitment 5	GOOD	1	N/A	0	0	1
	Commitment 6	FAIR	3	N/A	1	0	2
	Commitment 7	FAIR	0	N/A	N/A	N/A	N/A
	Commitment 8	FAIR	1	N/A	0	0	1
	Commitment 9	GOOD	2	N/A	1	0	1
	Commitment 10	FAIR	0	N/A	N/A	N/A	N/A
	Final Summary	N/A	0	N/A	N/A	N/A	N/A
	Performance, results and outcomes	FAIR	5	N/A	4	0	1
	Actions being taken to address deficiencies	FAIR	1	N/A	1	0	0
	Context	FAIR	2	N/A	1	0	1
TOTAL	FAIR	23	N/A	10	0	13	
TOTAL			49	N/A	23	0	26



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT 2ND MARCH 2009
AGENDA ITEM No:	8
TITLE:	PROGRESS ON THE DEVELOPMENT OF THE JOINT POLICE AUTHORITY AND FORCE PARTNERSHIP STRATEGY/UPDATE ON THE PA PARTNERSHIP EVALUATION
DATE OF REPORT:	16th FEBRUARY 2010
REPORT OF:	CHIEF CONSTABLE/CHIEF EXECUTIVE/TREASURER
AUTHOR:	DR JULIE WYMER/ SUPT. MARK TURNER
ACTION REQUIRED:	REPORT FOR DISCUSSION, RECOMMENDATION AND NOTING
APPENDICES:	APPENDIX A – DRAFT STRATEGY APPENDIX B – DRAFT ACTION PLAN APPENDIX C – MAPPING DOCUMENT APPENDIX D – EVALUATION DOCUMENT APPENDIX E – PARTNERSHIP BRIEF

EXECUTIVE SUMMARY:

This report is split into two parts:

1. The work undertaken by the Authority and Force to review and develop their joint Partnership Strategy.
2. Provide an update on the work currently being undertaken to evaluate PA membership of partnerships.

RECOMMENDATIONS:

Recommendation 1

Members approve subject to any final minor revisions following consultation, PA and Force Partnership Strategy and Action Plan with final sign-off by the Chief Constable and Chair of the CE Committee on 31st March.

Recommendation 2

Members endorse the approach adopted for evaluating its membership of partnerships.

Recommendation 3

Members note the partnership brief document and its on-going development.

Originators: Dr Julie Wymer/ Supt. Mark Turner /Mrs Rosie Harper
Date: 16th February 2010
Telephone No: 01234 842283
E-mail: Julie.Wymer@Bedfordshire.pnn.police.uk
Mark.Turner@Bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

1. Governing Partnerships: Bridging the accountability gap: Audit Commission 2005
2. Contributing to crime and disorder reduction partnerships: Association of Police Authorities 2008
3. Internal Audit Report: Partnerships. RSM Bentley Jennison 2008

ADDITIONAL PAPERS:

1. Warwickshire Joint Police Authority and Force Partnership Strategy
2. Devon & Cornwall Joint Police Authority and Force Partnership Strategy
3. North Yorkshire Partnership Agreement Toolkit

1 INTRODUCTION

- 1.1 This report is split into two parts. Firstly it outlines the progress to date of the revised joint Police Authority (PA) and Police Force Partnership Strategy and Action Plan. Secondly, it provides an update on the Police Authority partnership evaluation process.
- 1.2 As part of the self-assessment process undertaken by the Authority in 2009 the PA identified partnership working as one of its top priorities within the 2009/12 Business Plan and year one action plan. The self assessment process highlighted a number of areas for further improvement one of which is to map and prioritise those partnerships where police authority membership can influence and make a difference for the people of Bedfordshire.

2. DRAFT POLICE AUTHORITY AND FORCE PARTNERSHIP STRATEGY AND ACTION PLAN

- 2.1 The strategy aims to:
 - Understand the benefits of partnerships
 - Encourage joint partnership planning
 - Enable partnership working to deliver good quality, value for money services to the communities of Bedfordshire
 - Ensure that the right people are at the right meeting
- 2.2 The strategy will be accompanied by a high level action plan which will include:
 - The principles of good partnership working;
 - A procedure for entering into new partnerships and a checklist for evaluating partnerships.
 - The development of training materials for PA Members sitting on partnerships
- 2.3 The strategy is currently out for consultation with our LSP partners. Feedback from the consultation will be considered and incorporated into the strategy /action plan where appropriate.
- 2.4 Following recent publication from the Home Office on 'Police Value for Money' every effort will be made to ensure the Strategy reflects the key points within the value for money (VFM) report.
- 2.5 A Challenges section for key strategic documents is currently being developed following the work undertaken by the joint Strategic Planning Group.
- 2.6 Attached at Appendix A is the revised Joint Partnership Strategy. It is intended that the Strategy is approved by the Force/Authority by 30th March.
- 2.7 Attached at Appendix B is the draft Action Plan, which will sit underneath the Strategy. Further meetings will be arranged with the Force to develop this in more detail.

3. PARTNERSHIP EVALUATION

- 3.1 In October 2009 Members were asked to complete a document identifying what partnerships they sit on behalf of the Police Authority. This mapping was completed and is attached as Appendix C.
- 3.2 On 10th February 2010 a small working group of PA members and officers met to discuss the process of evaluating each partnership. Using an evaluation framework designed by North Yorkshire Police Authority (NYPA) and a scoring model suggested by members an evaluation is currently being undertaken. Once complete the Vice-Chair will present the findings/recommendations to the April seminar. It is intended that a revised list of PA membership on partnerships will be used for nominations at the PA Annual General Meeting.
- 3.3 A partnership brief devised by the NYPA has been adapted for use by Bedfordshire Police Authority and is attached as Appendix E. Each Member, who sits on a partnership on behalf of the Authority will receive this document. The aim of using such a document will provide the Authority with a structured framework for a more consistent approach to partnership working and a recording and reporting mechanism of PA involvement and effectiveness within the partnership arena.

4. SERVICE AND FINANCIAL IMPLICATIONS

None at this stage

5. OTHER IMPLICATIONS

- 5.1 Equality and Diversity – None
- 5.2 Procurement – None
- 5.3 Legal Implications – None
- 5.4 Human Resources – None
- 5.5 Corporate Governance – None at this stage
- 5.6 Human Rights - None
- 5.7 Policy and Strategic Aims – The strategic objectives have been developed as part of the Joint Partnership Strategy to ensure the delivery of the Authority's overall strategic priorities.
- 5.8 Welfare of Children and vulnerable adults – none
- 5.9 Reducing Carbon footprint/waste - None

6. RISK

- 6.1 The importance of effective partnership working cannot be underestimated and this has been recognised through the setting of the strategic priority as set out in the Authority's 2009-12 Strategic Plan ***"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."***

- 6.2 With two new unitary authorities and an existing unitary authority in the county there will be risks to duplicating structures and processes three times. The joint partnership strategy should provide the Force and Authority with a more efficient, VFM, approach to Partnership working.
- 6.3 The Authority and Force share a joint target with partners to improve public confidence. Providing a joined-up, value for money service will contribute considerably to improving the confidence of local people.

7. CONCLUSION

- 7.1 The review and development of the Joint PA/ Force Partnership Strategy is almost complete. Final consultation with our partners is taking place with a view to approval by the Force/Authority by 31st March.
- 7.2 The Strategy should enable the PA/Force to better understand the benefits of partnerships and provide local people with an effective and efficient policing service.
- 7.3 Once the Joint PA and Police Force Joint Strategy has been finalised and approved, it should be reviewed annually in line with other similar documentation within the Authority and Force.
- 7.4 An update will be provided at the next CE Committee meeting on 16th June.

8. RECOMMENDATIONS

- 8.1 **Recommendation 1**
Members approve subject to any final minor revisions following consultation, PA and Force Partnership Strategy and Action Plan with final sign-off by the Chief Constable and Chair of the CE Committee on 31st March.
- 8.2 **Recommendation 2**
Members endorse the approach adopted for evaluating its membership of partnerships.
- 8.3 **Recommendation 3**
Members note the partnership brief document and its on-going development.



Bedfordshire Police Authority

and

Bedfordshire Police:

Partnership Strategy 2010-2013

v0.2
04 January 2010

Item 8 Appendix A.1

Introduction

Partnership work is seen to be at the heart of delivering an effective police service. People's needs do not fit neatly within one agency's responsibility and partnership working is potentially a powerful way of addressing issues that single agencies cannot resolve by themselves. The benefits of working across organisational boundaries to develop joint programmes to improve community safety have been recognised for some time.

In these economically challenging times it is even more critical that the Authority and the Force ensure their scarce resources are used in the most efficient and effective way possible. We will work with our partners to determine local priorities and local resolutions in order to deliver a good quality, value for money service for the people of Bedfordshire.

Our Vision

Bedfordshire Police and Police Authority share a joint vision:

"To be an organisation that inspires trust and confidence, that listens, responds and meets the needs of individuals and communities."

Our Priorities

To achieve this overarching aim, the Police Authority has set a number of strategic priorities which are intended to focus the Authority's work and ensure that success can be measured.

OUR JOINT STRATEGIC PRIORITIES

- *To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service.*
- *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.*
- *To ensure we have in place the right processes that identify the most serious threats to the public and the capacity and capability to respond appropriately to deal with the risks.*
- *To ensure we have in place the right workforce make-up and the right combination of skills, technology, equipment, people and flexibility to tackle our responsibilities as a Police Service.*
- *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.*
- *To ensure people see us using people, budgets and all other resources wisely to deliver a value for money service.*

The Outcomes We Seek

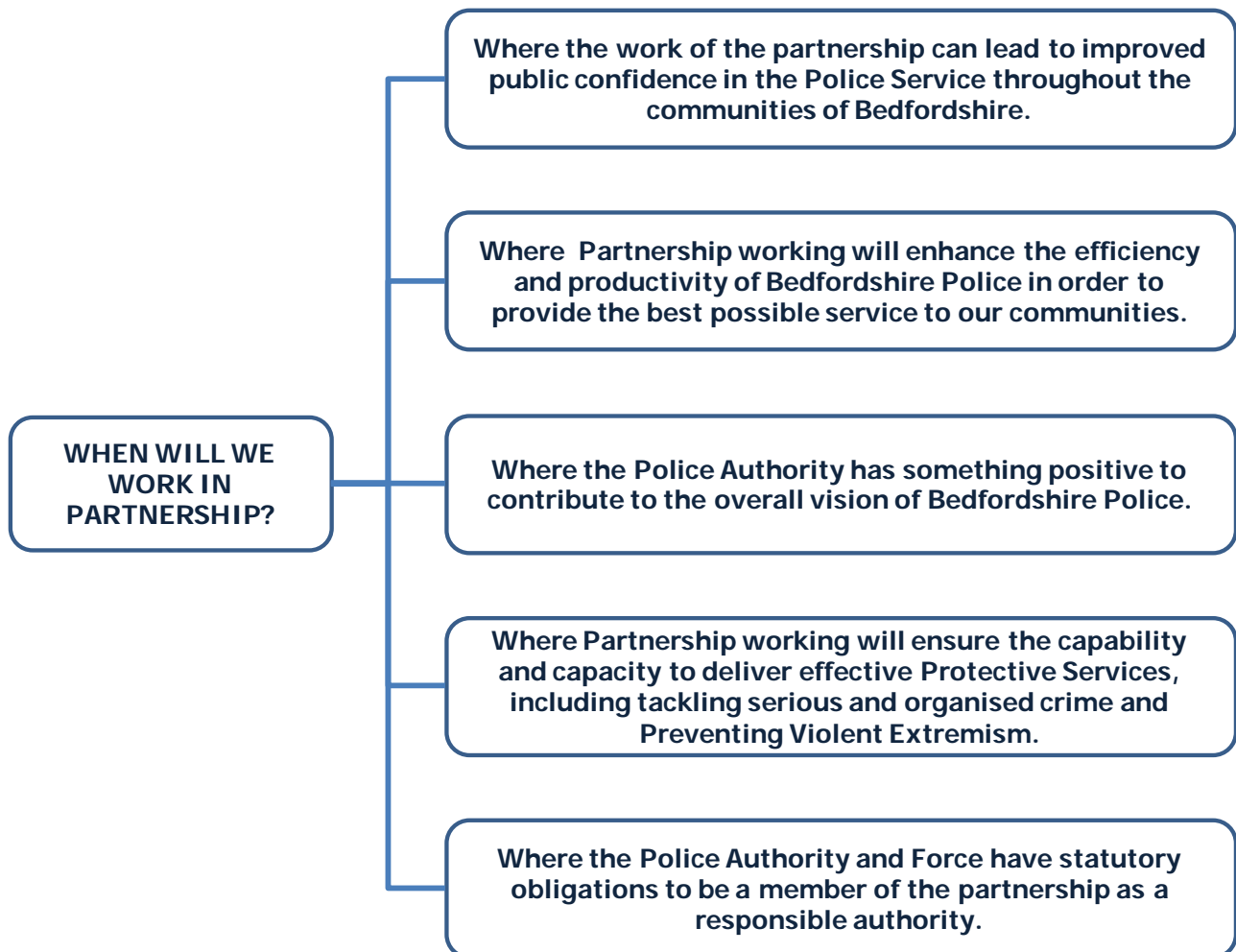
Our success in delivering our vision will be evidenced by four key outcomes, that:

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

This Partnership Strategy

The term partnership can encompass a wide range of collaborative arrangements. The Authority and Force have adopted the following Audit Commission definition of partnership working:

'Partnership as an agreement between two or more independent bodies to work collectively to achieve an objective.'



Improving Joint Working

This partnership strategy aims to improve the Authority and Force's partnership working by:

- Understanding the benefits arising from partnership working to ensure value for money;
- Understanding the risks associated with partnership working and putting in controls to mitigate risk;
- Promoting good internal accountability and better external accountability

This will be done by:

- Developing a consistent but flexible approach to the establishment of, and support to, partnership work;
- Aligning the Force and Police Authority strategic planning process and performance management framework with a view to joint planning, funding and performance monitoring;
- Ensuring that appropriate governance arrangements and processes are in place to support partnerships and ensure compliance with Force and Police Authority decision making frameworks;
- Ensuring intelligence about, and lessons learned from, partnership work are shared across the Authority and Force;
- Maintaining effective communication between the Force and Police Authority and partners;
- Supporting those engaged in partnership through guidance and awareness;
- Monitoring the delivery of police and Authority partnership activity and ensuring the work is integrated into the Authority and Force business plan, budget processes and strategic plans.

