



Agenda

04 March 2008

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.

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

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

A meeting of the **COMMUNITY ENGAGEMENT COMMITTEE** of the **Bedfordshire Police Authority** will be held at Bridgebury House, Woburn Road, Kempston, on **Tuesday, 4th March 2008** starting at **10.00am**, the agenda for which is set out overleaf

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 1 November 2007
3. **Matters Arising from Minutes**
By Chairman
4. **Declarations of Interest**
To receive any personal or prejudicial interests from Members
5. **Neighbourhood Policing**
 - a) *Progress Report of the Assistant Chief Constable
 - b) *Force Level Performance Monitoring of Safer Neighbourhoods Report
 - c) *Update Report on Police Community Support Officers (PCSOs)
6. **Citizen Focus**
*Update Report of the Assistant Chief Constable
7. **Partnership Working**
Update Report of the Vice Chair of the Authority
8. **Bedfordshire Police Communications (Internal)**
*Update report on the findings of the Internal Audit Review
9. **Consultation and Publications**
*Report of the Chief Executive/Treasurer and Better Times
10. **Renewal of Public Relations Contract**
Oral Update Report of the Chief Executive/Treasurer
11. **Review of Internal Controls, Risk Management and Committee Effectiveness**
*Report of the Chief Executive/Treasurer
Appendix A to this report involves the disclosure of exempt information as defined in paragraph 7 of Part I of Schedule 12A to the Local Government Act 1972. This document will not be sent to the press or made available to the public.

Date of Next Meeting – Wednesday 18th June 2008 at 10am.

COMMUNITY ENGAGEMENT COMMITTEE

1 November 2007

PRESENT

Mrs. Rosemary Gutteridge – Chair	Mrs. Penny Fletcher
Mrs. Colleen Atkins	Mrs. Elaine Horrocks
Mrs. Sue Alexander	Mr. Peter Conniff
Mr. Shahzad Choudhry	Mr. Victor Lee

07/CE/22 APOLOGIES

Apologies were received from

Mr. Peter Hollick

07/CE/23 MINUTES

The minutes of the meeting of the Community Engagement Committee held on 19 June 2007 were confirmed.

07/CE/24 MATTERS ARISING

07/CE/13 Maps of Neighbourhood Policing in Bedfordshire and Luton

Maps detailing neighbourhood policing areas would be distributed to Members.

07/CE/13 Report on Funding of PCSOs

The Unitary debate currently ongoing in Bedfordshire had affected any funding that might have been available from the County's Confident Communities Fund (CCF). That funding had been reduced from three years to one year only.

Chair of Police Authority, Mr. Conniff, advised that until the decisions were made on the Unitary debate in Bedfordshire it was difficult for the Police Authority and the Force to plan Police Business throughout the county.

Mrs. Atkins requested that a written statement of the current situation on PCSOs should be produced. As a councillor she advised that, in her

experience, the issue of PCSOs was the most asked about issue by her constituents.

07/CE/17 Customer Charter

The launch of the Customer Charter had been postponed. The reason for this was that the wording and content was being reviewed to incorporate the work currently being undertaken for the Strategic Plan 2008 –2011.

07/CE/17 Volume Crime Management Model (VCMM)

Chief Superintendent Twydell explained to Members that resource levels had prevented the full model being delivered as required by the Home Office. The Force is taking a different approach to improving crime investigation performance under a Gold/Silver/Bronze structure. The ACC chairs the Gold Group overseeing the strategy for delivering crime investigation service improvement with Chief Superintendent Twydell leading the Silver Group in implementing the strategy through a number of Bronze Commanders.

It was agreed that Detective Superintendent Coombes from Citizen Focus Division who heads the Crime Investigation Improvement Unit should present a report to Police Authority Performance Committee on 27th November 2007. The report would include an overview of the new initiative and an explanation of the delivery plans.

07/CE/19 Police Authority Members assigned to Inspector Led Neighbourhood Areas (ILNAs)

Ms. Elena Collins, Policy and Research Officer advised Members that this work was in progress and would be completed within the next month.

Resolved

That a report on the Crime Investigation Service Improvement Initiative be presented to the next Police Authority Performance Committee.

07/CE/25 DECLARATIONS OF INTEREST

Ms. Sallie Blair of Better Times declared an interest in Item 12 of the agenda and agreed to leave the meeting before this item was discussed.

07/CE/26 Initial Police Learning and Development Programme (IPLDP) Community Engagement Placements

Chief Inspector Mark Holbourn, Head of Learning and Development, presented a report on community placements for student officers within the training programme.

Each student officer was required to do one placement at the beginning of their training (week 5) and a second towards the end of their training (week

50).

The host organisations were from statutory, voluntary and community sectors of Bedfordshire and Luton and some were registered charities.

The aims of these placements are:

Placement 1 – To give student police officers an understanding of other organisations, diverse communities and groups within their police area, thereby increasing trust and improving police performance.

Placement 2 – To give student police officers an understanding of community policing and problem-solving in partnership with other organisations, diverse communities and groups within their police area.

Members of the Committee expressed concern that the report stated that student police officers are not Criminal Records Bureau (CRB) checked to enhanced level and this prevented them being placed in organisations that dealt with vulnerable people.

Chief Inspector Mark Holbourn advised that at present it cost £60 to carry out this check and this required renewing after three years. There was no national policy on this issue. Currently the Director of Corporate Services was reviewing this matter. The matter had been raised at a Risk Management Group meeting recently.

Members requested that this matter was reported at the next Human Resources meeting and that costing of applying enhanced CRB checking to student police officers was included in the report.

The monitoring of the Community Engagement Placement scheme is carried out by the Community Involvement Officer and reported to Head of Learning and Development.

The students each deliver a presentation on their experience to their peers and members of the placement organisations during a presentation day held at Headquarters.

Some organisations had expressed a desire for the placements to be for two weeks instead of one. This had been discussed in the training department and it had been decided that placements remain at one week to enable balance with all other training requirements of students.

The Community Involvement Officer approached the organisations to accommodate student police officers and this work was ongoing.

Police Authority Members were invited to attend the presentation days, which were held over one day with a buffet lunch provided. Details would be provided to Members about forthcoming dates.

Members agreed that an annual report should be presented to the Community Engagement Committee on this matter.

Resolved

- 1. That a report on enhanced CRB checking of Student Police Officers be reported at the next Police Authority Human Resources Committee meeting.**
- 2. That an annual report on IPLDP Community Engagement Placements be presented to the Community Engagement Committee.**

07/CE/27 'BLUELIGHT SURVEY' RESULTS

Ms. Elena Collins, Policy and Research Officer delivered a presentation on the results of the recent 'Bluelight Survey' and other consultation carried out by the Police Authority in Bedfordshire and Luton.

The following findings of the surveys were highlighted:

Public Knowledge and Information

The survey results of both the Bedsvoice Survey and the 2007 Council Tax Survey were that the preferred method for information being passed to members of the public was by leaflets/magazines delivered to the door and the next preferred option was by using the local newspaper.

Issues Most Affecting People's Lives

The issues that most affected peoples lives across Bedfordshire where 1 is the worst affect are: -

1. Teenagers Loitering
2. Noise Nuisance
3. Speeding/Traffic Offences
4. Rubbish/Littering
5. House Burglaries
6. Vandalism/Graffiti
7. Vehicle Nuisance
8. Criminal Damage
9. Drunk and Rowdy
10. Drug Dealing/Using

Youth Related Priorities

There was an overwhelming majority of support across Bedfordshire for more activities to be provided for young people to divert anti-social behaviour.

Members of the Committee discussed the findings of the surveys.

The 'Bedsvoice' and Blue Light Surveys did not include Luton. These were facilitated by the 'Bedsvoice' Citizen Panel representing Bedfordshire County Council, Mid Bedfordshire District Council, South Bedfordshire District Council, Bedfordshire & Luton Fire and Rescue Service, Bedfordshire Police Authority and Bedfordshire Police Force. Discussions were underway for Bedfordshire Police Authority, Bedfordshire Police Force

and Bedfordshire & Luton Fire and Rescue Service to partner a new Luton Citizen Panel with Luton Borough Council.

Mr. Conniff stated that the County Council no longer provided a Youth Service as they had opted out of this because of cost some years ago. The consequence of this was that the Police were now picking up a lot of work that used to be carried out by the Youth Service.

The data from the survey would be used to steer the Policing Plan. Local priorities were required to be addressed and this information would be drilled down to the Safer Neighbourhood Teams.

Chief Superintendent Ivor Twydell requested that all this data be fed into the CDRPs.

The results of the surveys would be communicated to the public. Ms. Blair of Better Times would devise a communication plan to take this forward.

Resolved
That the report be noted.

07/CE/28 NEIGHBOURHOOD POLICING ENGAGEMENT

The Head of Citizen Focus, Chief Superintendent Ivor Twydell, presented a report on Neighbourhood Policing Engagement to the committee on behalf of the Assistant Chief Constable.

The purpose of the report was to inform the committee of the engagement process that had been developed for Neighbourhood Policing.

The HMIC grading of poor had been disappointing. The HMIC had made four recommendations to the Force and these were detailed in the report with the Force's actions to address them: -

Recommendation 1: That the Force action the Engagement Strategy as a matter of priority.

Neighbourhood profiles would be completed on each neighbourhood to provide a demographic breakdown to inform the development of local engagement plans. There would be 36 in C Division and 75 in J Division. These profiles would be completed by 31.10.07.

On completion of the profiles neighbourhoods would be prioritised according to demand and 'fear of crime'. Profiles for each neighbourhood would be completed by 09.11.07.

On completion of neighbourhood profiles and prioritisation, Safer Neighbourhood Teams (SNTs) would produce local engagement plans to ensure activities were included that targeted the specific demographics and needs of the area. This would be completed by 30.11.07.

Local engagement mapping was currently being undertaken by police and partners.

The Neighbourhood Policing Board would ensure that engagement was being undertaken in accordance with the Neighbourhood Policing Engagement Model across all SNTs.

The support of the National Neighbourhood Policing Team would be utilised across a number of areas, in particular, to undertake a reality check on implementation of Neighbourhood Policing on a monthly basis.

Internal reality checking would be carried out in December 2007 and February 2008.

Recommendation 2: That the Force ensures the benefits of effective communication, marketing and publicity are fully realised.

A permanent post for a Neighbourhood Policing Communications and Marketing Officer had been established from October 2007. Responsibilities of this post were: -

- Developing mechanisms to support neighbourhood policing operationally.
- Developing and delivering a communication and marketing plan.
- Developing local plans with divisions and SNTs to ensure effective delivery of local level communications and feedback.

Recommendation 3: That the Force ensures mechanisms are put in place to provide a more consistent approach to the continued development of Neighbourhood Policing across the Force area.

The Neighbourhood Policing Implementation Group had been established in September 2007 to drive implementation and embedding of Neighbourhood Policing at operational level. This group sat between the Neighbourhood Policing Board and the divisional delivery boards. It provided a vehicle for addressing implementation issues and gaining agreement on the more detailed areas of development of the Neighbourhood Policing framework.

Recommendation 4: That the Force introduces robust procedures for the monitoring of abstractions.

Abstractions would be monitored via the Duty Management System. Monitoring of abstractions would be integrated into the Force Performance Management processes.

There was much discussion regarding the report by members.

The problems of filling posts and abstractions in Safer Neighbourhood

Teams were discussed. Chief Superintendent Ivor Twydell informed the committee that there were some difficulties with resources and abstractions. Work was being done by ACPO with regard to funding. The recruitment issue was a matter for the Director of Corporate Services.

Members agreed that they would like to see an action plan relating to resourcing on this matter and reassurance that the matter was being addressed. It was agreed that this matter should be taken to the next Human Resources Committee meeting.

Members were keen to know how the neighbourhood profiles would be maintained as living documents. Chief Superintendent Twydell advised that BCUs required grant funding for analytical posts to maintain the profiles. Mrs. Fletcher said that she would like to flag up concerns on how difficult it would be for SNTs to be responsible for maintaining the profiles and requested that the matter was taken to Corporate Services for a response. Members agreed to this.

Mr. Lee stated that as there were a number of railway stations throughout the county he would like to see better links being developed between Neighbourhood Policing Teams and the British Railway Police.

The Neighbourhood profiles (Recommendation 1) had been completed at the time of the meeting.

Resolved

- 1. That the report be noted.**
- 2. That an update report be presented to the next Community Engagement Committee meeting.**
- 3. That a report on the resourcing of Neighbourhood Policing be presented at the next Human Resources Committee meeting.**
- 4. That the concerns of the committee on the maintenance of neighbourhood profiles be taken to Corporate Services for a response.**

07/CE/29 NATIONAL QUALITY OF SERVICE COMMITMENT- PROGRESS REPORT

The Head of Citizen Focus, Chief Superintendent Ivor Twydell, presented an update report on National Quality of Service Commitment (NQoSC) to the committee on behalf of the Assistant Chief Constable. Members were asked to note the Force's compliance with the NQoSC and the continued work to deliver improvements to customer service.

Chief Superintendent Twydell informed the committee that he had commissioned a major piece of work to be undertaken to review the compliance framework in light of restructuring of the force. Whilst the force had achieved compliance in November 2006 Chief Superintendent Twydell emphasized how important it was to review it's position and identify gaps or

weaknesses in delivery. This review would identify any gaps and ensure that the force response to implementing the NQoSC was fit for purpose.

The Service Improvement Group (SIG) had moved from quarterly to monthly meetings to enable a more dynamic response to service improvement issues as they arose.

An internal initiative, INFORM 2, had been launched to coincide with Customer Service week in October 2007. The aims of this initiative were to further improve keeping victims and witnesses informed. A nine-month action plan had been developed to embed INFORM 2 throughout the Force.

Improvements in the Witness Care Unit were required and work was being carried out to reconfigure the budget to resource a better service.

A Citizen Focus Project Board was to be set up and the Police Authority could be represented on this.

The Customer Service Managers were using mystery shoppers to highlight issues of customer service.

Members acknowledged that much good work had been done with compliance to the National Quality of Service Commitment and agreed that the Force needed to market and document this.

Resolved

That Members had concerns regarding the Force's continued compliance to the National Quality of Service Commitment in light of Force restructuring and awaited a further report at the next Community Engagement Committee meeting.

07/CE/30

JOINT PARTNERSHIPS STRATEGY – DRAFT TEMPLTE FOR PERFORMANCE MONITORING OF SAFER NEIGHBOURHOODS

The Head of Citizen Focus, Chief Superintendent Ivor Twydell, presented a report on the Draft Template for Force-wide Performance Monitoring of Safer Neighbourhoods to the committee on behalf of the Assistant Chief Constable. The purpose of this report was to provide for consideration a draft template for a Force-level Safer Neighbourhood Performance Framework in light of recently issued national guidance.

It was recommended that the block theme approach for performance monitoring of the Joint Partnerships Strategy was reviewed at the next Community Engagement Committee meeting and that it be replaced by a regular performance reporting framework.

It was agreed that Dr. Julie Wymer, Head of Strategic and Policy Development would meet with the Force Head of Performance to take this matter forward.

The report informed members of the draft template for Force level performance reporting of Safer Neighbourhoods.

The template provided high-level performance monitoring relating to key indicators and the outcomes of Safer Neighbourhood Teams in Bedfordshire and Luton. The framework was based on 'Neighbourhood Policing Performance Guide' published jointly by the Home Office, ACPO, APA and NPIA in 2007.

Members discussed the information in the report.

Bedfordshire Police had recently launched a 'Safer Homes Initiative', which was hoped to address the 'fear of burglary' and house burglary figures of the report.

The rise in reporting of anti-social behavior was raised by Mrs. Atkins. Chief Superintendent Twydell responded that the public now realised that, through consultation and increased focus on the matter, the police took ASB seriously and so were more inclined to report incidents than they had been in the past.

Authors of the report were requested to ensure that writing was large enough for people to read and Members requested that coloured copies of the report be provided for meetings.

Resolved

- 1. That the report be noted.**
- 2. That performance monitoring of the Joint Partnerships Strategy be reviewed at the next Community Engagement Committee meeting.**
- 3. That a report on Force Level Performance Monitoring of Safer Neighbourhood be brought regularly to Community Engagement Committee meetings.**

07/CE/31 PARTNERSHIPS –UPDATE REPORT

Mrs. Fletcher, Vice Chair of Bedfordshire Police Authority, gave an oral update report on Partnerships.

- There had been new guidance for CDRPs from the Home Office.
- The Countywide Responsible Authorities Group (RAG) of which Mrs. Fletcher was Chair had met in late October.
There had been agreement to a countywide Prolific and other Priority Offender (PPO) scheme. Superintendent Pete Buckingham of Bedfordshire Police Force would involve RAG Members in his review work and report back at their next meeting in January.
- The Head of Strategic and Policy Development had taken over as Chair of the SCRIBE Project Board.
Luton had recently agreed to become a partner in the SCRIBE project.

SCRIBE – Sharing Community Related Information in Bedfordshire Electronically.

- In partnership with the Home Office and GoEast the Luton RAG had reviewed its current arrangements. The review report made recommendations which the Luton RAG was taking forward

The Chair expressed gratitude for all the work that Mrs. Fletcher was doing in partnerships.

Resolved

That the report be noted.

07/CE/32

CONSULTATION AND PUBLICATIONS

Ms. Elena Collins, Policy and Research Officer and Sallie Blair of Better Times presented a joint report on Police Authority Consultation and Communications. The purpose of the report was to inform Members of recent and future consultation activity and to update Members regarding Police Authority communications.

Consultation

Ms. Collins had reported on the results of consultation undertaken by Bedfordshire Police Authority earlier in the meeting - as above. **(07/CE/27)**

Bedfordshire County Council was compiling a table of all partnership consultation conducted across Bedfordshire in 2007 –08. The data would be available to all CDRP partners on completion.

Mid Bedfordshire District Council was to host a councillor feedback forum with Bedfordshire Police Force in late 2007/early 2008 and the Police Authority was invited to attend.

Forthcoming Consultation

A Community Safety Seminar would be held in November 2007, hosted by the Police Authority, Bedford Borough Council and Bedfordshire & Luton Fire and Rescue Service.

Budget Consultation

The Authority is commissioning a market research company (SMSR) to facilitate consultation on the budget across Bedfordshire and Luton commencing in November 2007.

Diversity Forum –Disability

The feedback and findings of Police Authority consultation will be discussed with individuals representing disabled groups in late 2007.

Communications

The Policing Plan Summary, Local Policing Summary and Partnership News had been published.

Work to refurbish the Police Authority website was in progress.

Forthcoming publications

Work on an updated members leaflet was near completion. Production of the 2008 Council tax leaflet would commence in the new year.

Discussions regarding the production of the Three Year Strategy Plan (2008 – 2011) and the Annual Policing Plan (2008) were underway.

Resolved

That the report be noted

07/CE/33 RENEWAL OF PUBLIC RELATIONS CONTRACT

The Head of Strategic and Policy Development presented a report to Members on the Public Relations Contract. The purpose of the report was to consider options available for the provision of Public Relations Services and to consider the process for the provision of Public Relations Services.

Members voted for the Authority to continue to outsource the function of Public Relations and seek tenders for the provision of the service.

A working group was established to take this matter forward.

Resolved

That the Authority should continue to outsource the public relations function and seek tenders for the provision of the service.

07/CE/34 Meeting closed at 12.40pm

BEDFORDSHIRE POLICE AUTHORITY

Not Protectively Marked

Information Item

Committee	: Community Engagement Committee
Date	: 4th March 2008
Agenda Item	: 5a
Lead Officer	: ACC Katherine Govier
Subject	: Neighbourhood Policing Update
Purpose	: To inform the Committee of progress towards NP implementation.
Background Papers	: Neighbourhood Policing Progress Report (November 2006)

1. Current Position

- 1.1 Significant progress has been made in NP implementation over the last few months. The Force has benefited from increased drive for NP and an injection of resources aiding implementation. Jerry Kirby, Director of the NPIA National NP Programme Team, has been having regular contact with the ACC and has acknowledged the degree of progress being made.
- 1.2 The ACC has aligned the key priorities for delivery with the recommendations from the 2007 HMIC assessment and the subsequent NPIA Assessment in October 2007.
- 1.3 The key areas of focus for the NP Project up to end March 2008 are:

Engagement

Teams have produced engagement plans to cover the period January to March 2008. Whilst some refinement is required, the plans include:

- an assessment of the communities and groups to be consulted within each neighbourhood;
- an assessment of the methods to be used to engage with the various groups;
- schedules for when the engagements will take place;
- tracking of engagement activity, including capturing the key outcomes to inform the setting of local priorities.

Teams have also identified the forums in which local priorities will be agreed collaboratively with partners and the public. These are also reflected in engagement plans and the dates of key public consultation forums have started to be published on the Force website.

All teams have identified Key Individual Networks (KIN) and are committed to engaging with each key individual by the end of March 2008.

Activity is on track to have local priorities identified for every neighbourhood and problem solving commenced by end March 2008.

Communications and Marketing

The capability to effectively deliver NP communications and marketing activity has been delivered with the creation of three posts dedicated to this (one central plus dedicated NP communications officers on each BCU).

A large amount of work has been undertaken since October 2007 both internally and externally, including:

- a programme of internal briefings (for example: patrol sections, intelligence staff, Call Handling and Enquiry Office teams);
- dedicated conference days for SNT supervisors as well as Neighbourhood Police Officers (NPOs) and PCSOs;
- production of information items relating to NP (including 'What is NP' leaflet, PCSO 60 Second Briefing);
- updating of NP communications toolkit for use by SNTs;
- agreement of corporate standards for NP communications;
- creation of NP pages for the intranet (to go live by end Feb 2008).

An external marketing campaign is planned leading up to 1st April 2008 and the requirement to do this is being reflected nationally, with the Home Office and NPIA making funding available to support forces with this. The Force will take part in a national campaign from 17th to 29th March to increase awareness about Safer Neighbourhood Teams and NP.