Challenges

- ***The Economy and Police Funding*** - With the likelihood of tighter Government funding across the whole public sector, there will be fewer financial resources available. The Authority and Force will need to work together to ensure the best use of resources in relation to partnerships.
- ***Population and Housing Growth*** - Bedfordshire has a population of nearly 620,000 and lies within one of the Government's national growth areas. Despite the current economic conditions, both housing and population look likely to rise significantly.
- ***Community Diversity*** - There is a wide diversity of communities, particularly in Luton and Bedford, with Luton having a proportionally high number of black and minority ethnic (BME) residents. Housing growth and immigration can be expected to further increase this diversity.
- ***Commerce and Business*** - The county is a transport hub with major road, rail and air connections. London Luton International Airport handles 120,000 flights a year catering for the needs of 10 million passengers. The redevelopment of Bedford town centre in the medium term will require the replacement of Greyfriars Police Station.
- ***Leisure*** - Major developments planned for the near future include a new Center Parcs Village and the NIRAH (National Institute for Research into Aquatic Habitats) research and tourism centre. Both of these carry the risk of public protest. The 2012 London Olympics will also present significant policing challenges for the county.
- ***New Unitary Authorities*** - A new local government structure came into place in Bedfordshire in April 2009 with the county now covered by three unitary authorities, two of which have been newly created.

Governing Partnership Working

Police Authorities have a direct role in partnerships, as well as oversight of police partnership working. Bedfordshire Police Authority's Community Engagement Committee has responsibility for overseeing the partnership work of both the Force and the Authority itself, and receives quarterly progress reports. The Committee will have responsibility for monitoring the implementation of this joint partnership strategy through an accompanying action plan.

The introduction of Local Strategic Partnerships supported by Local Area Agreements has given public services shared targets that demand effective partnership working. Moreover, the Comprehensive Area Assessment and the single confidence target in policing have made organisations truly dependent on one another for measureable success.

Reviewing Partnerships

We will encourage regular reviews of partnerships to establish what has been achieved. This will include reviews of actions not achieved and the resources invested in partnerships.

Where we are involved in any non-statutory partnerships an annual review will take place to assess the achievements against objectives.

Use of Resources

The public needs assurance that public money is spent wisely in partnerships and it should be confident that its quality of life will improve as a result of this form of working.

The funding of partnerships can be complex. In addition to the cash allocations, significant in-kind contributions are made by the Force. These range from the time of senior officers working with partnership bodies, to the allocation of constables to various joint community safety initiatives throughout the County.

In many instances it is difficult to distinguish the boundary between partnership working and core business. The level of input can be quite fluid. A number of posts can be said to be dedicated to partnership working, there are also staff for whom the time spent can vary over time. For this reason it is not thought to be cost effective to attempt to quantify the in-kind contributions.

However, it is important for the Police Authority to consider how its finite resources can be best used to support partnership activity. For this reason the proposed cash allocations for 2010/11 and beyond (where possible) should be included in the Three Year Financial Strategy.

Collaboration in a Partnership Setting

Monitoring Progress

The progress with regard to achieving targets in relation to regional collaboration will be covered by the monitoring mechanism for the Efficiency and Productivity Strategy.

The Authority will continue with its programme of Police Force Collaboration to find efficiencies from support services and to build operational capacity and capability so improving the resilience and responsiveness of frontline services.

The Authority and Force are involved in a programme for regional collaboration. Any savings identified as part of the local and regional collaboration strategy will be included in the Police Authority's Three Year Efficiency and Productivity Strategy.

Risk Management

The assessment of risk is an integral part of the governance arrangements for the Authority and the Force. For partnerships, risk management needs to be carried out at two levels:

- To establish the arrangements each partnership has in place to assess and manage its own risks;
- To consider what risks arise in relation to involvement in each partnership.

Conclusion

This strategy is intended to improve the approach to partnership working over the next three years. Once the initial work, set out in the accompanying action plan, is complete this strategy will need to be reviewed annually, in line with the production of the Annual Policing Plan to ensure it remains fit for purpose.

Draft Partnership Action Plan
2009-2010

Action	Lead Responsibility	Priority (Low, Medium, High)	Completion Date	Comment
Objective 1: Develop a consistent but flexible approach to the establishment of, and support to, partnership work				
Procedure document outlining the requirements to be followed in setting up new partner arrangements/agreements including risk assessment	Force/PA	High	September 2010	Report to Community Engagement (Risk Management)
Map existing partnerships and record/categorise all current partnerships in place within the two organisations.	PA	High	March 2010	Report to Community Engagement
Understand the extent of involvement in partnerships including financial and legal liabilities	PA	High	May 2010	Estimate the financial cost of partnership working, measured by Member/Officer time, in order to judge whether the benefits it receives are sufficient? (Risk Management)
Develop an assessment tool to determine level of involvement	PA	High	May 2010	
Conduct assessment to current/new partnerships	PA	High	May 2010	
Objective 2: Ensure partnership working actively supports the Force and PA strategic planning and performance management framework				
Develop a set of common strategic objectives with partners (possibly CAA)	PA/Force	Medium	2010/11	Shared Confidence Target
Assess the contribution of each partnership in delivering the Police Authority's strategic objectives and plans	PA/Force	Medium	2010/11	Explore use of partnership performance information
Engage in joint planning where appropriate	PA/Force	Low	2011/12	Possibly community engagement New Citizens Panel in place

Draft Partnership Action Plan
2009-2010

APPENDIX B

Review effectiveness of partnerships to see what has been achieved	PA/Force	Medium	December 2010	Report to Community Engagement/Performance?
Review annually involvement in non-statutory partnerships	PA/Force	Medium	December 2010	Report to Community Engagement
Objective 3: Ensuring that appropriate governance arrangements and processes are in place to support partnerships and ensure compliance with Force and PA decision making frameworks.				
Improve feedback mechanisms	PA	High	June 2010	Member/Officer Feedback
Establish arrangements each partnership has in place to assess and manage its own risks	PA/Force	Medium	December 2010	
Consider what risks arise in relation to involvement in each partnership	PA/Force	Medium	December 2010	
Ensure appropriate representation at partnership structures	PA	High	On-going	
Establish adequate systems for financial control. Corporate/BCU/CDRPs				Do these already exist?

Action	Lead Responsibility	Priority (Low, Medium, High)	Completion Date	Comment
Objective 4: Ensuring intelligence about, and lessons learnt from, partnership work are shared across the service				

Draft Partnership Action Plan
2009-2010

APPENDIX B

Joint briefings/pre-meets	PA/Force	High	On-going	Diary dates arranged
Objective 5: Maintain effective communication between the Force and PA and partners				
Link with PA external communications strategy	PA	High	March 2010	
Clarify difference in roles between Force and Authority for partners	PA	High	On-going	Information leaflets Presentations Raising profile of PA at engagement events
Quarterly Partnership news	PA	High	On-going	
Objective 6: Supporting those engaged in partnership through guidance and awareness				
Training materials – role of PA member	PA	High	June 2010	Deliver training post AGM 2010
Key messages	PA/Force	High	On-going	Key Messages coming from committee's to be given to PA members sitting on partnerships
Corporate presentations	PA	High	On-going	Develop 'off the shelf' presentations for Members
Objective 7: Monitoring the delivery of partnership activity and ensuring the work is integrated				
Quarterly reports to Community Engagement	PA/Force	High	On-going	
Reports to finance				
Partnership strategy/action plan incorporated into Business Plan	PA	High	March 2010	
Develop joint/linked performance management frameworks across partnership in order to monitor delivery of plans	PA/Force	Medium	2010/11	

Draft Partnership Action Plan
2009-2010

APPENDIX B

Relationships/Interaction Key

Green – Core Business

Red - Secretariate

Yellow – Collaboration

Blue - Equality

Ser No	Activity	National ✓	Regional ✓	Local/ District ✓	Force or Authority F/A	Relationships / Interaction (See Key)	Remarks (include whether provide funding)
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PARTNERSHIP WORKING MAPPING EXERCISE

STATUTORY PARTNERSHIPS							
1.	Luton Community Safety Executives/CDRPs			✓	Authority and Force	Core Business	
2.	Bedford Community Safety Executives/CDRPs			✓	Authority and Force	Core Business	
3.	Central Beds Community Safety Executives/CDRPs			✓	Authority and Force	Core Business	
4.	Child Poverty Groups			✓		Core Business	These are being set up within the 3 local authority areas in Bedfordshire. It is unsure whether the issue will be dealt with by Children's Trusts or LSCBs or some other partnerships. If LSCBs are not the vehicle then the PA will have to be represented on the chosen structures. Again this will have implications for resources.
NON STATUTORY PARTNERSHIPS							
5.	Regional Government		✓				We have developed a reasonable relationship, but would benefit from understanding and developing it further

Relationships/Interaction Key

Green – Core Business
Red - Secretariate
Yellow – Collaboration
Blue - Equality

Ser No	Activity	National ✓	Regional ✓	Local/ District ✓	Force or Authority F/A	Relationships / Interaction (See Key)	Remarks (include whether provide funding)
6.	Luton Forum (Local Strategic Partnership)			✓	Authority and Force	Core Business	We do not provide funding. It is difficult to assess if PA presence adds value either to the LSP, or the PA. It may be important to maintain a presence, in order to have influence.
7.	Bedford Borough Partnership Board (Local Strategic Partnership)			✓	Authority and Force	Core Business	New partnership – which should add value. Definitely the right place to be in Bedford to influence and affect target setting.
8.	Central Beds LSP (Local Strategic Partnership)					Core Business	New partnership – we have no presence yet – it would add value for us to have a role in this partnership
9.	Local Public Service Board (Luton)						We currently do not sit on this but Martin Pantling thinks this would be a useful board to sit on. This where LAAs are agreed
10.	Safer, Stronger Communities Board						Similar to CDRP
11.	Local Criminal Justice Board		✓		Force only	Core Business	This is the partnership that we need to be on. The LCJB has influence on targets for LSPs', CDRPs, the CPS and Force
12.	Luton - Local Safeguarding Children's Board Safety Board			✓	Force and Authority	Core Business	Attendance at the LSCB is part of the Protective Services remit i.e. Public Protection. This is a high profile area as a result of child abuse cases such as Baby Peter. The LSCB has a very broad brief covering all aspects of safeguarding, including trafficking, honour-based violence and forced marriage, children in care, children's

Relationships/Interaction Key

Green – Core Business

Red - Secretariate

Yellow – Collaboration

Blue - Equality

Ser No	Activity	National ✓	Regional ✓	Local/ District ✓	Force or Authority F/A	Relationships / Interaction (See Key)	Remarks (include whether provide funding)
							mental health, bullying, private fostering, safe recruitment etc. Funding is provided by the Force on a pro-rata basis to cover the costs of the LSCB. The Force is also an integral part of safeguarding inspections within the local areas.
13.	Bedfordshire - Local Safeguarding Children's Board Safety Board					Core Business	As per Luton LSCB apart from the additional complication of supporting Yarlswood Immigration Centre. Also the Beds LSCB will split into 2 from April 2010 covering Bedford Borough and Central Beds Council. This will result in pressure on resources, both human and financial.
OTHER PARTNERSHIPS							
14.	Independent Custody Visiting Association	✓			Authority	Secretariat	
15.	Crown Prosecution Service, Thames & Chiltern Group Community Involvement Panel		✓		Authority	Core Business	Primary function is community engagement – how to do it better for victims, the wider general public and partners
16.	Milton Keynes & South Midlands Project Board		✓	✓	Authority and Force	Collaboration	This group is now called the MKSM Emergency Services Group and covers the Police Force and Fire and Rescue areas of Bedfordshire, Northamptonshire and Thames Valley.