In support of this, work has been commissioned to redesign and update the NP pages of the Force website.

Abstraction Monitoring

As previously reported, SNT abstractions will be captured via the Duty Management System (DMS). Training of SNT supervisors is currently being progressed and due to be completed by the end of February. The DMS solution will 'go-live' from 1st March 2008.

In January 2008 the SNT Abstraction Policy was reviewed to ensure it was still fit-for-purpose and in line with national guidance. The Force NP Board agreed to increase the allowable rate of abstraction for NPOs to 20% (from 15%). This was felt to be a more achievable rate and is in line with other forces.

Both BCUs have planned to integrate the monitoring of SNT abstractions into existing divisional performance frameworks. At a Force level, SNT abstractions feature in the NP Performance Pack which is presented to the Force NP Board monthly.

SNT Performance Framework

The performance framework for NP has been agreed, with performance indicators identified at each level of delivery (individual, SNT, ILNA, District and Force). A gap analysis has been undertaken to identify areas where data for specific indicators is not currently available and was presented to the January 2008 Force NP Board.

Work is now being progressed to determine how these gaps can be filled and all required data for SNT performance monitoring captured.

Both BCUs have committed to integrating SNT performance monitoring into existing divisional performance frameworks.

□ **Consistent approach to the continued development of NP across the Force area.**

Consistency is being achieved through the NP Force Board and the link from this to divisional implementation boards. The overall project plan is also reflected in divisional action plans where appropriate.

The NP Implementation Group, attended by Chief Inspectors, is continuing to address issues of consistency and standardisation in developing NP processes and deliverables.

2. Neighbourhood Profiles

- 2.1 Following a review of neighbourhoods in J Division during November / December 2007, the profiles for the BCU have been rewritten. Due to resource constraints, this has been resourced by the Corporate Development Department.
- 2.2 Going forward, profiles will be the responsibility of the BCUs and will be owned by the SNTs. Much of the updates will be done by SNTs as the bulk of the profile is about local information particular to each neighbourhood (e.g. signal crimes, local issues, specific communities and local points of contact).
- 2.3 The crime and incident data will need to be updated regularly to reflect the true level of crime within the neighbourhood. Ultimately the objective is to automate this process, however, until this can be achieved analytical / researcher capability will undertake this work and 4 posts have been built into the 2008/09 budget agreed by the Police Authority on 15 February 2008. The four permanent posts, within Territorial Policing, will provide analytical capability for Neighbourhood Policing. Intelligence gathering is a vital tool, as well as a requirement under the national guidance for Neighbourhood Policing, and additional staff will give greater effectiveness in this area.
- 2.4 In C Division, there is a joint-funded dedicated Neighbourhood Analyst who has responsibility for the profiles currently. The additional analytical capability agreed as part of the budget will provide additional support to both J and C Division. This is being progressed by the Force NP Board as part of the overall plan for sustaining NP.

3. HMIC

- 3.1 The date for the 2008 inspection of Citizen Focus and NP is scheduled for the week commencing 7th April. A T/Superintendent has been appointed to oversee the inspection process for NP, working with the Inspection Team in Corporate Development.
- 3.2 As part of the ongoing self-inspection process for NP implementation, the ACC has requested a NPIA BCU inspection to be carried out on 26/27 February 2008. There will also be an internal analysis of NP (to be complete by mid-March 2008) to identify current capability against the HMIC assessment criteria. The outcomes of this and the NPIA assessment will be used to identify any gaps and the related actions to be initiated prior to the HMIC Inspection.
- 3.3 This will be further built upon to inform a planned series of briefings aimed at those individuals and teams likely to be involved in the HMIC interview process.

- 3.4 Initial document submission was completed for 15th February. Between now and the HMIC visit the Inspection Team will identify any additional supporting documentation and evidence that will be beneficial to the assessment.

4. Recommendation

- 4.1 It is recommended that the Committee note the report and receive an update in 3 months time.

Report prepared by:
Victoria Harnedy
NP Project Manager

On behalf of
Katherine Govier
Assistant Chief Constable



SAFER NEIGHBOURHOODS FORCE LEVEL PERFORMANCE MONITOR JANUARY 2008

The purpose of this monthly update to the Safer Neighbourhoods Performance Monitor is to provide the Force Executive and the Police Authority with Force level performance information relating to the activities and outcomes of Safer Neighbourhood Teams in Bedfordshire. The framework for this performance monitor is based upon the 'Neighbourhood Policing Performance Guide' published jointly by the Home Office, ACPO, APA and NPIA in 2007. The latest data available from most Force systems relates to the end of January 2008. Since the previous (December 2007) version of this report, the British Crime Survey data (taken from iQuanta) has been updated to September 2007.
Performance Delivery Unit 5th February 2008

1. ACCESS

1.1 Dedicated Safer Neighbourhood Staff: Establishment and Vacancies

(Data from Bedfordshire SNT Project Team as at 31st January 2008)

	PCSOs		Police Constables		Police Sergeants		Police Inspectors	
	Establishment	Vacancies	Establishment	Vacancies	Establishment	Vacancies	Establishment	Vacancies
C Division	50 (SNTs only)	1	29	8	7	1	3	0
J Division	68 (all PCSOs)	1	50	2	13	0	7	0

- The overall vacancy levels remain proportionately higher in C Division than in J Division - although there are fewer vacancies in both divisions than indicated in the previous report. C Division continues to have a high vacancy rate among Police Constables (now 28% - an improvement on the 32% recorded previously).
- Development work to provide details of SNT staff abstraction levels due to training, sickness etc is in progress and will be included in future monitoring reports when available.

1.2 Time spent on Patrol and Activities

(Data from the Activity Analysis campaigns during 2006/7 and the first half of 2007/08)

Note that this section has not been updated since the December 2007 Performance Monitor.

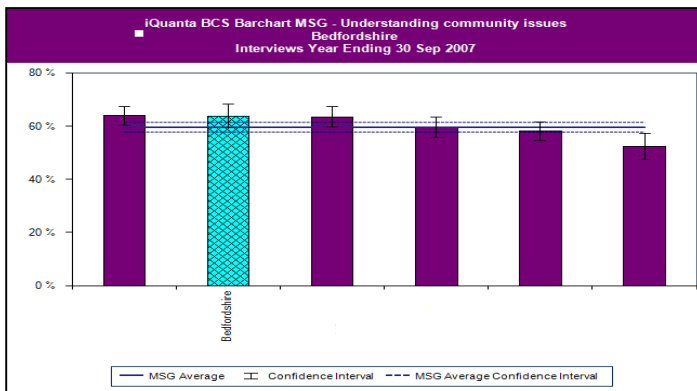
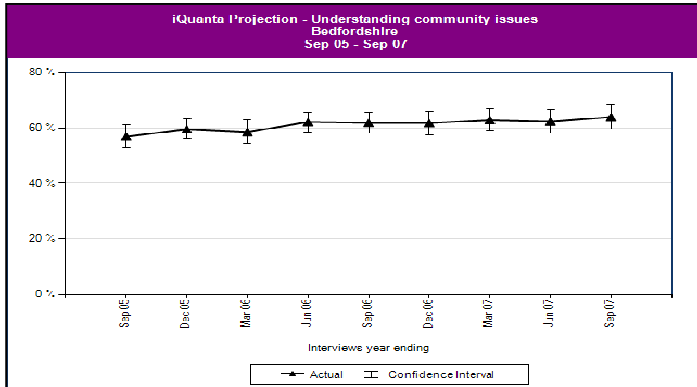
PCSOs			Police Constables		
Top Ten Activities	2006/07	2007/08	Top Ten Activities	2006/07	2007/08
Visible Patrol	37%	34%	Deal with Incidents (incl. travel)	20%	27%
Non incident paperwork	15%	14%	Visible Patrol	20%	22%
Community Involvement	13%	11%	Non incident paperwork	8%	8%
Refreshments	6%	7%	Paperwork/Case File prep.	8%	8%
Deal with Incidents (incl. travel)	4%	8%	Deal with detainees/suspects	5%	6%
Other non incident related	6%	4%	Briefings/Meetings/Handovers	5%	5%
Other incident linked work	2%	8%	Community Involvement	7%	1%
Training	4%	3%	Enquiries (other)	5%	4%
Special Operations/Events	2%	4%	Refreshments	4%	4%
Briefings/Meetings/Handovers	3%	3%	Other non incident related	3%	2%

- Between the 2006/07 Activity Analysis surveys and that conducted during the first half of 2007/08 there was an increase in the proportion of SNT Police Constable time spent on Visible Patrol (from 20% to 22%) and in Dealing with Incidents (from 20% to 27%). This was offset by a reduction in the proportion of time spent on 'Community Involvement'.
- PCSOs in Safer Neighbourhood Teams spent a higher proportion of their time on Dealing with Incidents and Other Incident linked work during 2007/08 than during the previous year – but with reduced proportions of time spent on Visible Patrol and Community Involvement.

2. INFLUENCE

2.1 Community Understanding - % of the public saying that police understand issues that matter

(BCS interviews during year ending 30th September 2007)

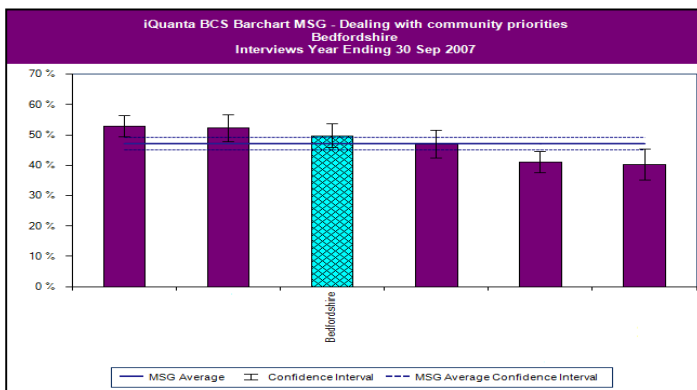
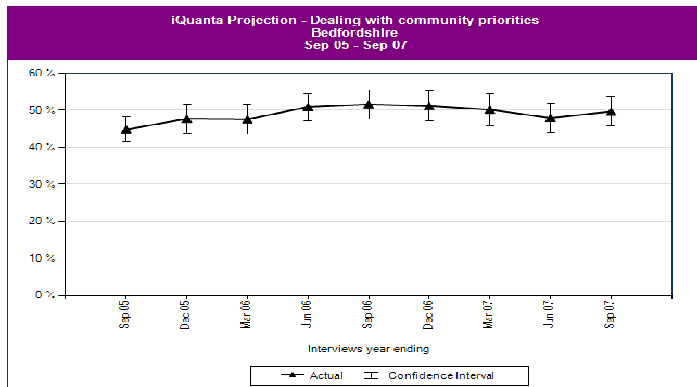