Relationships/Interaction Key

Green – Core Business
Red - Secretariate
Yellow – Collaboration
Blue - Equality

Ser No	Activity	National ✓	Regional ✓	Local/ District ✓	Force or Authority F/A	Relationships / Interaction (See Key)	Remarks (include whether provide funding)
							It also includes the regional Ambulance Services within the East of England, East Midlands and South East regions. Its prime function is to ensure that emergency services provision is included in the growth plans for the MKSM area. It also is looking to develop collaborative activity to access funding through Section 106s and the new Community Infrastructure Levy. The Force makes a financial contribution to support the overarching Inter-regional Board, which is managing all growth areas in the UK.
17.	Bedford and Central Beds Safeguarding Vulnerable Adults Board						
18.	Luton Safeguarding Vulnerable Adults Board						
19.	Police Negotiating Board	✓					Chair is one of 9 reps from the APA. This board deals with every aspect of police pay and conditions and within its organisation I am involved separately with Federated Ranks, Superintendents and Chief Officers working parties. I am the only APA rep to be involved with all three groups.
20.	Federated Ranks,						Chair sits on 2 of the 3 groups. APA rep

Relationships/Interaction Key

Green – Core Business
Red - Secretariate
Yellow – Collaboration
Blue - Equality

Ser No	Activity	National ✓	Regional ✓	Local/ District ✓	Force or Authority F/A	Relationships / Interaction (See Key)	Remarks (include whether provide funding)
	Superintendents and Chief Officers working parties.						
21.	Gender Equality and Work/life balance working party						Chair just been appointed to sit on the party as an APA Representative.
22.	Luton Independent Advisory Group			✓	Force only?	Equality	I'm not sure that it would add value for the PA to be represented at this level.
23.	Central Beds Independent Advisory Group			✓	Force only?	Equality	As above
24.	Bedford Borough Independent Advisory Group			✓	Force only?	Equality	As above
APA NETWORKS							
25.	APA Council						
26.	APA Board						
27.	Coordination & Assurance Group						
28.	People Policy Network	✓					Linda Hockey is substitute for the regional representative to the network.
29.	Citizen Focus & Partnerships						
30.	Corporate/Business						
31.	Strategic Policing Policy Network						

Relationships/Interaction Key

Green – Core Business
Red - Secretariate
Yellow – Collaboration
Blue - Equality

Ser No	Activity	National ✓	Regional ✓	Local/ District ✓	Force or Authority F/A	Relationships / Interaction (See Key)	Remarks (include whether provide funding)
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32.	PA Treasurers Society						
33.	APACE						

APPENDIX D

Partnership	Organisation that the Partnership is responsible to	Purpose of Partnership	A statutory duty?	Which other organisations are members?	Links/contributions the PA priorities/responsibilities	PA resources required – People Resource	Financial Resource (Discretionary budgets)	Likely location & frequency of meetings	Details of any risk to PA	SCORE
		Core Business = 3 Contributes to elements of the business = 2 Other = 1	Yes = 3 No = 0	Statutory = 3 Voluntary = 2 Business = 1	All priorities = 3 Some	Members/Staff = 3 Members = 2	Likely = 3 Unlikely = 1	Monthly = 3 Quarterly = 2 Annually		
Luton Community Safety Executives/CDRPs										
Bedford Community Safety Executives/CDRPs										
Central Beds Community Safety Executives/CDRPs										
Child Poverty Groups x 3										
Regional										

Item 8. Appendix D. 1

APPENDIX D

Partnership	Organisation that the Partnership is responsible to	Purpose of Partnership	A statutory duty?	Which other organisations are members?	Links/contributions the PA priorities/responsibilities	PA resources required – People Resource	Financial Resource (Discretionary budgets)	Likely location & frequency of meetings	Details of any risk to PA	SCORE
		Core Business = 3 Contributes to elements of the business = 2 Other = 1	Yes = 3 No = 0	Statutory = 3 Voluntary = 2 Business = 1	All priorities = 3 Some	Members/Staff = 3 Members = 2	Likely = 3 Unlikely = 1	Monthly = 3 Quarterly = 2 Annually		
Government										
Luton Forum (Local Strategic Partnership)										
Bedford Borough Partnership Board (Local Strategic Partnership)										
Central Beds LSP (Local Strategic Partnership)										
Local Public Service Board (Luton)										
Safer, Stronger										

Item 8. Appendix D. 2

APPENDIX D

Partnership	Organisation that the Partnership is responsible to	Purpose of Partnership	A statutory duty?	Which other organisations are members?	Links/contributions the PA priorities/responsibilities	PA resources required – People Resource	Financial Resource (Discretionary budgets)	Likely location & frequency of meetings	Details of any risk to PA	SCORE
		Core Business = 3 Contributes to elements of the business = 2 Other = 1	Yes = 3 No = 0	Statutory = 3 Voluntary = 2 Business = 1	All priorities = 3 Some	Members/Staff = 3 Members = 2	Likely = 3 Unlikely = 1	Monthly = 3 Quarterly = 2 Annually		
Communities Board x 3										
Local Criminal Justice Board										
Luton - Local Safeguarding Children's Board Safety Board										
Bedfordshire - Local Safeguarding Children's Board Safety Board										
Independent Custody Visiting Association										
Crown Prosecution										

APPENDIX D

Partnership	Organisation that the Partnership is responsible to	Purpose of Partnership	A statutory duty?	Which other organisations are members?	Links/contributions the PA priorities/responsibilities	PA resources required – People Resource	Financial Resource (Discretionary budgets)	Likely location & frequency of meetings	Details of any risk to PA	SCORE
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Service, Thames & Chiltern Group Community Involvement Panel										
Milton Keynes & South Midlands Project Board										
Bedford and Central Beds Safeguarding Vulnerable Adults Board										
Luton Safeguarding Vulnerable										

Item 8. Appendix D. 4

APPENDIX D

Partnership	Organisation that the Partnership is responsible to	Purpose of Partnership	A statutory duty?	Which other organisations are members?	Links/contributions the PA priorities/responsibilities	PA resources required – People Resource	Financial Resource (Discretionary budgets)	Likely location & frequency of meetings	Details of any risk to PA	SCORE
		Core Business = 3 Contributes to elements of the business = 2 Other = 1	Yes = 3 No = 0	Statutory = 3 Voluntary = 2 Business = 1	All priorities = 3 Some	Members/Staff = 3 Members = 2	Likely = 3 Unlikely = 1	Monthly = 3 Quarterly = 2 Annually		
Adults Board										
Police Negotiating Board										
Federated Ranks, Superintendents and Chief Officers working parties.										
Gender Equality and Work/life balance working party										
Luton Independent Advisory Group										
Central Beds										

APPENDIX D

Partnership	Organisation that the Partnership is responsible to	Purpose of Partnership	A statutory duty?	Which other organisations are members?	Links/contributions the PA priorities/responsibilities	PA resources required – People Resource	Financial Resource (Discretionary budgets)	Likely location & frequency of meetings	Details of any risk to PA	SCORE
		Core Business = 3 Contributes to elements of the business = 2 Other = 1	Yes = 3 No = 0	Statutory = 3 Voluntary = 2 Business = 1	All priorities = 3 Some	Members/Staff = 3 Members = 2	Likely = 3 Unlikely = 1	Monthly = 3 Quarterly = 2 Annually		
Independent Advisory Group										
Bedford Borough Independent Advisory Group										
APA networks										
APA Council										
APA Board										
Coordination & Assurance Group										
People Policy Network										
Citizen Focus &										

Item 8. Appendix D. 6

APPENDIX D

Partnership	Organisation that the Partnership is responsible to	Purpose of Partnership	A statutory duty?	Which other organisations are members?	Links/contributions the PA priorities/responsibilities	PA resources required – People Resource	Financial Resource (Discretionary budgets)	Likely location & frequency of meetings	Details of any risk to PA	SCORE
		Core Business = 3 Contributes to elements of the business = 2 Other = 1	Yes = 3 No = 0	Statutory = 3 Voluntary = 2 Business = 1	All priorities = 3 Some	Members/Staff = 3 Members = 2	Likely = 3 Unlikely = 1	Monthly = 3 Quarterly = 2 Annually		
Partnerships										
Corporate/Business										
Strategic Policing Policy Network										
PA Treasurers Society										
APACE										

RESPRESENTATION ON PARTNERSHIP

PARTNERSHIP BRIEF

NAME

Name:

You are required to represent the Bedfordshire Police Authority on the:

Police Authority 'Responsible Board/Committee'

Attached are the following details of the Partnership.

The following are your duties, responsibilities and requirements:

Likely location and frequency of meetings

Your involvement in this partnership will start on:

and continue until:

The aims of you representing the Authority on this partnership will be:

You are required to provide feedback to the Authority's 'Responsible Board/Committee' as follows:

PA agreed contribution to the partnership

In particular you are required to provide input to the partnership from the Authority as follows:

You are expected to operate in accordance with the Authority's policies and procedures and code of conduct. Any proposed variation or change to the above details must be reported to and discussed with the Chief Executive of the Authority.

(Chief Executive of the PA)

(Date)

Item 8. Appendix E. 4



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE 2ND MARCH 2010
AGENDA ITEM No:	9
TITLE:	POLICE AUTHORITY COMMUNICATIONS
DATE OF REPORT:	18TH FEBRUARY 2010
REPORT OF:	CHIEF EXECUTIVE/TREASURER
AUTHOR:	SALLIE BLAIR OF BETTER TIMES & HEAD OF STRATEGIC AND POLICY DEVELOPMENT
ACTION REQUIRED:	FOR APPROVAL & NOTING
APPENDICES:	DRAFT COMMUNICATIONS STRATEGY

EXECUTIVE SUMMARY:

The purpose of this report is to update Members regarding Police Authority communications.

RECOMMENDATIONS:

1. It is recommended that the Communications Strategy be approved.
2. It is recommended that the report be noted.

Originators:	Sallie Blair of Better Times and Dr Julie Wymer, Head of Strategic and Policy Development
Date:	18 February 2010
Telephone No:	01234 842283
E-mail:	Julie.wymer@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

None

ADDITIONAL PAPERS:

None

1. Police Authority Communications and Publications

1.1 Council Tax Leaflet

The Council Tax leaflet, including an integral questionnaire, is currently being distributed to every household in Bedfordshire and Luton. The leaflet contains pertinent financial information regarding the budget and policing precept.

It includes information on the work of the Authority, efficiencies that have been achieved over the past twelve months, key feedback messages from consultation, key performance data and other pertinent information alongside the statutory financial data.

The integral questionnaire, which is also available on the website, ask questions on complaints, Neighbourhood Team awareness, Community Safety Forums, the policing pledge and whether people feel they can influence the shape of police service delivery.

The results from the questionnaire will help drive improvements in the future and will be presented to this committee at its meeting in June.

1.2 Web-site

The website is currently being refreshed, with new sections being added to enhance the accessibility of information.

The members only area is being modified to increase its efficiency as a primary means of cross-authority communication.

The search facility is to be improved and the front page will be changed slightly to encompass more about the work of the Authority and why people should visit the site.

When the updates are completed it is requested that a small group of members 'mystery visit' the site, considering how a member of the public would view it. They will be asked to consider the information included, accessibility features and ease of navigation.

1.3 Question of the Quarter

Of the 60 responses to the last question 'Do you think that your Local Safer Neighbourhood team is meeting your needs?' only 40 were viable, as people had either sent an answer to both questions or simply written comments in the box provided.

Of the 40, 22 said No and 18 said Yes.

A new Question will shortly be put on the site. 'Do you think the Police provide Value for Money?'

1.4 Getting Involved Leaflet

A leaflet to encourage people to get involved and influence policing delivery is various ways has been produced for use at public engagement events.

The leaflet shows the different ways, from Independent Custody Visiting to becoming an Independent Member of the Authority, in which people can get involved.

This leaflet complements the 'About the Authority' leaflet, adding to the family of information literature available.

1.5 Annual Policing Plan and Three Year Strategic Plan

Members will be aware of the preparation of the Annual Policing Plan (APP) and the Three Year Strategic Plan which is currently taking place prior to its publication on the website before the end of March.

The aim is keep the documents as 'easy to read' as possible given the subject matter. It is intended that both documents will be publicised both internally and externally.

A 'launch' is planned to the internal audience and various stakeholders.

A summary version of the Annual Policing Plan will be produced and distributed widely, to publicise the aims and objectives of the Plan and how this impacts on local people.

While it is not proposed that the full documents are printed for mass circulation it is proposed that they will be 'designed' for web use and then, if required, a limited print run can be made available, rather than just a word document.

1.6 Members' Leaflet

The Members' Leaflet has been updated and is revised on an ongoing basis when changes occur.

1.7 Authority Posters

A series of posters to highlight the Authority's vision, values and the drivers of confidence are currently in production. These posters are initially designed purely for the internal audience, although it is envisaged that they could be included in any wider community engagement events undertaken.

1.8 Stakeholder Bulletin

The Stakeholder bulletin, an electronic newsletter, has proved popular and is now being widely distributed to interested members of the public as well as politicians, partners and other stakeholders up to date with Police Authority decisions and news. The publication, 'Making Contact' is produced at key times in the Police Authority calendar.

1.9 APA Awareness Campaign

The Association of Police Authorities asked that all authorities undertook an awareness campaign during the week commencing 25th January, 2010. It was agreed that to highlight the Authority's work with Independent Custody Visitors and associated monitoring role of the custody facilities that the Chair of the

Authority and the Chair of the Community Engagement would be 'locked up' in the custody cells in Greyfriars and Luton police stations respectively.

The event proved a big success, attracting coverage in the local press.

2. Communications Strategy

- 2.1 The updated Communications Strategy, which was presented in draft format to the last meeting of this committee has been revised slightly in line with feedback on the original draft and is appended for approval by members.
- 2.2 It is proposed that the action plan incorporated within the strategy is used as the blueprint for Authority marketing and communications activities, although a degree of flexibility will be required, particularly bearing in mind the possible changes that might occur as a result of the forthcoming General Election and any recommendations arising as a result of the Police Authority Inspection.

3. SERVICE AND FINANCIAL IMPLICATIONS

- 3.1 It is envisaged that the Action Plan appended to the Communications Strategy will be being delivered within existing budgets. The costs for any other collateral or activity will be quoted and approved in advance.

4. OTHER IMPLICATIONS

- 4.1 Equality and Diversity – The Police Authority's Communications Strategy, together with the Authority's Publication Policy ensures that information is widely accessible and available in different formats to meet diverse needs.
- 4.2 Procurement – None known
- 4.3 Legal Implications – None known
- 4.4 Human Resources – None known
- 4.5 Corporate Governance - The Police Authority has a statutory duty to communicate effectively with the people of Bedfordshire including Luton.
- 4.6 Human Rights – None known
- 4.7 Policy and Strategic Aims – Effective communications contribute to the successful delivery of the Authority's and Force's desired outcomes of increased public confidence and satisfaction.
- 4.8 Welfare of Children and vulnerable adults – None known
- 4.9 Reducing Carbon footprint / waste – None known

5. RISK

- 5.1 Effective Communications cannot be carried out in isolation and are therefore dependent on the availability of the necessary resources and activities undertaken by the Authority and its members.

- 5.2 Timeliness is important to effective communications, delays in clearance procedures and information gathering can cause deadlines to be missed.

6. **CONCLUSION**

- 6.1 The role and responsibilities of the Police Authority are being actively communicated to local people with a particular emphasis on how they can get involved in shaping local policing.
- 6.2 The introduction of a new three year communications strategy will enable the Police Authority to further improve the accessibility of information to all communities

7. **RECOMMENDATIONS**

7.1 **Recommendation 1**

It is recommended that the Communications Strategy be approved.

7.2 **Recommendation 2**

It is recommended that the report be noted.



Bedfordshire Police Authority

Communications Strategy 2009-2012

Connecting police and communities

Introduction

The purpose of this communications strategy is to establish a framework to ensure that Bedfordshire Police Authority communicates as effectively as possible with all its target audiences. This document defines communication and the relevant target audiences for Bedfordshire Police Authority. It describes the strategic aims, objectives and methodology for the Authority's communication; the key messages, vehicles and media for communication and concludes with an action plan and anticipated outcomes for the coming year.