- This measure is the percentage of BCS respondents saying that they 'strongly agree' or 'tend to agree' with the statement that "they (the police in this area) understand the issues that affect this community".
- The percentage of people thinking that Bedfordshire police 'understand the issues that matter' increased to 63.9% in the period from June to September 2007 – continuing the slow but steady long term improvement with the highest level recorded in the past two years.
- This increase in the perception of the extent to which the police 'understand the issues that matter' moved Bedfordshire back to second position within the group of Most Similar Forces with a significantly higher than the MSF average level. In relation to figures for the 42 forces in England and Wales, Bedfordshire currently ranks in 11th highest position (jointly with 3 other forces). Despite this the percentage who believe 'the police understand the issues that matter' is 10 percentage points below the highest force but only 11 percentage points above the lowest

3. INTERVENTIONS

3.1 Action on Community Priorities - % of the public saying that the police are tackling issues that matter

(BCS interviews during year ending 30th September 2007)

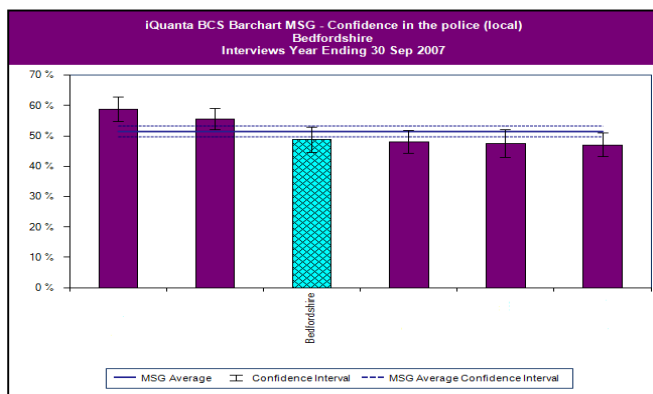
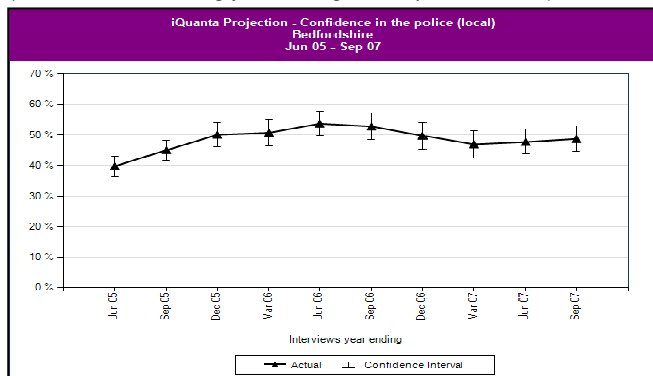


- This measure is the percentage of BCS respondents saying that they 'strongly agree' or 'tend to agree' with the statement that "they (the police in this area) are dealing with the things that matter to people in this community".
- In the period to 30th September 2007, the percentage of people believing that Bedfordshire Police are dealing with community priorities increased for the first time after three successive falls in the previous 9 months. The level has not quite returned to the peak levels of 2006 but is not that much lower.
- Bedfordshire has remained in third highest position within its group of Most Similar Forces with a higher than MSF average level of belief that the police are tackling issues that matter. The improvement has also brought about an increase from 25th to 21st highest in England and Wales (out of 42) as at the end of September.

4. ANSWERS

4.1 Confidence in the local Police - % of the public saying the Police are doing a good job

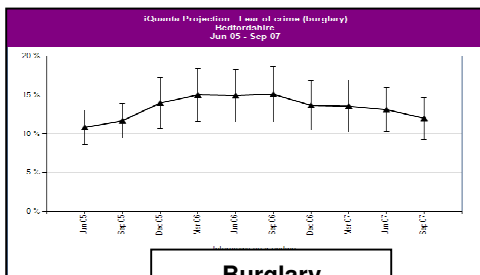
(BCS interviews during year ending 30th September 2007)



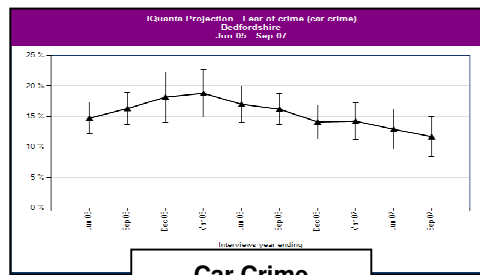
- This measure is the percentage of BCS respondents answering 'good' or 'excellent' when asked: 'Taking everything into account, how good a job do you think the police in this area are doing?'
- After falling consistently over 9 months from June 2006, overall confidence in Bedfordshire Police has increased slightly in both the last two periods for which BCS data is available.
- The most recent estimate that 48.7% of the public think the police do a good job (up 1% from the end of June figure) remains the third highest in the group of Most Similar Forces. However it is lower than the MSF average level and again ranks only 31st highest in England and Wales – just two positions higher than when the level of confidence was at its lowest point at the end of March 2007.

4.2 Fear of Crime – Percentage of respondents with high levels of worry about.....

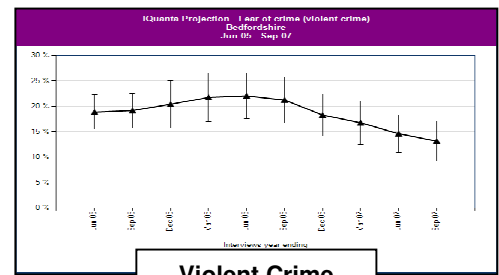
(BCS interviews during year ending 30th September 2007)



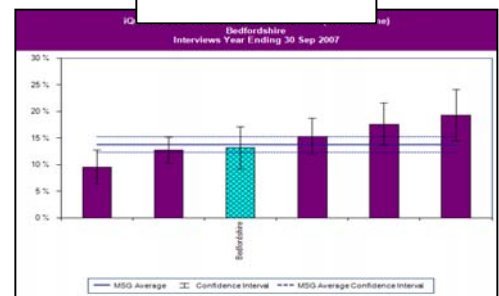
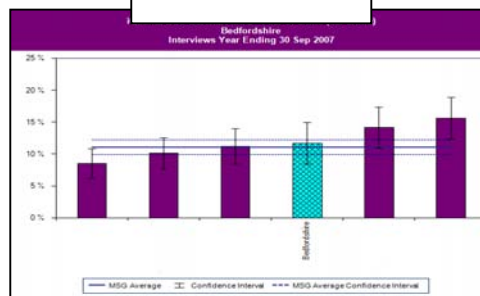
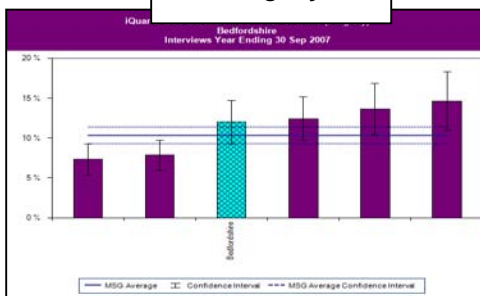
Burglary



Car Crime



Violent Crime



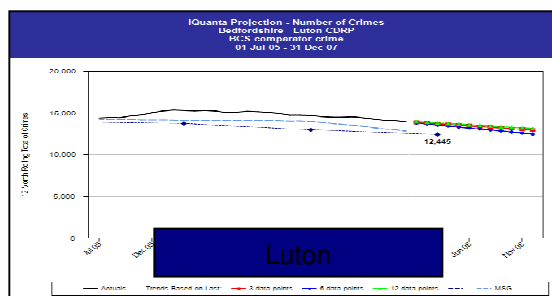
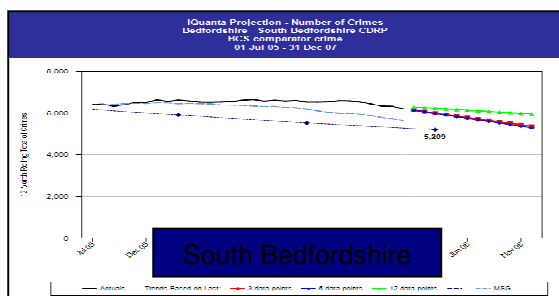
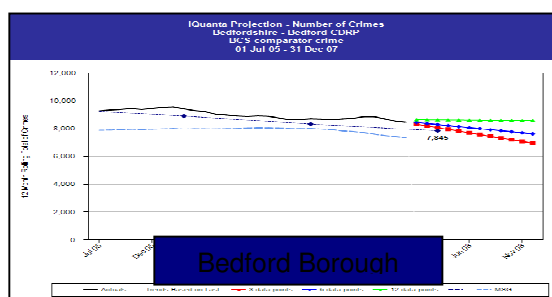
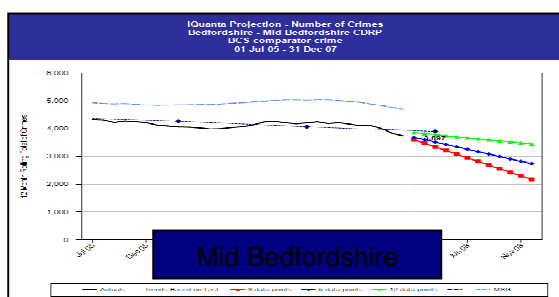
- Fear of crime levels continued to fall during the period to the end of September 2007 – extending the decline from the peak levels recorded in the period ending March 2006. This reflects current trends in recorded violent crime in Bedfordshire but does not correlate with recent trends in all vehicle crime (a relatively marginal decline only during the past year) and burglary (steeply increasing levels since mid 2006). A higher proportion of the population have 'high levels of worry' about violent crime (13.2%) than the proportions with 'high levels of worry' about burglary (12.0%) and car crime (11.7%)
- Fear of car crime and violent crime remain close to MSF average levels but fear of burglary remains significantly higher than the MSF average despite Bedfordshire having the 3rd lowest level within the MSF – the average reflecting two forces within the group having very much lower levels of fear of burglary than the other four.

4.3 BCS Comparator Crime and PSA1 Performance

(Data from Bedfordshire Police Crime Management System via NMIS as at 31st January 2008)

The offences classified as 'BCS Comparator Crimes' are those for which it is possible to make a direct comparison between police recorded crime data (as presented here) and the estimates provided by the British Crime Survey. Figures presented here are expressed as rates per thousand population – now using the mid 2006 population estimates incorporated into iQuanta (except burglary which is per thousand households) - to facilitate comparison between the four CDRPs. The figures for 2007/08 to date have been adjusted to represent an annual incidence rate so that current levels can be compared directly with last year – the current year's figures being coloured code red or green depending upon whether they are higher or lower than the figures for last year.