The need for communication has been emphasised by Government guidance and statutory duties placed upon Police Authorities. This strategy takes into account the Government's single confidence measure, the need to effectively engage the public in the Authority's work and the desire to further demonstrate the efficacy of the Authority's work through an outcome-led communications programme.

Communications cannot work in isolation and to that end a dovetailed approach will be adopted with regard to the Authority's Community Engagement and Partnership Strategies and with other Police Authority business. Engagement with the public is a key priority for the Authority and requires well-informed citizens are at the heart of shaping a responsive, accountable and value for money police service.

Police Authorities are different from many public organisations in that they do not deliver a direct service. All communications must therefore demonstrate the non-operational role of the Authority and its function in the delivery of the direct, operational service provided by the police force under the direction of the Chief Constable.

Definitions

Communication - a two-way process of giving or receiving information, whereby a shared understanding is achieved.

External Communication - the process by which information from the Police Authority is conveyed to the target audiences. Its purpose is to inform and reassure the public, giving them confidence in the service provided.

The public, as local tax payers and service users, has a right to be informed of the work of the police service. Different audiences will, of course, require different information and approaches. Communication has a pivotal role to play in how the general public judge how well policing in Bedfordshire is being delivered. This inevitably has an impact in public confidence.

Internal Communication - the process by which information from the Police Authority is shared with the members and staff of the organisation, including police officers and police staff. Its purpose is to ensure that all personnel are working together to achieve common goals"

Effective, two-way communication improves staff satisfaction and the performance of the organisation. It also reduces the opportunity for confusion and misinterpretation of key policies and decisions.

Vision

Bedfordshire Police Authority is an organisation that communicates effectively with all its publics, internal and external, with clarity and a clear understanding of their needs and expectations, ensuring that each of the audiences has access to information relating to the work and role of the Police Authority.

This vision contributes to the delivery of the Authority's as set out in the Strategic Plan 2009-2012.

Why Communicate?

Communication is an essential ingredient in the drive to increase confidence in policing. People who are aware of the opportunities available to them to get involved in setting policing priorities and who understand that the Police Authority acts as the watchdog on local policing, are much more likely to have confidence in the police. Communication, in all its forms, is the key to keeping people informed.

There is a statutory duty upon Police Authorities to consult with people about policing services in order to develop policies and determine priorities. Communication helps people to have informed opinions.

As taxpayers the public have a right to know how their money is being spent, the type of service they are receiving and whether it meets the targets set for it and expected standards.

Aim of the Strategy

Bedfordshire Police Authority shares its strategic vision with Bedfordshire Police and aims to be: 'an organisation that inspires trust and confidence, that listens, responds and meets the needs of individuals and communities'.

The aim of this Communications Strategy is defined as:

"To help maintain and improve confidence in the provision of policing in Bedfordshire through timely, necessary and helpful information covering all aspects of the Authority's responsibilities to the public, partners and stakeholders, and by ensuring that people know who to turn to if they have concerns."

Guiding Principles

Our communications will be shaped by the following principles:

The way in which we communicate is informed through consultation with our publics and the delivery will be open and transparent, designed to reach all sectors of the community.

We will provide a clear understanding of the role of the Authority, its aims and objectives alongside its role and responsibilities including our obligations around Freedom of Information;

Using creative, varied and carefully selected communication vehicles we will regularly inform local residents, decision makers, stakeholders and our partners.

The public will be encouraged, through our communication, to become more engaged in shaping the delivery of policing services.

Communication can contribute toward more realistic expectations improving overall satisfaction and public confidence.

All our diverse audiences will have access to our information, including how they can express their views, needs, expectations and how they can complain when they are unhappy.

Strategic Objectives

To enable the Authority to meet the aim of the Strategy, a number of key objectives have been identified.

1. Raise awareness of the work of the Police Authority to ensure that all audiences are aware of the services available to them; our future plans and the added value the Police Authority brings to policing.
2. Illustrate the success and benefits of partnership and collaborative projects.

3. Encourage engagement with the community and to involve, inform, reassure and illustrate how public opinion has influenced strategic decisions.
4. Inform the public of strategic policing priorities that have been set by the Authority and progress on them.
5. To listen to the views of the public and clearly demonstrate the 'you said, we did' approach adopted by the Authority.
6. Protect the reputation of the Police Authority.
7. To meet our statutory requirements and illustrate the accessibility of our services.

The Audiences

Clearly, the public is not a homogeneous group but a collection of people with vastly differing needs and expectations of the police force. Particular segments of the global "general public" requiring tailored messages and methods of communication may include the following:

External

- local taxpayers of the county
- the business community
- rural communities
- urban communities
- victims and witnesses
- older people
- young people
- Black and minority ethnic groups
- people with disabilities
- those whose first language is not English
- those who live in fear of crime
- those who are disengaged

- local and national media – (published, broadcast and multimedia)

Internal

- Members of the Police Authority
- Officers of the Police Authority
- Officers and staff of Bedfordshire Police
- Contracted suppliers to Authority and Force
- Staff groups and networking groups
- Strategic Independent Advisory Groups
- Volunteers, such as Independent Custody Visitors

Opinion Drivers

- Members of Parliament
- Councillors
- Her Majesty's Inspectorate of Constabulary
- Chambers of Commerce
- Association of Police Authorities
- National Police Improvement Agency
- Audit Commission
- Police Negotiating Board
- Home Office
- Association of Chief Police Officers

Partners and Stakeholders

- Partners (e.g. Crime and Disorder Reduction Partnerships)
- Stakeholders (e.g. Neighbourhood Watch, Drug and Alcohol Teams)
- Local government
- Statutory Boards & Panels
- Local politicians including MPs
- Criminal Justice Board
- National Associations, such as Victim Support

This list is not exhaustive, but is an illustration of the breadth and variety of target segments to be considered. The Police Authority aims to deliver appropriate information to each sector of the target audience.

Key Messages

Generic

- The Police Authority is an independent body;
- The Authority connects police and communities, forming a bridge to link the two;
- The Authority acts on behalf of local people;
- The Police Authority is keen to see increased public reassurance and satisfaction;
- The Police Authority holds the Chief Constable to account on behalf of the people of Bedfordshire;
- The Police Authority is responsible for maintaining an efficient and effective police service for the county.

Performance

- The Authority is the local Police watchdog;
- The Authority scrutinises police performance (in all areas, operational, resources, money, human resources, complaints, diversity, health and safety etc) on behalf of the public to ensure that the force is efficient and effective;
- The Police Authority has driven a number of significant improvements;
- The Police Authority monitors the extent to which Bedfordshire Police meets the standards of the Policing Pledge, that contribute toward public confidence and trust.

Involving People

- The Police Authority is responsible for setting local police priorities;
- The Police Authority supports the development of Neighbourhood Policing;
- The Police Authority undertakes and is responsible for consultation with the community.
- The Authority listens to what people tell it, acting upon this information to improve policing in the county
- The Authority feeds this information back to the community and in particular the consultees.

Resources

- The Police Authority is the budget holder for policing in the county and sets the amount of council tax paid towards policing.
- The Police Authority ensures value for money;
- The Authority drives the efficiency programme.

Partnership and Collaboration

- The Authority works with statutory partners to set policing targets, improve the overall quality of life in communities and keep people safe;

- The Authority works with the Local Criminal Justice Board to ensure that offenders are brought to justice;
- The Authority works with other police forces to deliver greater efficiencies in both service delivery and financial savings;
- The Authority works in partnership with local organisations to ensure that the needs of local people are met.
- The Authority works with national organisations to improve the opportunities for Bedfordshire Police and communities.

Standards

- The Police Authority is responsible for the Independent Custody visiting schemes.
- The Police Authority is committed to diversity and equality of opportunity;
- The Police Authority investigates complaints against senior officers and oversees the process of all complaints.

Key methods of communication

The following vehicles will be used, as appropriate, to communicate the agreed messages to **external** audiences:

Branding material	To increase recognition of the Police Authority
Media Activity	Press releases, statements, interviews and launches to all elements of the media as appropriate
Police Authority Committee Meetings	Opportunity for public to see how key decisions are reached
Website	To carry information about all aspects of the Police Authority's business, plus Police performance information and a direct link to both Force and Partners
Information Leaflets	Providing information on the Authority's work and role. Available in different formats on request
Statutory Information	Eg, Council Tax leaflet, Annual and Strategic Plans, produced in hard copy or electronically as appropriate, available in alternative formats on request.
Performance information	Local Policing Summary and Spring Newsletter, available in alternative formats on request. Also available electronically. Delivered to all households.
Member Networks	Members will utilise new and existing networks to communicate with different groups.
Partner Newsletters and Websites	The Authority will contribute to the newsletters and proactive publicity of its partners wherever possible. It will carry links to its partners on its own website and vice versa.
Face to Face Meetings	All opportunities to meet people on a face to face basis, either at specific meetings to address a local issue, or via existing meetings will be explored.
Public Events	Opportunities to engage with the public at public events, where large numbers of people are expected, including police and partner specific events will be explored.
Street/Supermarket Briefings	The Authority will take the opportunity to inform the public on localised issues, with its partners, wherever possible.
Special Campaigns	The Authority will use dedicated campaigns to inform the public
Public and Partner Consultation	The Authority will consult with the public and its partners and feedback the findings, explaining how these have been taken into account. It will consult with representative samples, general public and specific groups.
Meetings	Members and/or officers will attend meetings of appropriate organisations

Advertising	The Authority will use paid for space in appropriate publications when necessary.
E.bulletin	The Authority will produce a regular bulletin on its decisions and police performance for stakeholders and general public.
Partner News	The Authority will produce a specific bulletin for its partners
Seminars	The Authority will hold seminars with its partners and specific audiences to share information
Dialogue with local and national politicians and organisations	The Authority will increase its dialogue with key influencers to explain the challenges facing policing in Bedfordshire and the way in which it is meeting those challenges.
Printed collateral	Posters, letters, panels etc will be produced as appropriate
New technology, social media techniques and text messages	Will be explored and introduced as appropriate and budgets permit

Internal Communication

A dedicated strategy for internal audiences has been developed, to dovetail with the external strategy where appropriate.

Environmental Scanning

Authority officers and the communications provider will continuously scan the media to report on issues that have direct and indirect relevance to the authority and force. This will be supplemented by reports emanating from the Association of Police Authorities. Information will be reported to Members by way of weekly summaries.

This will include material on proactive and reactive press stories where included on electronic media sites.

Responsibilities

The Authority's media resources will provide:

- press and public relations
- media handling
- branding material
- on-call cover
- crisis management
- environmental scanning
- support to the secretariat to ensure the best utilisation of technology and IT facilities including the web site
- copywriting and production services for Authority publications
- input to partner publications and website
- media training and advice
- information to assist with evaluation
- provide information on general policing issues in the media which may affect the Authority communications/decisions
- advice and support for the promotion of consultation opportunities.

Authority Members will be available for:

- networking opportunities
- public meetings
- consultation
- development groups for published information
- face to face meetings

- Authority meetings
- information sharing
- dialogue with local and national politicians
- partnership work
- press interviews
- briefing sessions
- evaluation
- confidential audiences with the public

The Authority Secretariat will:

- provide timely support and information as required to members and the media consultants on all the items above
- undertake a wide variety of consultation and engagement activities and provide information for feedback purposes
- ensure that the budget is in place to carry out these actions effectively
- issue internal information
- ensure that legislative responsibilities are met
- assist in the monitoring and evaluation process for communication
- progress the IT strategy and development plan to ensure that new technology improves communication.

Media Training and Presentation Skills

Some Members and officers are more likely to be approached for media interviews than others.

These include those who have more contact with the media, including the Chair, Vice-Chair, Committee Chairs and the Chief Executive.

As such they are key guardians of the reputation of the Police Authority with a responsibility to promote the Authority's profile locally, regionally and nationally. Consequently, following a needs assessment, they will be provided with media training. The requirement for refresher training will be assessed as part of the annual member and staff appraisal process.

Equally it is felt that some advice on presentation skills would benefit the Authority, particularly members who undertake community engagement and consultation exercises.

Governance

The delivery of this strategy and associated activities will be reported to the Community Engagement Committee every quarter, with a review of the action plan on an annual basis.

Measuring Success

The success of this strategy will be monitored through action/delivery plans. When these plans are agreed, each action will have a responsible officer and timescale.

The method of evaluation by activity varies, from numbers attending meetings, to coverage, to responses to questionnaires, to the qualitative nature of the response to soliciting information by postal questionnaire, face-to face or by telephone.

Assumptions

The successful implementation of this communications strategy will depend on a number of assumptions including:

- The commitment of the Authority to adopt the strategy and to support its implementation in terms of resource.

- The Authority's decision to consult using different and extended methodologies.
- Any change in Government or Government policy which alters the current expectations being placed on Authorities and Forces.
- The availability of finance and resources to support the initiatives arising from this strategy.
- The 'newsworthy' element of the Authority's work – eg, public meetings, controversy, consultation exercises for feedback.
- Clarity and timeliness of briefing material.

Conclusion

In support of this Strategy an Annual Activity Plan (Appendix A), setting out the key communications activities for the year ahead, against which progress can be measured.

It is acknowledged that its success depends upon a number of critical factors and that all members and staff of the Authority will endeavour to assist in its development and delivery.

Communications Action and Delivery Plan 2010

Appendix A

Activity	Owner	Timescale /Completion date	Target/Objective
Media Relations	BT	Ongoing	30 proactive per annum Raise awareness of Authority Business (Objectives1-6)
Council Tax Consultation to inform budget setting process	CE Officer	January 2010	Informed decision Making (Objective 1,3,)
Council Tax leaflet	BT	Feb 2010	Improve information flow about decisions taken (Objective 1,4,6)
Annual Policing Plan	Force/PA Working Group/BT	March 31 st	Inform public of policing delivery and priorities (Objective 1,2,4,6)
Three year Strategic Policing Plan	Force/PA Working Group/BT	March 31 st	Inform public of strategic aims of policing priorities (Objective 1,2,4,6)
Council Tax survey	CE Officer	April 30th	Obtain public views (Objective 3)
Spring Information Newsletter to all households (TBC)	BT/PA	May 30th	Improve information flow to public (Objective 1-4)
Information Leaflet – about the Police Authority	BT/PA	Completed	Raise awareness of PA role (Objective 1-4)
Information Leaflet – how to get involved	BT/PA	Jan 2010	Increased engagement (Objective 1,3)
Partner newsletter	PAS/BT	Every 6 months	Improved partnership working (Objective 2)
Stakeholder ezine	PAS/BT	4-6 per annum	Improved information flow to stakeholders (Objective 1,2)
Environmental Scanning	BT	Weekly	Awareness of members to topical issues (Objective 5)
Question of the Quarter	BT	Quarterly	Discover public awareness/views

			(Objective 3)
Website	BT	Ongoing	Improved accessibility to information on PA (Objective 1-5)
Summary of Annual Policing Plan	BT	June 2010	Inform public on aims of Policing Plan (Objective 1-4,6)
Partner Seminar	CE officer	TBA	Engage with partners (Objective 2)
Members Leaflet	BT	Ongoing	Increased accessibility to members (Objective 1,)
Proactive engagement – and feedback outcomes	CE officer	TBA	Obtain informed public views and give confidence that these are being heeded (Objective 3,6)
Consultation – Citizens Panel	CE officer	TBA	Obtain representative public views (Objective 3,6)
Meeting Minutes and Agendas	PAS	Ongoing	Inform on PA work and decisions (Objective 1,6)
Independent Custody Information	PA/BT		Confidence in system and recruitment of visitors (Objective 1,6)
Local Policing Summary – three versions	BT	End Sep 2010	Inform the public on local performance against priorities, raise awareness (Objective 1-4,6)
Seminars specific groups and feedback outcomes	CE Officer	1 per quarter	To share views from different community sectors (Objective 2,3)
Develop Branding Material	BT	Ongoing	To create a meaningful, recognisable identity for the Authority (Objective 1)
Dialogue with local and national influencers	Members	Ongoing	Raise awareness of the challenges facing the Authority and associated plans (Objective 1-5)
Specific Campaign – Sorted!	BT	Ongoing	Leaflets to inform public of localised improvements (Objective 1-4)
Events – Open Days, Fairs and Public Meetings	PA/BT	May-Sep	PA attendance at fairs, organisation of open day with partners.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE, 2ND MARCH 2010
AGENDA ITEM No:	10
TITLE:	COMMUNICATIONS UPDATE REPORT
DATE OF REPORT:	8 FEBRUARY 2010
REPORT OF:	CHIEF CONSTABLE
AUTHOR:	CHRIS HARTLEY
ACTION REQUIRED:	FOR INFORMATION AND CONSULTATION
APPENDICES:	A – DRAFT FORCE COMMUNICATION STRATEGY

EXECUTIVE SUMMARY:

1. The purpose of this report is to update members on Force communications and consult on the draft Force Communication Strategy.

RECOMMENDATIONS:

Recommendation 1

Members are asked to note this report.

Recommendation 2

Members are asked to give feedback on the draft Force Communication Strategy.

Originator: Chris Hartley, Head of Communications
Date: 8 February 2010
Telephone No: 01582 473166
E-mail: chris.hartley@bedfordshire.pnn.police.uk

1 INTRODUCTION

- 1.1 A communications strategy is in place that was approved by the Force in November 2008. The 2009/10 Communications business plan sets out the communications activities the Force aims to deliver this financial year.
- 1.2 This is a highlight report, providing members with a snap shot of some of the achievements and current work within the Force communications department.
- 1.3 This report also introduces the draft Communications Strategy with feedback from members welcomed.

2 PROGRESS TO DATE

- 2.1 Since April 2009, considerable progress has been made across the communications department. Some highlights include:
 - continued exceptional media coverage (see 2.2 – 2.7);
 - promotion of the Policing Pledge, internally and externally;
 - proactive internal communications around leadership, strategy and performance, as well as development of new internal communication channels;
 - developing marketing expertise and capacity;
 - launch of Force Facebook site (Service Level Agreements in place for communications);
 - providing communications support to the Bedfordshire & Luton Local Resilience Forum.
- 2.2 An evaluation report was commissioned to study all the media coverage of the Force between April and June 2009. This demonstrated the good work of the Media Office and the support the Force receives from the media.
- 2.3 Over this three month period nearly 900 articles were submitted relating to Bedfordshire Police along with 3.5 hours of radio/TV airtime. This is a 52% increase in output on 2008.
- 2.4 81% of the coverage was factual in tone as would be expected when dealing with witness appeals, facts about crime and so on. 17% of the coverage was beneficial with only 2% of the coverage being negative.
- 2.5 There was a 40% increase in the coverage of Safer Neighbourhood Teams (SNTs), following a greater focus by the communications team on promoting their work. Unsurprisingly half of all the coverage about SNTs was positive.
- 2.6 The advertising value of all the beneficial media coverage was over £200,000. On the assumption that beneficial coverage would remain at similar levels, over the year this would have the advertising value of over £800,000 - an excellent return on investment for the Force and department

3 FACEBOOK

- 3.1 The Force launched a Facebook page in December 2009 for a three month trial as part of its drive to further engage and communicate with the public.

- 3.2 Since its launch nearly 1,400 people have signed up to follow Bedfordshire Police on this site. This compares favourably to neighbouring forces. Potentially this is 1,400 people who would not have contact with the Police in any other form.
- 3.3 A core principle when launching this site was that the Force wanted to have a dialogue with people and not use the site to solely pump out corporate information. Clearly there are risks to allowing anyone to place comments on the site, so controls have been put in place to monitor the site.
- 3.4 The overwhelming response has been positive in terms of the comments made by the public and the engagement achieved. It also demonstrates the Force's commitment to engaging with the public.
- 3.5 As a result the Force has approved the continued development of the Facebook site. The communications department will also be exploring other social media channels to increase public engagement in the future.

4 MARKETING

- 4.1 A marketing structure is now in place, with each division having access to a Marketing Officer. The core work of the marketing department is to support Neighbourhood Policing as well as taking on a wider marketing brief.
- 4.2 Over the last year, the communications department has run some very successful campaigns including national tackling drugs week, burglary prevention and public confidence campaigns. The public confidence campaigns were run in partnership with a number of other agencies.
- 4.3 The Force is developing a corporate template tool. This is a web based tool which holds a number of templates such as newsletters and leaflets. This will allow teams to create publicity materials in a corporately branded format. It will also allow leaflets to be created quickly following incidents or police action, which explain to the local population what the police are doing and why
- 4.4 The Force has migrated across to the national crime mapping system, which allows people to find out local crime statistics. In addition this also gives details of who the local Safer Neighbourhood Team is, how to contact them, what the local priorities are and what action the police are taking.
- 4.5 The Force has a system called Ringmaster that gives subscribers updates about local crime that has occurred and the precautions people can take to make their home and property safer. Management of Ringmaster is transferring to the communications department, who will be reviewing how it is used and if it can be used more effectively.

5 INTERNAL COMMUNICATIONS

- 5.1 A project is underway to replace the existing Force intranet and internet. This project is currently at the design stage – developing and agreeing design templates for both sites.
- 5.2 In the interim, the internal communications team have developed the existing intranet, with the addition of a micro site for C Division. The team are also

reviewing the J Division and Protective Services' sites.

- 5.3 The corporate briefing system ('Need to Know') is being piloted in C Division in March. This should increase the flow of information across the Force.

6 COMMUNICATIONS STRATEGY

- 6.1 The Force Senior Leadership Team approved the Communication Strategy in 2008. This was rewritten following review and is attached at Appendix A. Underpinning the Strategy is the drive to increase public confidence and deliver results in the current financial climate.
- 6.2 The Strategy has been developed by the Force communications team. Consultation has been carried out with the Force Senior Leadership Team and staff support groups. The Force wants to consult with the Police Authority's Community Engagement Committee, before submitting the final Strategy for approval by the Force Senior Leadership Team on 9th March 2010.
- 6.3 The Strategy highlights:
- the significant progress the Force has made over the last year;
 - areas requiring further development;
 - communication principles, operating environment, definitions of service required, objectives, messages and audiences;
 - strategic actions to develop service further.
- 6.4 Timescales for delivery of actions will be defined over the next six weeks, once consultation on the Strategy is concluded.

7 OTHER IMPLICATIONS

- 7.1 *Equality and Diversity*: Introduction of a Facebook page should make it easier for people to interact with the Force and access information more readily.
- 7.2 *Human Resources*: Development of a corporate briefing system could be a tool to drive more employee engagement.

8 RISK

- 7.1 This is an update report and as such no risks are identified within this.

9 CONCLUSION

Significant progress across all the Communications elements continues. The development of a new Communications Strategy will shape the services that will be delivered over the next three years.

10 RECOMMENDATIONS

Recommendation 1

Members are asked to note this report.

Recommendation 2

Members are asked to give feedback on the draft Force Communications Strategy.



COMMUNICATIONS STRATEGY 2010-2013

INTRODUCTION

- 1.1 Delivering a policing service in Bedfordshire that serves communities and makes them safe from crime is dependent upon communicating with the community, staff, media, partners and a range of other stakeholders.
- 1.2 In November 2008, Bedfordshire Police approved a communications strategy that was aligned to the Strategic Plan and the strategic outcomes. To ensure the communications strategy is up to date, it has been reviewed and aligned to the '2010-13 Strategic Plan'.
- 1.3 Communications is becoming ever more important for every police force as Neighbourhood Policing continues to develop, the need for deeper local engagement, changes to how police services are delivered and the drive to deliver improved levels of public confidence.
- 1.4 Clearly public confidence in Bedfordshire Police is made up of a number of factors, but communications with staff, the media, public and stakeholders will play a crucial role.
- 1.5 The effective provision of a quality communications service will support Bedfordshire Police deliver its purpose (to serve communities and make them safe from crime) and achieve its four strategic outcomes: people are safer; people feel safer; people are more satisfied with the service they receive from Bedfordshire Police; people have more confidence in Bedfordshire Police.
- 1.6 The primary aim of the communications strategy is to ensure the provision of an appropriate and cost effective communications service. This service needs to cover the main elements of the communications mix – internal communications, marketing and media relations.
- 1.7 This strategy considers the overall principles of a communications service for the force, the strategic communication challenges facing the organisation; the governance of the strategy; and the high level communication requirements.

2 PROGRESS TO DATE

- 2.1 Significant progress has been made in all areas of communications since April 2009. Brief highlights include:
 - Proactive internal communications around leadership, strategy and performance messages
 - Benchmarking of excellent media performance
 - Promotion of the policing pledge internally and externally
 - First bespoke county wide SNT leaflet drop
 - Service Level Agreements in place for communications
 - Highlighting offenders brought to justice through the force website and intranet
 - Launch of Facebook site, with over 900 fans registered within the first month and dialogues opened with members of the community who would not necessarily speak to the force before
 - Launch of crime maps locally and migration to national site to short timescales

- Management of media issues in Luton, especially around gun crime and the various marches and protests
 - Providing the Bedfordshire & Luton Local Resilience Forum (BLLRF) gold communications lead for swine flu
 - Ongoing development of the intranet and internet, particularly the SNT web pages
 - Implementation of marketing structure
 - Confidence campaigns launched in both territorial policing divisions, along with campaigns for tackling drugs, burglary and national customer service week
- 2.2 A number of other activities are underway and will be delivered in 2009/10, such as the implementation of a verbal briefing system internally, replacement of the force internet, replacement of the force intranet, developing the BLLRF communications strategy and plan, strengthening relationships with communications departments in other agencies and supporting the Serious Youth Violence reduction programme.
- 2.3 However, work must continue to further develop the communications service to deliver the requirements of the organisation. The key areas for development are highlighted at 6.4 – 6.7.
- 2.4 E-communications: delivery of the new Intranet and Internet is the department's key priority. Further engagement is required through e-communication platforms, such as social networking sites as these are opportunities the force cannot afford to miss.
- 2.5 Internal communications: much progress has been made in internal communications in particular around staff messages and the Intranet. The next step is to implement and embed the corporate briefing system, deliver a new Intranet and continue to drive forward delivery in internal communications.
- 2.6 Marketing: the Force has implemented a marketing structure and developed its marketing service. The key priority for this area will be the development of direct marketing channels, in particular a complete review and overhaul of how Ringmaster is managed and used.
- 2.7 Media relations: investment in this area has increased capacity and resilience. Benefits of this have been clearly seen through positive media profile of the organisation.

3 CONSULTATION AND GOVERNANCE

- 3.1 The communications strategy was developed by the Head of Communications. Both the force Senior Leadership Team, the Police Authority's Community Engagement Committee and staff support groups will be consulted before the strategy is finalised by Bedfordshire Police.
- 3.2 The strategy will be reviewed annually.
- 3.3 Each year a Communications business plan will be developed outlining the specific activities to support delivery of the strategy. Monitoring of the business plan will be through the Communications Management Team with reporting to

the Director of Corporate Services.

- 3.4 Service Level Agreements will be developed for 2010/11, providing the Senior Leadership Team with an understanding of the performance of the communications department.