	Bedford Borough CDRP		Mid Beds CDRP		South Beds CDRP		Luton CDRP	
	Final 2006/07	YTD 2007/08	Final 2006/07	YTD 2007/08	Final 2006/07	YTD 2007/08	Final 2006/07	YTD 2007/08
Theft of Motor Vehicle	3.0	2.6	1.9	1.8	3.6	3.2	4.0	3.7
Theft from Motor Vehicle	8.8	8.6	6.6	5.6	11.2	10.5	18.2	16.9
Vehicle Interference	1.1	0.8	0.8	0.7	1.4	1.1	1.4	1.2
House Burglary	12.8	14.6	8.2	7.3	12.4	16.6	24.7	31.7
Theft of Pedal Cycle	3.2	3.0	0.7	1.0	1.8	1.5	0.9	1.4
Theft from the Person	2.0	1.9	0.5	0.3	1.9	1.2	3.8	3.2
Criminal Damage	19.0	18.5	12.9	11.6	19.9	19.1	19.9	18.3
Common Assault	3.4	2.3	1.3	0.9	2.3	1.6	4.8	4.0
Woundings (All)	9.0	7.8	3.7	3.2	7.5	6.9	12.5	11.6
Personal Robbery	1.8	1.8	0.3	0.2	1.2	1.2	4.0	3.5
All BCS Comparator Crime	56.4	53.3	31.9	28.3	55.8	52.8	78.9	76.0



These iQuanta charts show the 12 month rolling total number of BCS Comparator Crimes for each CDRP from July 2005 to December 2007. The PSA1 target is shown at the end of a straight line trajectory leading from the 2005 start point to the March 2008 target. Projected levels of crime based on the previous 3 months figures are shown in red, based on the previous 6 months in blue and the previous 12 months in green. The pale blue dashed line shows MSG averages.

- The overall incidence of BCS Comparator Crime during April 2007 – January 2008 has been lower than the full year incidence rates for last year in all four CDRPs. The Bedford Borough CDRP has fallen slightly since the end of December but the YTD rates for the other CDRPs have all increased in the last month.
- The incidence of burglary remains much higher than during 2006/07 in three of the CDRPs – Bedford Borough, South Bedfordshire and Luton CDRPs.
- Despite the declining trends in BCS Comparator Crime, the iQuanta projections suggest that only Mid Bedfordshire, the one CDRP with lower than MSG average crime levels, will meet the PSA1 March 2008 target level.

4.4 Anti-Social Behaviour Incidents

(Data from Bedfordshire Police Command and Control System via NMIS as at 31st January 2008)

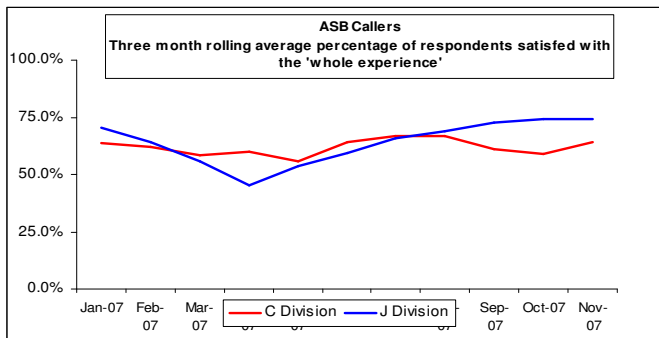
Incident data is recorded on and compiled from the Force Command and Control System. The classification categories are as defined in the National Standards for Incident Recording. Figures are shown for April 2006 – January 2007 and April 2007 – January 2008. The current year's figures are coloured red or green depending upon whether they are higher or lower than the figures for last year.

	Bedford Borough CDRP		Mid Beds CDRP		South Beds CDRP		Luton CDRP	
	Apr 06 Jan 07	Apr 07 Jan 08	Apr 06 Jan 07	Apr 07 Jan 08	Apr 06 Jan 07	Apr 07 Jan 08	Apr 06 Jan 07	Apr 07 Jan 08
Abandoned Vehicles (not stolen/causing obstruction)	877	715	619	543	707	551	1,457	1,239
Animal Problems	100	133	118	90	144	159	93	111
Begging/Vagrancy	63	92	5	0	26	33	64	91
Hoax Calls to Emergency Services	172	207	28	53	86	116	275	483
Inappropriate Sale/Use/Possession of Fireworks	69	94	25	41	49	48	64	82
Malicious Communications	236	298	152	157	184	209	321	363
Noise Nuisance	97	74	37	34	47	35	81	72
Prostitution Related Activity	3	2	5	1	0	6	140	117
Rowdy/Nuisance	38		31		28		35	
Rowdy/Nuisance – Environmental Damage/Littering	3	48	2	38	3	45	4	63
Rowdy/Nuisance – Neighbours	642	852	262	285	374	462	891	1,020
Rowdy/Nuisance – Rowdy and Inconsiderate	5,035	5,714	2,445	2,418	3,672	3,937	6,113	6,994
Street Drinking	120	136	49	37	103	73	141	85
Substance Misuse	24	15	14	5	37	10	45	18
Trespass	73	111	29	39	39	34	69	112
Vehicle Related Nuisance/Inappropriate Vehicle use	931	1,118	516	630	1,380	1,178	1,407	1,185
Total Anti-Social Behaviour Incidents	8,483	9,609	4,337	4,358	6,879	6,896	11,200	12,025

- In comparison with the same period of last year, the total number of anti-social behaviour incidents between April 2007 and January 2008 has increased in all of the CDRPs – by 13% in Bedford Borough and by 7% in Luton. The increases in Mid Bedfordshire (0.5%) and South Bedfordshire (0.2%) can be considered to be marginal.
- By far the greatest number of Anti-Social Behaviour Incidents reported to the Police are classified as 'Rowdy/Nuisance – Rowdy and Inconsiderate' – representing 59.5% of all ASB incident between April 2007 and January 2008 in Bedford Borough CDRP, 58.2% in Luton, 57.1% in South Bedfordshire and 55.5% in Mid Bedfordshire. Only in the Mid Bedfordshire CDRP has the number during April 2007 – January 2008 been lower than during the corresponding period of 2006/07 – the 1% reduction comparing favourably with increases of 7% in South Bedfordshire, 13% in Bedford Borough and 14% in Luton.
- In all four CDRPs there have been fewer incidents relating to Abandoned Vehicles, Noise Nuisance, and Substance Misuse during April 2007 – January 2008 than in the same period of last year. Increases across all four CDRPs have occurred in incidents involving Hoax Calls to the Emergency Services, Environmental Damage/Littering (even if the former general classification of 'Rowdy/Nuisance' is included in the comparison), and Rowdy/Nuisance – Neighbours.

4.5 Satisfaction of 'ASB callers'

(Data from Bedfordshire Police Quality of Service Surveys – interviews conducted up to the end of January 2008 relating to incidents occurring up to the end of November 2007).



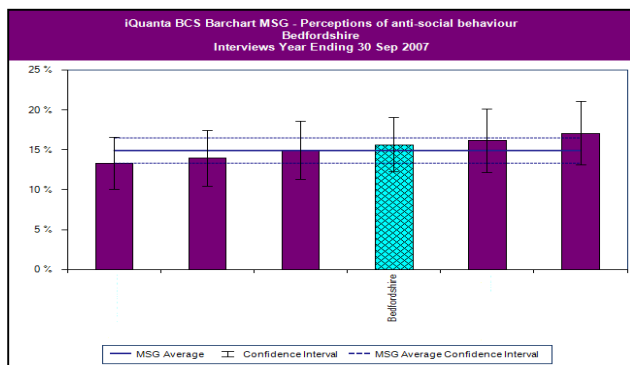
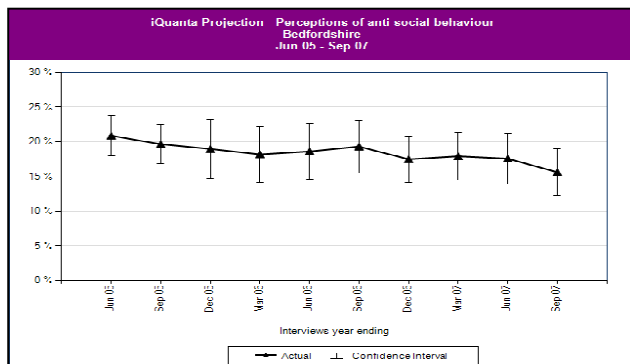
Incidents during April – November 2007: % of ASB callers surveyed who were satisfied with:

	C Division	J Division
Ease of contact	82.0	76.2
Ability of person taking call	88.0	84.6
Actions taken by police	62.3	67.6
Being kept informed	46.8	45.0
Treatment	84.2	85.5
Whole Experience	63.9	71.2

- Levels of satisfaction with the Police response to Anti-Social Behaviour Incidents among members of the public who have reported such incidents by telephone are assessed on an on-going basis as part of the programme of Quality of Service Surveys. Approximately 50 interviews are conducted each month - referring to incidents that were reported two months previously.
- After falling quite steeply in the early part of the year, the overall level of satisfaction among those reporting Anti-Social Behaviour incidents in J Division has continued to increase – although at a lesser rate in the latest period.
- C Division has experienced another sizeable fluctuation – with the overall satisfaction level increasing back towards the higher levels recorded earlier in the year.
- The only element in which satisfaction has fallen (albeit very marginally) since the end of October survey results is C Division's rating on 'being kept informed'. This remains by far the least satisfactory element in both divisions with J Division, despite an increase since last month, still having a lower level than C Division.

4.6 Perceptions of Anti Social Behaviour

(BCS interviews during year ending 30th September 2007)



- The British Crime Survey generates a measure of the percentage of people perceiving a high level of anti-social behaviour in their area. This is based on a series of questions relating to respondents views on problems due to burnt out or abandoned cars, noisy neighbours or loud parties, people being drunk or rowdy, people using or dealing drugs, teenagers hanging around, rubbish or litter lying around and vandalism.
- The percentage of people perceiving a high level of anti-social behaviour in Bedfordshire has generally fallen since 2004 despite some increase during 2006. The latest figure – for the year ending 30th September 2007 – shows a relatively steep fall from the 17.6% reported for the previous period to 15.6%.
- Within the group of Most Similar Forces, Bedfordshire still has the 4th highest proportion of BCS respondents perceiving a high level of anti-social behaviour – however the level is now only just higher than the MSF average.

BEDFORDSHIRE POLICE AUTHORITY**Not Protectively Marked**Information Item

Committee	: Community Engagement Committee
Date	: 4th March 2008
Agenda Item	: 5c
Lead Officer	: ACC Katherine Govier
Subject	: PCSO Funding / Resource Status
Purpose	: To inform the Committee of current position and progress in PCSO funding and resource status.
Background Papers	: N/A

1. Background

- 1.1 Bedfordshire Police has previously been encouraged by the Home Office to augment the 75% Home Office funding for up to 128 PCSOs in Bedfordshire, through partnership funding.
- 1.2 Bedfordshire Police during 2006 and 2007 developed agreements with 33 organisations or councils to part-fund 36 PCSOs with a billed income of £175,495 for 2007/08.
- 1.3 All agreements were aligned to end on 31st March 2008 and are not going to be renewed. Operational needs determine where the 128 PCSOs are to be deployed from 1st April 2008.
- 1.4 Bedfordshire County Council Confident Communities Fund (CCF) has provided District, Borough, Town and Parish Councils with a pro-rata proportion of £1m to allocate to Community Safety issues between 1st April and 31st December 2008.
- 1.5 Additional PCSO services, over and above the base levels of PCSO coverage, were one of the CCF options given to fund recipients.

2. Confident Communities Fund

- 2.1 Applications for funding for provision of services under the Bedfordshire C.C. CCF closed on 31st January 2008.