4 **STRATEGIC PRINCIPLES**

- 4.1 The primary strategic principles guiding the provision of a communication service for Bedfordshire Police are:
- **Meeting operational requirements:** providing a responsive communications function to support rapidly emerging issues and operational needs;
 - **Enhancing the reputation of Bedfordshire Police:** building the positive reputation of the service through communications activity;
 - **Being proactive:** putting Bedfordshire Police on the front foot, getting its messages out regularly and quickly, giving more information about the organisation and its performance both corporately and at a local level;
 - **Reassuring the public:** considering the impact of all communications on fear of crime, reassuring the public and putting crime levels into context;
 - **Staff engagement:** having a two-way dialogue with staff, so staff are informed and can provide feedback up through the organisation.
 - **Cost effectiveness:** providing a high quality service at best value for money, whilst considering opportunities offered by collaboration and partnership;
 - **Targeting:** getting the right messages to the right people at the right time;
 - **Consistency:** central planning of communication activity, consistency of messages and development of a strong brand;
 - **Transparency:** being open and honest in all our communications;
 - **Inclusiveness;** communications will be accessible and inclusive in nature

5 **STRATEGIC COMMUNICATION OPERATING ENVIRONMENT**

Influencing Factor	Strategic Opportunities
Financial climate	With the challenging financial climate for all public sector organisations, there will be the need to deliver communication services differently across partnerships.
Collaboration/merger opportunities	Collaboration (and possibly merger) of policing services, with Hertfordshire Constabulary in particular, will present a range of communication challenges and opportunities.
Policing White Paper	Delivering the increasingly essential role communications plays in policing, particularly with the drive to improve Forces' communications and community engagement.
Engaging with staff	Developing internal communications to enable a two-way dialogue with staff.
Promoting Bedfordshire Police	Developing the marketing capability within the force to promote Bedfordshire Police
Performance	Building on current Corporate Service's Service Level Agreement to deliver a better suite of measures to evaluate performance.
Engaging with communities	Supporting the delivery of Neighbourhood Policing; understanding that Bedfordshire has a diverse population

	made up of a range of groups and individuals, all with differing needs and concerns.
Media challenges	The financial climate has impacted on the media with regional programming and editorial content under pressure. This could reduce opportunities to communicate with the public. However, there is more media than ever before, 24 hours a day, offering different media challenges and opportunities.
Social networking channels	There has been a quantum shift in personal communications over the past few years, with the emergence and participation in social networking sites. This offers another opportunity to engage with the public, although there are risks attached to such engagement and it also requires a clear understanding of the communication aims and objectives, target audience and style of communication.

6 DEFINITION OF A QUALITY COMMUNICATIONS SERVICE

- 6.1 A department capable of delivering an effective and proactive service in the areas of internal communications, marketing and media relations.
- 6.2 Enables the optimum use of corporate resources
- 6.3 Enhances the reputation of, and gives public confidence in, Bedfordshire Police
- 6.4 Offers operational media support 24/7
- 6.5 Builds the identity of Bedfordshire Police
- 6.6 Enables a dialogue between staff and management

7 COMMUNICATIONS OBJECTIVES, KEY MESSAGES AND AUDIENCES

- 7.1 To support the purpose and help achieve the outcomes of Bedfordshire Police, the following communication objectives have been agreed:
 - Proactively work with the media and local communities to inspire confidence in the work of Bedfordshire Police and decrease the fear of crime.
 - Reduce/solve crime through proactive communications activity
 - Develop internal communications to develop the two-way dialogue with staff.
 - Develop the marketing capability within Bedfordshire Police.
 - Provide a responsive function to support rapidly emerging issues
 - Provide an effective and efficient communications service, exploring opportunities to work with partners to deliver services and activities.
- 7.2 The following messages reflect the aims and objectives of the work of Bedfordshire Police:
 - Bedfordshire Police's Purpose is serving communities and making them safe from crime
 - Crime is falling and Bedfordshire is becoming a safer place to live
 - We are focused on improving our performance, reducing crime and serving the community

- We are dedicated to working with local communities to tackle the problems they face.
- Bedfordshire Police provides a range of services to the public, from local police patrolling your area to specialist services such as scenes of crime examination and protecting vulnerable people.
- We are proud of the work of our staff and how they are helping to transform the Force.

7.3 The following audiences have been identified as important stakeholders with whom Bedfordshire Police needs to communicate:

- **Bedfordshire Police officers, staff and volunteers**
The workforce, in its widest sense, is Bedfordshire Police. It is important that the organisation communicates and listens to its workforce, as the better informed and motivated it is the better the service that will be provided to the community.
- **Public, made up of a range of different communities**
Bedfordshire Police's Purpose is: "serving communities and making them safe from crime." Therefore, the Force must work and communicate with the public, understanding the differences in how the community is made up.
- **Media**
The media are crucial in communicating with the public, being able to portray the service positively or negatively. This directly impacts on the reputation and perception of the Force.
- **Partners**
Bedfordshire Police cannot work in isolation and success depends on working with a range of partners. Communicating with partners is crucial in building relationships with them.

8 STRATEGIC ACTIONS

- 8.1 The communications requirements and associated strategic actions have been mapped against strategic priorities for the force.
- 8.2 It should be noted that communications elements do not fit neatly into one specific box or priority, with many overarching the whole organisation.
- 8.3 This strategy is a 'live' document and will be developed accordingly. For example, as the Citizen Focus programme develops this will have a significant impact on the communications strategy and the requirements from the communications department.

STRATEGIC PRIORITY	STRATEGIC ACTIONS FOR THE COMMUNICATIONS DEPARTMENT	DELIVERY	TIMESCALE
To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service	<p>Raise awareness of the Policing Pledge</p> <p>Deliver communication requirements around Policing Pledge elements 2 and 8 (awareness of SNTs and police updates)</p> <p>Replace existing website with more accessible and user friendly platform</p>	<p>Develop and deliver a communications plan to increase awareness of the Policing Pledge</p> <p>Develop and deliver a communications plan for neighbourhood policing</p> <p>Provide SNTs with the infrastructure to generate communications materials and embed communications as business as usual</p> <p>Deliver new Internet</p>	
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	<p>Tailor communications to local communities</p> <p>Develop engagement through use of social networking channels</p>	<p>Review and develop how the force uses Ringmaster with the aim of utilising it more effectively as a direct marketing tool.</p> <p>Review facebook pilot and identify options for future social networking opportunities</p>	
To ensure we have in place the right processes to identify the most serious threats to the public and the capacity and capability to respond appropriately to deal with the risks	<p>Support crime prevention by providing the public with advice and guidance on what they can do to protect their family and property</p> <p>Raise awareness within communities about the work of protective Services and how they help reduce crime locally</p>	<p>Develop and deliver campaign plan to highlight crime prevention advice and activities</p> <p>Develop plan with Protective Services to reach local communities and stakeholders.</p>	
To ensure we have in place the right workforce make up and the right combination of skills, technology, equipment, people	Changing the culture to enable a better dialogue within the organisation	<p>Implement corporate briefing system.</p> <p>Implement feedback system within force.</p>	

and flexibility to tackle our responsibilities as a police service	Replace existing intranet with more accessible and user friendly platform	Assist divisions in communicating internally Deliver new Intranet	
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	Develop partnership working with Unitary Authority communication departments Raise awareness of emergency planning issues within the county	Work with Unitary Authorities to include police messages within resident magazines and newsletters Develop and deliver communications strategy for BLLRF	
To ensure people see us using people, budgets and all other resources wisely to deliver a value for money service	Manage corporate issues around finance, collaboration and future developments	Proactive communications as appropriate	



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT 2ND MARCH 2010
AGENDA ITEM No:	11
TITLE:	POLICE AUTHORITY PARTNERSHIP WORKING UPDATE REPORT
DATE OF REPORT:	FEBRUARY 2010
REPORT OF:	CHIEF EXECUTIVE/TREASURER
AUTHOR:	DR JULIE WYMER
ACTION REQUIRED:	REPORT FOR APPROVAL AND NOTING
APPENDICES:	APPENDIX A - Central Bedfordshire Accelerated Neighbourhood Partnership Fund – outline of the application submitted to the Home Office.

EXECUTIVE SUMMARY:

The report is to inform Members on Partnership Activity since December 2009.

RECOMMENDATIONS:

Recommendation 1

That the activity undertaken by Members and Officers of the Authority within CDRPs, LSCBs, LSPs and other partnerships be noted.

Recommendation 2

The proposed changes to Police Authority involvement in Local Authority Overview and Scrutiny Committees is approved.

Originators:	Dr Julie Wymer/ Rosie Harper
Date:	16 th February 2010
Telephone No:	01234 842283
E-mail:	Julie.Wymer@Bedfordshire.pnn.police.uk Rosie.Harper@Bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

None

ADDITIONAL PAPERS:

None

1 INTRODUCTION

- 1.1 This report is to provide Members with an update on partnership activity from December 2009 to date.

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

- 2.1 As one of the five responsible authorities of the Crime and Disorder Partnership, the Police Authority has a statutory obligation to ensure that the key agencies come together to work in partnership.

3. Local Strategic Partnerships (LSP)

- 3.1 **Bedford Borough** – On 24th November Penny Fletcher attended the LSP away day. The Borough will be adopting a ‘Total Place’ ethos around accessibility, including access to advice. It is not one of the pathfinders, which will allow it time to reflect carefully on its options. In the first year of Comprehensive Area Assessment (CAA), the Borough did not receive any red flags. A risk management discussion took place on what expense and actions would be needed to turn ‘light’ green flags very green to improve public services. A training session occurred to enable leadership skills for partners and how they would influence their own organisations to enable the partnership to work more effectively.
- 3.2 **Central Bedfordshire** – Discussions are continuing between the Authority and Central Bedfordshire regarding Authority membership on the Local Strategic Partnership.
- 3.3 **Luton** – Vice Chair Penny Fletcher attended the Luton Forum on 28th January. The budget presentation was given by Dave Kempson, Head of Corporate Finance for Luton Borough Council. It will be proposed to the Council Executive that the Council Tax increase is kept to 1.94%, with a proposed £6.3 million in efficiency savings, which are not expected to have any negative impact on front line services. Financial predictions for the 2011/12 year may mean that savings of £16.2 million will need to be found, with no added growth. This is currently an estimate figure. The consultation process on the budget involved using the Citizens Panel and the highest priority to emerge was tackling crime and anti social behaviour (ASB). The LSP as a body would like to be able to contribute to the Authority budget consultation process next year and this can be facilitated through the LSPB at an earlier stage in the year than now. Divisional Commander Mike Colbourne will assist with this matter and feed back into the LSP. Penny took the opportunity to advise of the recommendations from the Finance Committee on the 3% increase in precept – which has yet to go to the full Police Authority.

The Bedfordshire and Luton Compact was discussed and a draft response was agreed that whilst it supported the principles of the Compact, the LSP did not feel it could sign up to it in its current form.

The Vice-Chair updated the LSP on the survey work that has been done for each CDRP area on Councils’, the Police and ASB and notified them that

findings are due on 15/2/10, with a meeting on the 17/2/10. Penny extended an invite to Hazel Simmons, Chair of LSP.

An excellent presentation was received from the voluntary sector on the Myplace initiative (a 10 year strategy for young people, working with young people), which has attracted £4.75 million in funding.

Findings and actions required to deal with some of the CAA flags will be brought back to the next meeting.

4. Crime & Disorder Reduction Partnerships/Community Safety Executives

4.1 **Bedford Borough** –The Vice-Chair attended the Bedford Borough Safer Communities Thematic Partnership (CDRP Executive) on 24th January. Bedford Sustainable Communities Strategy –progress reports were received on delivery plans. The Authority contributed effectively in providing advice to assist in removing blockages for Integrated Offender Management (IOM) and Domestic Abuse Multi-Agency Risk Assessment Conference (MARAC) repeats. The Borough Council now have in place a full Community Safety Team – The point of accessibility for the public was raised – how do they contact the CDRP if they are experiencing ASB and it is a cross cutting issues with partners? This is to be explored further. The opportunity to raise the meeting date that has been set to discuss the findings of the Confidence Surveys was highlighted and invites extended. A new chair was selected – Tony Rogers from the Fire Service and Stuart Briggs from the Borough Council will remain as the Vice Chair.

4.2 **Luton** – Martin Pantling attended the Luton CDRP, which had representation from the Council, Police, Police Authority, Probation, Fire Service, Luton Assembly and the NHS. The Community Safety Portfolio Holder was unable to attend. The following was discussed:

- One current focus of work for the Partnership is to revise the statutory Strategic Assessment with data from July to December 2009 via an update document, before progressing to work on the next year's full version in the Summer. This will then inform the full Partnership Plan in December 2010.
- Discussions took place on a November draft of a Solutions protocol giving guidance to agencies on responding to Anti-Social Behaviour by Children and Young People. One suggestion Martin made that was agreed was to ensure linkages were made in the case of Looked After Children. Martin will be a co-signatory on behalf of the Authority to the document.
- They also considered a very readable draft Domestic Abuse Strategy for Luton (led by Health) which contained appropriate recognition of the issues of Forced Marriage and so-called "Honour Based" Violence. The CSE agreed to revisit some wording to encompass Civil cases where protection was required, rather than just actions which entail prosecution. This will be spelt out more in a following Action plan.
- The Performance report showed just how much Luton is contributing to the reduction in crime across the Force area. Three-month analyses compared to a year previously showed a drop in Serious Acquisitive

Crime of 37%, in Domestic Burglary of 33%, in Robbery of 38%, Theft of a Motor Vehicle by 29%, and from a Vehicle of 44%. Criminal damage incidents had reduced by 11%. Martin was pleased to be able to reassure partners in the context of overall Force performance that in these terms, the BCU was contributing to the lion's share of the reductions in these areas.

- Sadly, the increase in violent incidents also contributed to what is being seen Force-wide, with Violence against the Person up 68% on the same 3 months last year. Discussions on the difficulties of affecting this as a Partnership given the strong links to Serious and Organised Crime activity, and criminals from outside the area using Luton (and, we recognised, Bedford) as a base.
- In terms of Confidence, the Partnership is keen to be updated on the outcomes of the Local Confidence Survey once these are available. Martin confirmed the timescales.
- Divisional Commander Mike Colbourne also updated the CSE on preparations and discussions around the third stage of the Government's TKAP programme, where it is thought Luton may be placed to benefit from support. This could be fortunate given the recent 50 percent cut in dedicated BCU partnership funding.

4.3 **Central Beds** – The Executive met on 21st January. The main item on the agenda was discussion of the strategic assessment and emerging priorities. Julie Wymer, on behalf of the Police Authority was responsible for the co ordination of the Meet the Public event 19th January. Peter Hollick and Fiona Chapman gave a presentation on the single confidence target and Anti Social Behaviour, which is one of the strategic priorities for the Community Safety Executive. All those who were involved were thanked.

4.4 Minutes of the Operational Delivery Group for each CDRP Executive are available on request.

5. **Total Place**

5.1 The Total Place final report has been submitted to the Secretary of State for Communities and Local Government. Members to contact Rosie Harper at rosie.harper@bedfordshire.pnn.police.uk if they would like an electronic copy of the report.