- 2.2 33 councils in Bedfordshire requested a total of 174 additional hours per week of PCSO service, through the allocation of £130,898 of their CCF grant.
- 2.3 Most of the 33 councils requesting additional PCSO services, are in rural areas of Bedfordshire. Inspector Led Neighbourhood Areas (ILNAs) in Ampthill, Bedford Rural and Leighton Buzzard received most requests for additional PCSO services.
- 2.4 Safer Neighbourhood Inspectors are developing recommendations for Divisional Command to facilitate the delivery of additional provision of requested PCSO hours.
- 2.5 Meetings are taking place with Bedfordshire C.C. to establish a Service Level Agreement, logistics of delivery and regular reporting necessary to satisfy Council members.

3. Current PCSO Resources

- 3.1 As of 1st February 2008, 116.2 (FTE) PCSOs were in employment with Bedfordshire Police.
- 3.2 68 PCSO positions are allocated to J Division (County) and 60 to C Division (Luton).

4. PCSO Forum and Training

- 4.1 PCSO Forums are continuing to be held on a quarterly basis at Police Headquarters. Each Forum gives PCSOs the opportunity to receive training, receive and provide information on issues and interact with other PCSOs to share best practice.
- 4.2 The last Forum was held on 13th December 2007 and next forum scheduled for 14th March 2008. Topics at the Forum included uniform, Police Federation, Unison, and funding. At the March 2008 meeting, Hate Crime will be additionally included.

5. Recommendation

- 5.1 That the Community Engagement Committee notes the PCSO funding / resource report.

Report prepared by:
Bob Meadows
Income Generation Officer

On behalf of
Katherine Govier
Assistant Chief Constable

BEDFORDSHIRE POLICE AUTHORITY

Not Protectively Marked

Information Item

Committee	: Community Engagement Committee
Date	: 4th March 2008
Agenda Item	: 6
Lead Officer	: ACC Govier
Subject	: Citizen Focus Update Report
Purpose	: Members are asked to note the Force's intention and actions to become more Citizen Focused in order to deliver improvements to customer service
Background Papers	: Community Engagement Committee updates 1st November 2007 and 7th March 2007

1. **Background**

- 1.1 The purpose of this paper is to provide an update to members on current and planned work to develop and embed a Citizen Focus ethos throughout the Force in order to deliver significant improvements in customer service.
- 1.2 Bedfordshire Police has declared four key strategic outcomes, contained within the draft 2008/11 strategic plan. These are that:
 - 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.
- 1.3 These outcomes resonate with the three national aims of Citizen Focus as outlined by the Home Office in 2006:
 - Improve public confidence in policing
 - Increase satisfaction of service users
 - Increase public involvement in policing
- 1.4 Nationally, ACPO has developed a vision for Citizen Focus that supports the Force strategic outcomes and has been embraced by the Bedfordshire ACPO team. The Vision is:

'a policing service that secures and maintains high levels of satisfaction and confidence through the consistent delivery of a first class policing service that meets the needs of individuals and communities and provides a service that people value'

- 1.5 In 2006 the national Quality of Service Commitment (QoSC) was published with a requirement on forces to be compliant by November 2006. The QoSC covers the following areas of contact with the public:
- Making it easy to contact us
 - Dealing with your initial enquiry
 - Keeping you informed
 - Victims of crime
 - Your voice counts
 - Freedom of Information
 - All complaints
 - Direction and control complaints
 - Inappropriate conduct complaints

Each area is supported by standards setting out the outcomes the public should expect from the service we deliver. The Force complies with the standards and is developing a mechanism to constantly monitor compliance and address any gaps identified.

2. **Report**

- 2.1 On 1 April 2007 a new Citizen Focus division was created within the Territorial Policing Directorate bringing together Criminal Justice, the Call Handling Centre, Community Safety and Diversity, and Corporate Communications (with responsibility for this function will shortly transfer to Corporate Services). Additionally, the new division has also taken responsibility for a wide-ranging programme of service improvement that includes strategic drugs issues, offender management and crime investigation improvement. Crucially, the new division is also spear-heading the Force drive to embed a Citizen Focus ethos throughout the organisation to deliver the strategic outcomes and the ACPO vision.
- 2.2 To achieve the outcomes and deliver the Vision for Citizen Focus is part of a cultural shift in Bedfordshire Police in order to create an organisation that looks at service delivery from the perspective of the service user – from the outside in. Organisations that are 'inside out' look at what is good for them – finding efficiencies, changing processes etc – and impose that experience on customers assuming it will be good for customers. Organisations that are 'outside in' look at what a customer wants and change their organisation to reflect the customer needs. This is well described in a recent APCO council discussion paper entitled 'People First Policing':
- 'Citizen Focus must infuse the service so that it is not seen as a discrete aspect of policing but is habitually and unconsciously the way we do policing. This will involve significant cultural change so that all our staff consistently thinks about the needs of the citizen first and responds to them appropriately within a corporate framework'*
- 2.3 In order to ensure coordination of effort and determination of the desired 'customer experience', the Head of Citizen Focus has recently proposed to the Force Executive the setting up of a Citizen Focus Board to manage a programme of works to deliver strategic outcomes 3 and 4 (people who are more satisfied with and have more confidence in, Bedfordshire Police) and in doing so bring about cultural change. This was agreed and the Head of Citizen Focus has been tasked to chair the Board with the full support of each member of the Force Executive.
- 2.4 The Board will be responsible for further developing the Customer Service Framework for the Force and driving improvements to satisfaction and confidence. The Head of Citizen Focus with Corporate Development is in the process of setting

up the Board and agreeing terms of reference. The development of a Customer Service Framework will provide an opportunity to co-ordinate a number of related work streams that include the Service Improvement Group, customer improvement activity across all Divisions and Directorates, the delivery of the Confidence and Performance Programme and the Investors in People plan. Additionally, this approach to embed a Citizen Focus culture will be linked with and support the launch of the 2008/11 Strategic Plan and the newly defined Purpose and Values.

- 2.5 The Service Improvement Group (SIG) is currently responsible for monitoring the QoSC and at the SIG meeting in July 2007 it was agreed to carry out a 'gap analysis' review of compliance with the QoSC. The review was carried out in the autumn of last year and reported to the February 2008 SIG. The review found that the Force is compliant in 7 of the 9 areas contained in the QoSC but 2 areas – 'keeping you informed' and 'your voice counts' – were in need of further improvement.
- 2.6 The review made a number of recommendations that were accepted at the February 2008 SIG and include a recommendation that the 'gap analysis' is refreshed through quarterly sessions of a 'QoSC Review Panel' carrying out a 'snapshot' using the baseline review document 'Quality of Service Commitment' – Context'. The output from the QoSC Review Panel would be an update of the 'QoSC Commitment – Context' document for submission to the Citizen Focus Board. The QoSC Review Panel would consist of senior managers from key policy areas:
- Citizen Focus (Chair)
 - Territorial Policing
 - Protective Services
 - Criminal Justice
 - Call Handling
 - Professional Standards
- 2.7 'Keeping you informed' had already been identified as an area requiring further improvement work and through the SIG an internal initiative called INFORM 2 was launched to coincide with National Customer Service Week in early October 2007. INFORM stands for :
- **I**nform victim of case status in accordance with the Codes of Practice
 - **N**ever assume someone else will do it for you
 - **F**urnish victims with appropriate officer contact details
 - **O**ffer appropriate levels of advice whilst utilising available literature
 - **R**efer victim to appropriate agencies and recognise vulnerability (VSS)
 - **M**ake sure victims views and opinions are recorded and valued (VPSS)

Following the initial INFORM campaign 18 months ago, the new initiative is designed to drive up performance in relation to customer satisfaction. A rolling programme of promotional activity is in place monitored through the SIG to ensure the campaign is sustained.

- 2.8 Improvements to 'Your voice counts' will require the Force to develop processes and structures to regularly seek the views of victims and witnesses, and members of the public drawn from the communities in Bedfordshire and Luton. The Head of Citizen Focus is currently working on proposals to re-align the existing 'Community Safety and Diversity' function to provide a citizen or customer service function that regularly seeks the views of the public on the value of policing services provided in order to identify where improvements can be made.
- 2.9 Work has already begun on mapping key processes in relation to customer service to victims of burglary dwelling, auto crime and violence in order to begin to identify critical factors within the processes that impact on victim satisfaction. Progress on this will be reported to the Community Engagement Committee at the next meeting.

- 2.10 The Force is due to inspected by the HMIC early in April this year and Citizen Focus will be one of the key areas of the inspection. In light of this, an internal analysis is being carried out as an opportunity to identify good work already being done within the Force and recognise further areas for improvement. This internal analysis is being informed by:
- A series of public Focus Groups being run with previous victims of crime and the general public to understand what the public expect in terms of a 'service.' As previously mentioned it is important that as a citizen focused organisation we adopt an 'outside in' approach to inform our service delivery.
 - A series of interviews with various heads of department to understand again areas of good practice in relation to citizen focus with aim being to share this across the organisation and of course identify further areas for improvement.
 - The development of high level process maps from 'call to court' to help understand organisationally where there may be opportunities to enhance service delivery, identify duplication and to discover gaps in service delivery.
 - A number of good practice guides in relation to Citizen Focus have been developed over the last two years. Whilst the Force has reviewed our position against these guides at the time of publication, they are being reviewed to again identify both where Bedfordshire Police has been identified as an area of good practice, and where we can learn from other forces experiences and initiatives.
- 2.11 A Training Needs Analysis for Citizen Focus and people management issues has been developed. The Confidence and Performance Programme has been developed as a result and is now being rolled out. The content of the programme has been discussed and presented at a number of groups including the IAG, the Training Priorities Strategy Group, the Equality and Diversity Programme Board and the Police Authority HR group. The programme is delivered in 3 phases with Phase 1 specifically focussing on the issues around Quality of Service and Citizen Focus, providing a day of training to all staff over the next 2 years. Priority is being given to staff in frontline duties. The programme is currently being assessed to identify improvements and future approach.
- 2.12 Progress on the continued development of Citizen Focus will reported to the Community Engagement committee at its next meeting.

3. Recommendation

- 3.1 Members are asked to note the Force's progress in embedding a Citizen Focus philosophy throughout Bedfordshire Police and the continued drive to deliver improvements to customer service.

Author: Ivor Twydell
Head of Citizen Focus

On behalf of
Katherine Govier
Assistant Chief Constable

BEDFORDSHIRE POLICE AUTHORITY**Not Protectively Marked**Information Item

Committee	: Community Engagement Committee
Date	: 4th March 2008
Agenda Item	: 8
Lead Officer	: ACC Katherine Govier
Subject	: Internal Communications Audit (September 2007)
Purpose	: To update members on progress against recommendations from the 2007 internal audit report.
Background Papers	: Bentley Jennison Internal Audit Report

1.0 INTRODUCTION

- 1.1 Following the 2007 HMIC Inspection the Police Authority requested an audit of internal communications, which was agreed and subsequently carried out by Bentley Jennison Risk Management Ltd.
- 1.2 The final draft was completed in September 2007 and contained a number of observations and recommendations – some of which were deemed ‘quick fixes’ and others which involve long term projects and investment. This report provides a summary of progress and current position against ‘significant’ recommendations only.

2.0 INTERNAL COMMUNICATIONS UPDATE

- 2.1 The final draft of the internal report was published in September 2007 and since then some progress has been made against the recommendations, however, there are some delays in implementing further changes due to lack of resources in the current year and the arrival of a new Head of Communications which was reported to the Police Authority on 15 February 2008. It was felt that the new appointee should have the opportunity to ‘own’ the changes.
- 2.2 However, progress has been made since January 2008 and includes the following:
 - Redesign and launch of the Force Intranet Home Page which now opens up automatically when staff log onto their computer, giving easy and immediate access to the site and the Force’s latest information. This is updated regularly with messages from the Chief Constable and progress on the Force’s priorities and key initiatives.

- The changes to the Intranet mark the start of a long-term process of redeveloping the entire site. This will include design, structure, navigation and content. The Force Executive is committed to spending time and money to improve the site, so that it becomes a more useful resource for everyone. An Intranet Working Group including Corporate Communications and IT is being created to drive forward these developments. Its inaugural meeting was in February 2008.
 - A Forcewide Communications Group has been re-established, to include staff members who have internal communications as part of their role, in order that they 'buy in' to the Force communications style and ensure their contributions reflect the Force policies and key messages for purposes of continuity and corporacy. It will also pick up issues around the use of Force email with support from the Force Information and Security Manager who has responsibility for this area of business.
 - Guidance on how to prepare internal communications documents already exists. This methodology was written and produced by the Internal Communications Manager at the start of her employment with the Force in July 2006 and can be found on the Force Intranet. A new and complete Communications Strategy is expected to be developed by the newly appointed Head on his arrival.
 - Worthwhile evaluation of the effectiveness of the Intranet and internal communications will be required. However, feedback on the new Intranet Home Page is being actively sought with positive comments forthcoming so far. Sergeant Noel Gray from Corporate Services has carried out a limited email survey of staff and the results will be reported back in the near future. This is an acknowledged area of work to be taken forward and will be built upon through the Forcewide Communications Group.
 - Problems that were identified around the Intranet and the associated Mobile Data Software have been resolved.
- 2.3 The 2008/09 budget includes the provisional of additional members of staff and a budget to enhance internal communication within the Force and external communication with the public and partners, particularly in relation to Neighbourhood Policing, as well as providing some marketing capability. This will coincide with the work the new Head of Corporate Communications will be progressing and will be linked to the development of a new Forcewide Communications Strategy.

3.0 RECOMMENDATION

- 3.1 Members are asked to note progress to date against the recommendations contained in the above report

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Acting Head of Corporate Communications

On behalf of
Katherine Govier
Assistant Chief Constable

Bentley Jennison

RISK MANAGEMENT LTD

Bedfordshire Police Authority

INTERNAL AUDIT REPORT

Communications (Internal) (4.07/08)

19 September 2007

FINAL

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ASSIGNMENT CONTROL:

Debrief meeting:	27 July 2007	Auditors:	Mark Jones - Partner
Draft report issued:	03 August 2007		Suzanne Lane - Client Manager
Responses received:	13 September 2007		Barry Ward - Senior Auditor
Final report issued:	19 September 2007	Client sponsor:	Chief Superintendent Ivor Twydell - Head of Citizen Focus
			Siya Burley - Head of Internal Communications
		Distribution:	Phil Wells - Head of Finance

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1 EXECUTIVE SUMMARY

1.1 Introduction

An audit of Communications (Internal) was undertaken as part of the approved internal audit periodic plan for 2007/08.

The Authority had suffered adverse criticism in recent HMIC inspections due to a lack of a formal Communications Strategy and in order to address this an Internal Communications Manager was appointed around June last year. It is noted that her job description encompasses more roles than just internal communications. One of the Manager's first tasks was to create an overall Communications Strategy, which was completed and presented to the Strategy Board in November 2006. The Strategy is a far reaching document, which in hindsight may be seen as too ambitious, especially as no additional resources have been available to assist implementation.

In the past internal communications came under the Communications Department with a Head of Communications having overall responsibility and reporting direct to the Assistant Chief Constable. As part of the recent re-structuring into the three portfolios the Communications Department now comes under Territorial Policing and a new area has been created called Citizen Focus, which now has responsibility for communications, call handling, community safety and quality and is headed up by a Chief Superintendent.

It is considered that whilst a Communications Strategy has been developed the implementation of this has not proved very successful. There is a perception amongst staff interviewed that there has been a lack of a serious buy-in at Senior levels across the Force and a lack of resources made available. Senior management within the Force need to be aware of this feeling and take action to address the issues or correct the perception.

Since the arrival of the new Head of Citizen Focus a full review of internal communications has taken place and resulted in some 16 areas being identified for consideration and review. From these a 'pick list' of five were to be presented to the Strategy Board for consideration at their June meeting, which the Head of Citizen Focus found that he could not attend and then again to the July meeting, which was subsequently cancelled. As part of our review we have considered the internal communications review which we consider to be wholly appropriate and endorse. We would recommend that this review is again placed before the Strategy Board, although this may be deferred to take account of the issues and recommendations left in this report.

We consider that groundwork on creating a meaningful internal communications function has started but that to fully succeed in creating a robust and cohesive model there will need to be 'buy in' from Executive and Senior Staff, the acceptance of change some of which may be painful to accept and implement and a commitment to providing the required resources to deliver the product.

1.2 Overall Conclusion

Taking account of the issues identified in paragraphs 1.4 to 1.6 below, in our opinion the control framework for the area under review, as currently laid down and operated, provides **limited**

assurance that risks material to the achievement of the organisation's objectives for this area are adequately managed and controlled.

1.3 Limitations to the Scope of the Audit

The objective of our audit was to evaluate the auditable area with a view to delivering reasonable assurance as to the adequacy of the design of the internal control system and its application in practice. The control system is put in place to ensure that risks to the achievement of the organisation's objectives are managed effectively. The following limitations to the scope of the audit were agreed when planning the audit:

- Testing will be limited to the review of current procedures and processes in place and our opinion will be based on the outcomes from testing completed during our review.
- Our work will not provide any guarantee against material errors, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist.

1.4 Conclusion on the Adequacy of Controls

Based on the evidence obtained, we have concluded that the design of the system of control, if complied with, is sufficiently robust to provide assurance that the activities and procedures in place will achieve the objectives for the system.

We have made no fundamental and one significant recommendation arising from the following:

- There is no force wide methodology in relation to the dissemination of information, policies, procedures etc to ensure that the message is communicated to the correct target audience and that adequate feedback is obtained to validate receipt and understanding.

1.5 Conclusion on the Application of Controls

Based on the evidence obtained from our testing, we have concluded that the application of established controls is not adequate.

We have made no fundamental and four significant recommendations arising from the following:

- The proposed review of the Communications Strategy needs enhancing to include a more detailed analysis of communications in the future.
- The Communications Strategy needs a full revision to take account of the proposals being made.
- There is no formal protocol or procedures covering the issue and usage of the e-mail system.
- The issues over the Intranet and the Mobile Data Software need resolving as soon as

possible

1.6 Other Findings

We have made four recommendations classified as 'merits attention'. These are detailed in the main report and accompanying action plan.

1.7 Summary:

Objective	Recommendations		
	Fundamental	Significant	Merits Attention
Advise on, formulate, and evaluate policy	0	3	1
Compliance with established policies, procedures, laws and regulations	0	2	3
Integrity and reliability of information, accounts and data.	0	0	0

1.8 Benchmarking

We have not conducted any audits of a similar nature within the Sector to be able to provide any benchmarking nature.

1.9 Value for Money Issues

There were aspects of this audit that may have a value for money impact through ineffective practices or non-compliance with organisational requirements which have been identified through the findings and recommendations detailed within this report.

2 ACTION PLAN

The priority of the findings and recommendations are as follows:

Fundamental - action is imperative to ensure that the objectives for the area under review are met.

Significant - requires action to avoid exposure to significant risks in achieving the objectives for the area under review.

Merits Attention - action advised to enhance control or improve operational efficiency.

Para	Recommendation	Categorisation	Accepted Y/N	Management comment	Implementation date	Manager responsible
4	<p>A formal cohesive methodology on a Force wide basis needs to be established to ensure that that the mind set of staff is changed to enable the dissemination of information, policies, strategies etc via the internal communication function to be focused and that the key elements of the item to be communicated are targeted to the most appropriate parties only.</p> <p>Consider establishing a structure similar to that used in other areas of the Force based on the Gold/Silver/Bronze method. The issuer of the communication should detail what the key message(s) is/are and to whom they need to be addressed. If implemented these could then be passed onto the proposed Communication Champions within the Divisions to issue the communication to those staff within the defined structure level and with the required message. The methodology will also need to address how and by what method the issuer requires feedback on either a general front or specific to an item disseminated, i.e.</p> <ul style="list-style-type: none"> • Was it received? • Was it understood? • Has it been implemented? • Any issues arising on the implementation? • Is it effective? 	Significant	Yes	It is accepted a methodology needs to be established to ensure a managed corporate approach is applied to internal communications. Whilst a structured approach is agreed with, the use of Gold/Silver/Bronze is however not considered appropriate as it may cause confusion with operational tiers of command.	March 2008	Head of Corporate Communications

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Merits Attention - action advised to enhance control or improve operational efficiency.

Para	Recommendation	Categorisation	Accepted Y/N	Management comment	Implementation date	Manager responsible
6a	<p>The proposed review of Internal Communications that was planned to go to the last two Strategy Board meetings but has yet to be received should be enhanced to take account of:</p> <ul style="list-style-type: none"> Recognise the quick fixes that can be applied straight away without costs that will help improve the situation. Detail the way in which communications needs to be taken forward in the future through a new strategy that acts as high level generic document that will detail the overall vision, aims, where we want to be in three years time, how it will deliver the objectives that are to be linked to the new three Force Strategy and the structure needed to deliver this. There is a need to detail the proposed structure with approximate costings and to include within this the main aims, roles and responsibilities within the Department. The review should also include a clear message that if the Force is serious about instigating an effective communications product there has got to be a full and supportive 'buy in' by the Executive and commitment to resource the product otherwise there is a distinct risk that the Force will not be able to provide the required delivery to consider itself to have effective communications. 	Significant	Yes	<p>The ' proposed review' document was in fact a set of proposals for enhancing internal communications. The paper was discussed at Force Executive and four of the five proposals were agreed. The proposal relating to a printed force newspaper was not agreed at this time due to lack of funding.</p> <p>It is accepted that a new structure needs to be designed and a new high level strategy agreed. It has been agreed that Corporate Communications will move to Corporate Services as part of the move to the new force structure and the Force Executive will need to consider the implications for a commitment to resource the product. Discussions are due to take place between the Director of Corporate Services and Chief Superintendent Citizen Focus on when the transfer will take place.</p>	March 2008	Director of Corporate Services

2 ACTION PLAN

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Significant - requires action to avoid exposure to significant risks in achieving the objectives for the area under review.

Merits Attention - action advised to enhance control or improve operational efficiency.