6. **Local Children's Safeguarding Boards (LSCBs)**

6.1 Linda Hockey has continued to attend the 2 LSCBs in Bedfordshire and Luton. Since the last meeting of this committee she has attended a series of reviews of the LSCB Section 11 audits under the Children's Act 2004. These require partner organisations to 'Make arrangements to Safeguard and Promote the Welfare of Children' and provide the necessary evidence.

6.2 On 18 December 2009 agencies that cover the whole of the county area, such as Bedfordshire Police, presented their responses to the audit. The contribution from the Police was very well received and both the Force and PA were complimented on the clear understanding of their strengths and weaknesses

and their governance structures. In addition the lead, DS Stone, was considered to be a 'fantastic front for Safeguarding in Bedfordshire Police'.

- 6.3 On 8 December 2009 a similar presentation was given by the Luton specific agencies and organisations and on 16 December 2009 Bedfordshire county agencies presented their responses.
- 6.4 The Bedfordshire LSCB met on 8 December 2009 but Linda was not able to attend. The final meetings of the LSCB, before disaggregation in April, will be on 23 March 2010 (to cover a Serious Case Review in the county) and 29 March 2010. The PA has already been invited to be a member of both the Bedford LSCB (first meeting on 8 June 2010) and the Central Bedfordshire LSCB (first meeting on 22 June 2010).
- 6.5 The Luton LSCB met on 2 December 2009 but Linda was unable to attend. A full day planning meeting was held on 29 January 2010 where the business plan for 2010/2013 was discussed by a range of partners and practitioners. The next meeting of the LSCB will be on 24 March 2010.

7. Better Protection for Vulnerable Adults

- 7.1 On 19 January 2010, Phil Hope MP announced that each local area must now have a Safeguarding Adults Board. Until recently, there were 2 Safeguarding Vulnerable Adults (SOVA) Boards. One covered Luton BC and one Bedfordshire CC; with an overarching county-wide structure to deliver some joint activities. It is highly likely that, in April 2010, the Bedfordshire county SOVA will split into 2 Boards; one to cover Bedford BC and one Central Beds Council. The future of any cross county activity is uncertain.

8. Child Poverty

8.1 Central Bedfordshire Council

In the autumn of 2009 Central Bedfordshire formed a Child Poverty Strategy Group reporting to the Stronger Communities Thematic Partnership. The PA received an invitation to attend this group and Linda attended 2 meetings. A Child Poverty Strategy and Action Plan have been produced and these will go to the Stronger Communities meeting and the Central Beds Children, Families and Learning Management Team, before being considered by the Executive on 9 March 2010.

Further research will be needed to update the Central Beds statistics on local child poverty and to find out more about the impact of child poverty on the lives of local children and families. Further meetings of the group are planned.

8.2 Bedford Borough

Linda has had no contact with Bedford although she is sure that activity has taken place to develop a plan similar to that produced by Central Beds.

8.3 Luton Borough Council

In October 2009 the Child Poverty Bill was discussed at the Luton C & YP Trust and it was agreed to set up a multi-agency working group to be responsible for undertaking the child poverty needs assessment and

developing a local strategy and action plan. The working group would report to the Local Public Service Board and then to the Luton Forum, but also provide regular reports to the C & YP Trust.

Linda has attended two meetings of this group, on 3 November 2009 and 4 February 2010, to scope the area, and has agreed to attend future meetings throughout 2010. The remit of the group is to produce a strategy and action plan similar to that developed by Central Beds but based on Luton specific data and with links to the Economic Assessment Strategy for the Borough. The group is also working on developing a framework for Child Poverty based on the Child Wellbeing Index into which partner agencies can include their own indicators and data.

9 Other Partnership Activity

9.1 Overview and Scrutiny Committees

At the October 2009 Community Engagement Committee Members considered a report outlining their role on Local Authority Overview and Scrutiny Committees.

The meeting considered three options and Members adopted the option to become a full member of each of the local authorities Crime and Disorder Overview and Scrutiny committees.

However, the local authorities have incorporated crime and disorder scrutiny into their overall overview and scrutiny function with an annual programme published of when crime and disorder will be considered.

In light of the Local Authority arrangements and in consultation with the Chair and Vice-Chair of the Authority it is proposed that the Authority amend the October decision. It is now suggested that the Police Authority will be available to attend the relevant scrutiny committees as and when requested. The most appropriate member to attend will be identified as each request is made.

9.2 Central Bedfordshire Accelerated Neighbourhood Partnership Fund

£41,700 has been awarded to Central Bedfordshire CDRP for projects supporting anti social behaviour and public confidence. The Authority and Central Beds Community Safety Team met to discuss a number of projects that could be funded. Attached at Appendix A is the outline of the application submitted to the Home Office.

9.3 Integrated Offender Management Committee

John Williams attended the first meeting of this Committee which took place in Shefford Town Meeting Room on 14th January 2010. The meeting was well attended and chaired by the Chief Officer for Probation. The main purpose of the meeting was to agree terms of reference, frequency of meetings and membership. Local research undertaken to date (since November 2009) is impressive and this group will clearly link to the Total Place Framework. Continuing Police Authority attendance is, in my view, relevant and likely to be of increasing importance as the Total Place agenda becomes established. This committee is well placed to provide effective multi-agency overview of Offender

Management in Luton and Bedfordshire. The next meeting will in 2 months and after this future meetings should be quarterly.

9.4 The Vice-Chair has also attended the following partnership meetings:

- **19th November , Luton Council Chambers** – attended a ‘gang culture talk’, in which a number of strategic issues arose that could be of interest to the Authority – Need to collect/collate accurate intelligence, short term measures tend to be police led, medium to long term planning should be considered to tackle underlying factors and any actions should be monitored and evaluated. Tough policing, or sensitive youth work? What role is the Force and the Authority playing in addressing these issues?
- **9th December – Bedford Partnership Board** - There was an evaluation of the Borough Assembly event. This was very well received and attended by 299 people. Thematic partnership reports were received and the advice strategy proposal.
- **14th January – Central Bedfordshire Forum** – The conference was dedicated to the development of a new Sustainable Community Strategy for Central Bedfordshire. This event was beneficial to the Authority, as it provided access to members of the Central Bedfordshire LSP.
- **18th January – Crown Prosecution Service (CPS) Community Involvement Panel** – Key outcomes involved the CPS developing stronger relationships with Force media departments to ensure an agreed strategy when dealing with high profile, public interest cases e.g. Myleene Klass and to take into further consideration environmental impact statements on issues around anti-social behaviour – to ensure that the appropriate prosecution decisions are taken in discussion with the police and appropriate partners.
- **25th January – Meeting with Ian Martin, Go–East** - Re-establish the link between Go-East and the Police Authority. There were useful discussions focussing on the key strategic partnerships and the role of the Police Authority.

10 SERVICE AND FINANCIAL IMPLICATIONS

10.1 The partnership requirements currently being developed to address vulnerable young people and adults across the three unitary authorities will lead to an increase in resources for the Force and Authority.

11. OTHER IMPLICATIONS

11.1 Equality and Diversity – None

11.2 Procurement - None

11.3 Legal Implications – Attendance at statutory partnership meetings ensures the Authority is compliant with their statutory duties.

11.4 Human Resources – As identified within the report

11.5 Corporate Governance - None

11.6 Human Rights - None

11.7 Policy and Strategic Aims – 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

11.8 Welfare of Children and vulnerable adults – As identified within the report

11.9 Reducing Carbon footprint / waste - None

12 RISK

12.1 The Authority/Force Partnership strategy should enable more efficient ways of working to avoid possible duplication of effort.

12.2 There is potential for merging some of the LSCB activities across the county and decisions will be made in April 2010. It will be important for the PA and the Force to support this move in order to ensure greater efficiency and value for money for partner agencies.

13 CONCLUSION

13.1 The Police Authority continues to play an active and influential role in the CDRP partnerships, LSCBs, and LSPs.

14 RECOMMENDATIONS

14.1 Recommendation 1

That the activity undertaken by Members and Officers of the Authority within CDRPs, LSCBs, LSPs and other partnerships be noted.

Recommendation 2

14.2 The proposed changes to Police Authority involvement in Local Authority Overview and Scrutiny Committees is approved.

APPENDIX A

ACCELERATED NEIGHBOURHOOD PARTNERSHIP FUND

Grant Agreement and Action Plan template

I accept the offer of Grant contained in this Grant Agreement and agree to comply with the terms and conditions of the Grant on which the offer is made.	
Signed: Julie Wymer	Signed: Joy Craven
On behalf of Police Authority:	On behalf of Partnership:

ACTION PLAN

APPENDIX A

<p>1</p>	<p>What are you planning to do?</p> <p>Supported Anti-Social Behaviour work:</p> <ul style="list-style-type: none"> • Offer a Mediation Service for those cases that are prolonged, high risk and complex. • Extend the Victim Support Service for those who do not have a crime, but do have incidents of ASB – home visits, agency involvement, compensation guidance, witness and civil court support. • Provide Case Management training to essential staff, ensuring the smooth running of cases, effective use of resources and management of information. • Provide two radios, which will be used by local business who are suffering high levels of ASB. These will be rotated based on intelligence, and will provide support for the business community. The radios will link into the local CCTV office, which will provide an evidential trail if required. • To provide an extended Bobby Scheme to victims/families to offer security improvements and measures <p>Anti-Social Behaviour Hotline:</p> <ul style="list-style-type: none"> • To provide a central contact line & number for all residents and businesses in Central Bedfordshire, where ASB incidents and enquiries can be directed and co-ordinated. <p>Neighbourhood Consultation & Engagement Work:</p> <ul style="list-style-type: none"> • To review what ‘Neighbourhood Community Engagement’ events are in place at the moment between each of the Partners, to evidence where they are impactful, meet confidence targets and where they can be enhanced • To review a future proposal a partner is submitting to add new Community Priority Setting Meetings into each Neighbourhood Area, and ensure they are joined into the Partnership Process • To identify good practice from surrounding CDRP’s when dealing with public meetings and engagement events • To help with the consultation process in identifying a way forward with Community Engagement events, between local community members, LSP board, Community Safety Executive and statutory partners • To review boundaries and ensure we are co-terminus (where possible), between partners and council departments <p>Mini-Motor Bike Initiative:</p> <ul style="list-style-type: none"> • To provide a diversionary provision for young people in Houghton Regis, which is one of the three priority estates in Central Bedfordshire
<p>2</p>	<p>Why do you believe this approach will be effective?</p> <p>Anti-Social Behaviour is a priority area for the partnership in 2010 – 2011. It remains a focus subject in each of the community meetings</p>

APPENDIX A

and groups that we hold across Central Bedfordshire. In confidence surveys residents are still concerned with ASB. The enhanced support structure that is offered will ensure that victims and their families are now being offered specialist support, at the same time ASB officers can carry on with their workloads and cases, and have the knowledge that their families and victims are being fully supported.

Neighbourhood Community Engagement is key to not only finding out how the community feels and what their priorities are, but ensuring the right messages are being relayed and the right partnership work is taking place within that area. With far limited partnership resources, we need to ensure we meet the requirements of the community in the best way and most resource effective way. This piece of work will ensure we achieve these aims. It will offer a sustainable approach and way forward for the long term engagement of Central Bedfordshire residents.

Mini-Motor Bike initiatives have been carried out in various CDRP's and have been shown to have a positive impact on young people, ASB incidents and crime levels in the area. It enhances community cohesion and provides better relationships between vulnerable members of the community and the partners that work with them.

APPENDIX A

<p>3</p>	<p>Who will be responsible for making sure it happens?</p> <p>The Anti-Social Behaviour Team will take the lead and monitor progress within all areas of improvement identified for that area.</p> <p>The local Safer Neighbourhood Policing Team will develop activities with the Mini-Motor Bike campaign</p> <p>The Community Safety Partnership Manager and her team will take the lead together with the local Police, in streamlining the Neighbourhood Community Engagement work. This will ensure all partners are included in this process, the LSP are linked and engaged and members of the community can input into the proposals and the possible re-alignment of meetings.</p> <p>The Community Safety Executive Group will monitor the high level activity proposed above, with updates from the groups leading on the work.</p>
<p>4</p>	<p>How much will each element of your plan cost?</p> <p>Supported Anti-Social Behaviour Work = £22,800 Anti-Social Behaviour Hotline = £5,000 (approx) Neighbourhood Consultation & Engagement work = £10 - £11,900 (approx) Mini-Motor Bike Initiative in priority neighbourhood = £2,000</p> <p>TOTAL = £41,700</p>
	<p>How much will local partner(s) contribute to the costs? (Please state which partner(s) and extent of contribution)</p> <p>No financial cost will be contributed from the partnership at this stage.</p> <p>Resources from the partnership will be given, to ensure work takes place, there is co-ordination between the partnership, and progress is reported.</p>
<p>6</p>	<p>How will you measure the success of your plans?</p> <p>There is currently a robust reporting structure in place where all partners are held accountable through a Community Safety Executive Group. This group meets every 2 months, and considers commissioned work, delivery plans and action plans. The lead teams for the proposed initiatives will feed back actions and results to the Partnership and the Community Safety Executive Group.</p> <p>Plans for either sustainability going forward in 2011 – 2012, or absorption into daily business will be created and managed through</p>

APPENDIX A

	the partnership.
7	Contact details at Police Authority and CDRP: Julie Wymer, Head of Strategic & Policy Development, 01234 842283, Julie.wymer@Bedfordshire.pnn.Police.uk Joy Craven, Community Safety Partnership Manager, 0300 300 4649, joy.craven@centralbedfordshire.gov.uk

Please return completed plans by [date] to:
John.Bowland@homeoffice.gsi.gov.uk

APPENDIX A



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	COMMUNITY ENGAGEMENT COMMITTEE 02/02/2010
AGENDA ITEM No:	12
TITLE:	REVIEW OF INTERNAL CONTROLS, RISK MANAGEMENT, COMMITTEE EFFECTIVENESS AND TERMS OF REFERENCE
DATE OF REPORT:	16/02/2010
REPORT OF:	BEDFORDSHIRE POLICE AUTHORITY
AUTHOR:	STEPHANIE MCMENAMY

EXECUTIVE SUMMARY:

To review the internal controls of the Committee and be responsible for the risks attributed to the Committee. Also undertaking a self-assessment of the Committee's effectiveness and reviewing the terms of reference in light of these findings.

RECOMMENDATIONS:

Recommendation 1

That the Committee confirms it has undertaken a self assessment of its own performance and, where appropriate, suggested areas for improvement,

Recommendation 2

That the Committee assesses whether any changes are required to the Committee's terms of reference and that any such revisions are reported to the Annual General Meeting.

Recommendation 3

That the Committee incorporates into its work plan the scrutiny of those risks and associated controls for 2010/2011 as approved by the Audit and Business Assurance Committee.

Originators: Stephanie McMenemy
Date: 16/02/2010
Telephone No: 01234 842066
E-mail: stephanie.mcmenemy@bedfordshire.pnn.police.uk

BACKGROUND PAPERS:

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ADDITIONAL PAPERS:

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1 INTRODUCTION

- 1.1 Members will be aware that as part of the Accounts and Audit Regulations 2003 and 2006 the Authority is required to produce an Annual Governance Statement. This is similar to the previous Statement of Internal Control and still requires both the Authority and Force to consider its overall internal control framework and governance procedures.
- 1.2 As part of the review of the Authority's governance arrangements and internal controls a review of each Committee will continue to be undertaken annually focussing on risks and the effectiveness of the Committee itself.
- 1.3 It has also been agreed by the Police Authority that each Committee review its terms of reference and its specific role with regard to value for money to ensure they remain fit for purpose.

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

- 2.1 The current terms of reference for this Committee are attached in Appendix A. In addition it is incumbent on every Committee and Panel to embed risk management, equality, diversity and human rights and value for money within their decision making processes.

3 COMMITTEE EFFECTIVENESS

- 3.1 To assess the effectiveness of this Committee for the financial year 2009/2010 two specific areas will be considered, as follows:
 - Delivery against Bedfordshire Police Authority's 2009/2010 Business Plan
 - Delivery against the joint Authority and Force Strategic Priorities

3.2 Business Plan

The Authority's 2009/2010 Business Plan included the following areas of responsibility for the Community Engagement Committee in delivering the Authority's objectives:

- Making sure that a high quality police service is provided and that taxpayers receive value for money to be achieved by this Committee through consultation on the quality of service.
- Being clear about how the Authority makes a difference to the policing to the communities it serves to be delivered through the engagement plan, including consultation with young people.
- Being clear about the statutory functions of the Authority by defining member roles and responsibilities in relation to community engagement and partnerships.
- The Authority is clear about its role and responsibilities in working with other partners.
 - Formal and informal accountability relationships are understood in the partnership arena
-

- Active and planned approach to dialogue with and accountability to the public.

More general responsibilities, with other Police Authority Committees, in delivering the Authority's objectives are:

- Raise Police Authority profile within all communities.
- Holding the Chief Constable to account through scrutiny around strategic priorities and risks.

3.3 Strategic Priorities

The Committee did have specific monitoring arrangements for the strategic priorities as set out in the Annual Policing Plan monitoring framework

- To ensure people experience an accessible policing presence in their neighbourhoods and are able to influence the local policing service
- 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
- 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.

3.4 Assessment

The Committee has undertaken the following activities thereby contributing to the Authority's Business Plan and the Strategic Priorities set out in paragraphs 3.2 and 3.3 above:

- Monitored the strategic risks associated with strategic priorities for which the Committee was responsible, seeking assurances that appropriate controls and actions occurred and used this understanding of risks when decision-making and scrutinising Force and Authority performance.
- Scrutinised performance in relation to work undertaken by Force to address the parity gap, through specific reports and audit findings.
- Consultation undertaken through Blue Light Surveys, with partner agencies and council tax consultation, resulting in additional monitoring of local priorities and Policing Pledge delivery and hosted a Local Confidence Survey feedback session, inviting partners and stakeholders. Increased the consultation undertaken against prior year, both with individuals and businesses. Secured continued consultation through shared Citizens Panel.
- Increased Authority communications activities, including improved website facilities to increase accessibility, regular e publication to partners and stakeholders, production of a 'Getting Involved' leaflet.
- Revised the Police Authority's External Communications Strategy.
- Stop and Search Event for Young People sponsored by the Authority.
- Defined and approved the role of the Authority in critical incidents.
- Regularly received and scrutinised Citizen Focus and Embedding Neighbourhood Policing updates, identifying areas for improvements in relation to Safer Neighbourhood Teams and the delivery of the Policing Pledge, incorporating feedback from the public and partners. Supported by Lead member on CT to link to PREVENT agenda.

- Regularly received and scrutinised the Force PREVENT Strategy to monitor its impact on communities.
 - Developed, with the Force, a joint Partnership strategy for approval following consulting with partners, having undertaken mapping and evaluation method to enable partnership working to be prioritised.
 - Hosted a Partnership Day to inform partners on the distinction between the role of the Authority and Force and initiated consultation on the Partnership Strategy. Supported partners through organising local authority engagement event, raising Authority profile and role.
 - Scrutinised Force work to meet the Confidence Agenda and supported the implementation of a cultural shift to deliver the agenda through lead member oversight.
 - Supported the restorative justice pilot undertaken across the county.
 - Through a working group of members and officers developed and approved a revised Joint Community Engagement Strategy.
 - Approved and adopted an Authority Community Engagement Plan which enabled members to evaluate Community Safety Forums through a dip sampling approach in relation to accessibility, local priorities identification and resolution etc.
 - Delivered a number of presentations to partners to raise the profile of the Police Authority, improve the understanding of the Authority's role and raise awareness of the partner contribution required to achieve the Confidence Target.
 - The Committee met its statutory obligations, as set out in the terms of reference, through its activities during the course of the year.
- 3.5 The Committee needs to continue to exercise its value for money and scrutiny role and ensure that in line with the Authority's Business Plan the Committee's work plan continues to be appropriate to deliver the Authority's priorities.
- 3.6 The Committee will want to continue to promote an efficient and effective service with the overall aim of enhancing public confidence. The Committee has been committed to monitoring the action plans that have arisen out of various inspections and commissioned work however it can improve its monitoring by undertaking evaluations once actions are complete to determine effectiveness and encourage learning. The Committee has already recognised the need to undertake these evaluations and can incorporate them into its workplan for the year ahead, areas to consider include restorative justice, Community Safety Forums and anticipated benefits driven from QUEST programme. The Committee should look to utilise its lead members in 2010/11 following the lead member review.
- 3.7 The Committee may also incorporate specific actions into the coming year's work plan to ensure that it further improves environmental scanning in relation to community profiles and ensure that these are used to improve community engagement with hard to reach groups. The Committee may want to consider deriving additional value from its Citizens Panel to run specific focus groups to this end. It needs to ensure that both the Force and Police Authority undertake impact assessments on key activities, such as the Joint Community Engagement Strategy and resulting action plan, to promote an equitable policing service, available to all communities within Bedfordshire, including Luton. It can drive specific value for money (VFM) initiatives arising from Operation QUEST, many of which will be relevant to this Committee and use of

the newly introduced VFM profiles as well as promoting partnership evaluations in both the Authority and the Force.

4 RISK MANAGEMENT

- 4.1 The combined risk register for both the Authority and Force has contained a number of strategic and operational risks that have been assigned to the Community Engagement Committee for review during the year. Those above the deminimis are attached in Appendix B. In reviewing the risks during the year the Committee has considered the ratings, likelihood and impact and the actions undertaken to minimise the likelihood of the risk being realised.

As the result of assurances provided to the Community Engagement Committee during the year there are risks that have fallen during the year, such as 'Failure to maintain the standard required for Neighbourhood Policing' and 'Ineffective external communications' whilst others, 'Ineffective partnership working' and 'Inability to achieve consistent confidence levels between white and BME communities continue to be monitored regularly through risk reports complemented by single issue reports, providing evidence of effective risk management.

- 4.2 In all cases items relating to the risks have been directly or indirectly discussed as part of the agenda at meetings and decisions made have been informed by the strategic and high operational risks of the Authority and Force.
- 4.3 As members are aware the risk management process and register have both been reviewed in order to identify and introduce improvements. The revised register and processes, including governance arrangements, will be taken to the next Audit and Business Assurance Committee in March and following approval will be incorporated into each Committee's work plan for 2010/2011. There will be appropriate training undertaken with all members to ensure that the Authority is able to use the improvements made to the risk management process to best effect.

5 OTHER IMPLICATIONS

5.1 Equality, Diversity and Human Rights

Although the Committee has undertaken Equality and Diversity monitoring through numerous reports in the year it will benefit from the implementation of the Authority's Single Equality Scheme and the resulting action plan (impact assessments).

5.2 Procurement

There are no direct implications within the report.

5.3 Legal Implications

These are no direct implications within the report.

5.4 Human Resources

There are no direct implications within the report.

5.5 **Corporate Governance**

The report provides assurance that the elements feeding into the overall review of the Annual Governance Statement have been thoroughly examined.

5.6 **Policy/Strategic Aims**

The delivery of the strategic priorities, as identified in the main body of the report, can be positively impacted upon by an effective Community Engagement Committee. The Committee plays a key role in these areas.

5.7 **Welfare of Children and vulnerable adults**

There are no direct implications within the report.

5.8 **Reducing Carbon footprint/waste**

There are no direct implications within the report.

5.9 **Confidence**

The work of the Community Engagement Committee does have implications on public confidence and areas have been identified where the Committee may wish to develop its work in the coming year to improve public confidence.

6 RISK

6.1 The specific risks of the Committee are covered in the main body of the report.

6.2 If the Committee is not effective then this could have a detrimental impact on the perception that the public and partners have of the Authority and Force, compromising the vision and impacting on the ability to deliver against strategic priorities.

7 CONCLUSION

7.1 The Committee has made progress in delivering positive outcomes against the strategic priorities and its own Business Plan in 2009/2010 but has identified areas to incorporate into future work.

7.2 The Committee has had responsibilities for a number of strategic/operational risks identified that could impact on the strategic priorities of the Force and Authority and has sought assurances that these risks are being appropriately managed through regular Committee reports during the year.

7.3 The Committee will also need to determine how it wants to reincorporate the findings of the White Paper into its work plan for 2010/2011 and whether the terms of reference will need to reflect any changes to the Committee's workings that are taken forward.

8 RECOMMENDATIONS

Recommendation 1

That the Committee confirms it has undertaken a self assessment of its own performance and, where appropriate, suggested areas for improvement,

Recommendation 2

That the Committee assesses whether any changes are required to the Committee's terms of reference and that any such revisions are reported to the Annual General Meeting.

Recommendation 3

That the Committee incorporates into its work plan the scrutiny of those risks and associated controls for 2010/2011 as approved by the Audit and Business Assurance Committee.

Appendix A

It is incumbent on all Committees and Panels to embed risk management, equality and diversity, value for money and human rights within their decision making processes.

Community Engagement Committee Terms of Reference

The Community Engagement Committee is responsible for ensuring that Bedfordshire Police delivers a policing service that provides confidence and satisfaction for the people of Bedfordshire and Luton.

The Committee will do this by focusing on:-

Community Engagement
Citizen Focus
Neighbourhood Policing
Partnerships

1. To monitor and scrutinise Force performance in delivering the Citizen Focus agenda, in particular Neighbourhood policing, and working in partnership with others, to improve the delivery of policing services and raise public satisfaction and confidence in Bedfordshire Police.
2. To ensure that the Authority's strategy for engaging with communities is accessible to all sections of the public, meets the Police Authority's statutory requirements and also meets the needs of the Authority and the Force.
3. To ensure effective partnership working through the delivery of the joint partnership strategy.
4. To oversee ways of raising the profile of the Police Authority, including media, and making communities and partner organisations aware of its role and work.
5. To seek informed and representative views from questionnaires, citizens' panels, public meetings, the web or otherwise.
6. To satisfy itself that the best use is made of the responses from the various forms of community engagement to tailor police services to people's needs and ensure that the services provided deliver value for money.
7. Oversee the delivery of equality of service to all communities through the monitoring of the Force equality and diversity schemes.
8. To ensure that the Force's approach to delivering the PREVENT Strategy is appropriate, effective and makes good use of resources and partnership arrangements.

May 2009

Item 12. Appendix A.1

Item 12. Appendix A.2

Item 5. Appendix B

<u>Risk Issue</u>	<u>Impact</u>	<u>Cause</u>	<u>L</u>	<u>I</u>	<u>T</u>	<u>Control in Place</u>	<u>Action Required</u>	<u>Citee Res'ble</u>	<u>Lead Officer</u>	
0170	Failure to maintain the standard required for Neighbourhood policing	Service delivery will not meet the needs of communities leading to reduced reassurance and a reduction in confidence of the police force to do a "good job"	2	2	4	Demands for critical resources may reduce commitment to Neighbourhood Policing.	Areas and teams structure and objectives in place. Priority action database implemented. Performance only .5% from target	Monitor how turnover of staff restricts forward planning. Problem solving technology to be developed. Abstraction monitoring	Com Eng	ACCTP
0211	Community Area Agreements are not drawn up between authorities/Ineffective partnership working	Poor CAA assessment by Audit Commission as the force fails to achieve the anticipated added value from working with local authorities	4	3	12	Unable to engage and provide effective partnership working with newly established local authorities	Local Strategic Partnerships have previously given direction and contacts	Develop a plan once unitaries are established. Ensure authority & Force have understanding of CAA. P Auth to revise their partnership strategy.	Comm Eng	CE
0229	Inability to achieve consistent confidence levels between white & BME communities	Victims report low levels of satisfaction with the police service. Loss of community confidence. Poor performance indicators	4	2	8	Under analysis	Regular monitoring of public satisfaction rates	Trigger review commissioned to highlight gaps and produce an action plan	Comm Eng	ACCTP
0199	Ineffective external communications	Poor public perception particularly with BME communities	2	3	6	Officers need to be made aware of public perception of the Force	The Internal Communications strategy has been agreed and implemented	Positive outcome from internal audit	Comm Eng	CSK

Item 5. Appendix B