Para	Recommendation	Categorisation	Accepted Y/N	Management comment	Implementation date	Manager responsible
6b	When and if the proposals being put forward to the Strategy Board are accepted and are to be supported there will be a need to develop a new Communications Strategy. This will be generic in nature and cover a suitable period, probably designed to fit in with the Force's new three year strategy that comes into effect from next year and aims to address the objectives contained therein. The Strategy should detail the high level objectives to be achieved over the period and be supported on an annual basis by delivery plans from the sectors within the Department. There will need to be a recognition and acceptance that in the early life of the Strategy there will need to be a focus on putting the infrastructure in place.	Significant	Yes	A new Communications strategy is being developed and the associated infrastructure costs will be considered as part of the 2008/09 budgetary process	March 2008	Head of Corporate Communications
9a	There is a need to develop and issue an appropriate protocol and accompanying procedures to cover the usage of and issue of e-mails, especially those that are communications related. These should address areas such as: <ul style="list-style-type: none"> Rules and guidance on how to make the most of an e-mail, i.e. not too in depth, targeted to the right audience. Where requests for Force wide e-mails should be sent to the Communications Department to handle. These would help also help address the criticism being levied against e-mail usage that were made evident in our discussions with staff.	Significant	Yes	This will form part of 6b above	March 2008	Head of Corporate Communications

2 ACTION PLAN

The priority of the findings and recommendations are as follows:

Fundamental - action is imperative to ensure that the objectives for the area under review are met.

Significant - requires action to avoid exposure to significant risks in achieving the objectives for the area under review.

Merits Attention - action advised to enhance control or improve operational efficiency.

Para	Recommendation	Categorisation	Accepted Y/N	Management comment	Implementation date	Manager responsible
9b	There is definitive need to resolve as soon as possible the issues over the Intranet and the associated Mobile Data Software.	Significant	Yes	A paper is being prepared by Corporate Development, to go to the November Strategy Board setting out the business case for a properly resourced and managed force intranet site. The options will include solutions to the MDS issue.	November 2007 in the first instance	Chief Superintendent Citizen Focus (until transfer to CS). Director of Corporate Services (after transfer)
2	To provide some feedback and possible input for the Communications Strategy review, especially in the area on how communications should be / preferred to be delivered we recommend that some form of a mini survey is undertaken asking questions such as: <ul style="list-style-type: none"> How do they rate communications at the present. Methods preferred to get or receive information. Any improvements they consider or would like to see. This could be achieved through issue of an e-mail questionnaire to a selection of staff across the three Portfolios.	Merits Attention	Yes	This survey will be carried out by the Communications Champions (or 'Network') that now meets on a monthly basis.	November 2007	Internal Communications Manager
7	There is a need to clearly define and document the roles and responsibilities of the Head of Internal Communications as it appears at present that these are unclear and uncertain. This will also apply to all the jobs within any re-structured Department. The opportunity should also be taken at this time to ensure that all members of staff have appropriate day to day procedures/guidance notes to assist them in the delivery of their roles.	Merits Attention	Yes	This will be considered as part of a review of the Communication Department structure	March 2008	Head of Communications (to be appointed)

2 ACTION PLAN

The priority of the findings and recommendations are as follows:

Fundamental - action is imperative to ensure that the objectives for the area under review are met.

Significant - requires action to avoid exposure to significant risks in achieving the objectives for the area under review.

Merits Attention - action advised to enhance control or improve operational efficiency.

Para	Recommendation	Categorisation	Accepted Y/N	Management comment	Implementation date	Manager responsible
8	There will be a need to ensure that any future version of the Communications Strategy is more effectively communicated to staff so that at least all of them are aware of its issue and of its basic message.	Merits Attention	Yes	Agreed	March 2008	Head of Corporate Communications
9c	<p>The Corporate Communications Group should be re-established in due course. Consideration should be given to its composition and this may be:</p> <ul style="list-style-type: none"> • Members are nominated from areas across the Force and represent a cross section of stature. - Limit membership to just Communications staff and the proposed Communications Champions from the Divisions with the possibility that each Division has its own mini Group, led by the Champions and this is used as a forum to discuss issues and provide feedback. 	Merits Attention	Yes	This group has now been established.	September 2007	Internal Communications Manager

3 FINDINGS AND RECOMMENDATIONS

The controls (actual and/or missing) column details the actual controls that have been identified as a result of documenting the system and those expected to be in operation, but were missing. The next column is the evaluation of whether or not this control should be effective if operated. Testing of controls has only been undertaken where the control has been evaluated as effective (Y). The implications arising from the evaluation and summary results of tests are shown in the Test Result / Implications column.

1 Objective: Advise on, formulate, and evaluate policy					
	Controls (actual and/or missing)	Evaluated as effective (yes/no)	Test Result / Implications	Recommendation	Categorisation
	Risk:	The Communications Strategy was not adequately consulted upon across the Force			
1	The methodologies for communicating within the organisation were considered over a period time and encompassed within the Communications Strategy.	Yes	<p>We confirmed that following previous HMIC inspections which recommended a more cohesive and robust communications methodology the Authority commissioned an external review back in late 2004/early2005. The review presented a report to take matters forward and a Corporate Communications Capacity Business Case put together in June 2005 to address the recommendations made, however this never really took off, although one outcome of this was the eventual agreement to appoint a dedicated Internal Communications Manager, who took up post in June 2006. On arrival the Internal Communications Manager started the process of creating a Communications Strategy. There were several discussions held with Senior Management and numerous exchanges of e-mail on the content of the Strategy, which culminated in the creation of a Corporate Communications Strategy covering the period of 2006 to 2008.</p> <p>A review of the Strategy, notes that this covers the areas of external communications and media/press as well as internal communications. The Strategy covers key aspects such as:</p> <ul style="list-style-type: none"> - Why communications are important. - Where are we now. 		

			<ul style="list-style-type: none"> - A vision to include where we want to be, which includes developing effective internal communications, and - Performance management and evaluation. <p>We note that the Strategy does not specifically detail how communications will be undertaken, although within the action plan a review is to be undertaken to develop appropriate and effective methods to provide clear and robust channels for delivery. There has been some work in this area as evidenced in the formal review undertaken recently and this is covered in a later section of this audit. However until the main question of resource availability to fully and effectively deliver the product is resolved then there can be little hope of creating a cohesive and robust product to deliver effective communications across the Force. This issue is addressed in a later section of this audit.</p>		
2	The views of the Executive were sought when developing the Strategy, although this course of action was not applied to staff in general or the Unions.	No	<p>We confirmed in earlier testing that the Force Executive was consulted on the development of the Communications Strategy and this was verified through our discussions with staff undertaken as part of this audit and who included three Chief Superintendents. The Internal Communications Manager confirmed that consultation with staff in general and the Unions did not feature as part of the development. There is a risk that failure to consult more widely within the Force will mean that the Communications Strategy does not address the communication needs of all staff.</p> <p>As part of our discussions with the selected staff we asked the question 'What do you think of communications in general within the Force' and responses varied from very poor/weak to being quite good. Responses overall provided the following comments:</p> <ul style="list-style-type: none"> • The three Executive staff consulted all considered communications to be poor/weak and questioned the effectiveness of the 	<p>To provide some feedback and possible input for the Communications Strategy review, especially in the area on how communications should be / preferred to be delivered we recommend that some form of a mini survey is undertaken asking questions such as:</p> <ul style="list-style-type: none"> • How do they rate communications at the present. • Methods preferred to get or receive information. • Any improvements they consider or would like to see. <p>This could be achieved through issue of an e-mail questionnaire to a selection of staff across the three Portfolios.</p>	Merits Attention

			<p>Communications Strategy as they saw very little benefit or action of it working.</p> <ul style="list-style-type: none"> • Two Inspectors were included and they both thought that communications in general were 'ok' although one was totally unaware that the Force had an Internal Communications Manager. • Two Sergeants were included and they thought that communications were ok/good, although these comments had the proviso that this was based on the communications with their section and they did not have any considered opinion on the Force wide issues. • 12 staff of other ranks were consulted and overall they considered communication overall to be generally good, however this level of response was again based on their perception and knowledge within their teams and did not have a considered opinion on a Force wide basis. The perception for these staff was that they felt that if there was anything needed to be done, a change of working, a new initiative etc they would be told about it by their Superior and that Force wide communications did not seem very important to them. 		
	Risk:	The Strategy does not clearly set out the actual requirements leading to incorrect interpretation			
3	The Communications Strategy does not specifically detail the methods that will be adopted and used to deliver effective communications.	No	We confirmed in earlier testing that a review of the Communications Strategy noted that it did not specifically detail the methodologies to be used to communicate with staff. We have noted that one of the objectives within the Strategy was to review and develop, if required, new methods of communicating with staff through an audit and evaluation of existing internal communication mechanisms and make recommendations for change. We have identified on later testing that this has been undertaken and a review paper developed detailing proposed		

		<p>changes and new ways to communicate. This issue is addressed in greater detail in a later section of this audit.</p> <p>During the course of our discussions with the staff we asked what they thought of the methods currently used to deliver information etc and in what way could communications be improved, including methods employed. The responses received noted:</p> <p>The three Executives were very informative and advised that current methods were ineffective overall, especially the over use of e-mails. Numerous ways to improve were offered including-</p> <ul style="list-style-type: none">• Corporate messaging to advise of key information.• Need for effective resourcing otherwise the whole product will fail.• Clearer direction of roles• Support within Divisions• More face to face delivery• Staff surveys• Staff days with briefings from the Chief Constable• Better use of the e-mail (content and appropriateness for delivery i.e. less use of 'all')• Clearer and easy to use Intranet. <p>The Inspectors offered:</p> <ul style="list-style-type: none">• An e-mail protocol to help reduce the volume, provide a filter system so that required staff receive the e-mail.• Resource availability, particularly so that if they needed to communicate something there was a		
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		<p>resource on site to help and guide.</p> <ul style="list-style-type: none">• Clearer and more detailed lines of communication. <p>The remainder of staff expressed views about e-mails, more one to ones and in one case suggested that if the reason/rationale behind an initiative or command was forthcoming then there may be a better buy in and possibly better implementation.</p> <p>The issues raised fall mainly in line with the outcomes of the review undertaken and are reviewed in greater detail in a paragraph of this audit.</p>		
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4	There is no formal methodology for communicating within the Force and the most appropriate method would be used to disseminate policies/procedures and news etc through mediums such e-mails to specific staff, from Senior Officers, Force wide news.	No	<p>We have confirmed in earlier testing that there are no formal documented mechanisms to deliver communications and this area is addressed within other paragraphs in this report.</p> <p>We confirmed with the Internal Communications Manager that guidance on how to communicate has been developed and posted on the Intranet and also have provided a template to be used for internal communication strategy to support project work.</p> <p>We note that whilst work has started in identifying and reviewing the methods to be used these do not take account of the need to ensure that communications are targeted to the correct audience, an issue raised as a weakness by some of the staff we talked to in this audit, especially those further up the chain of command. We note that when a project is initiated and the need identified for a communication strategy there is a requirement to detail who the target audience is. We note that in some areas use is made of a structure of hierarchy that separates staff in Gold/Silver/Bronze levels with each level having defined roles etc. There is a risk of ineffective communication due to a failure to reach the required target.</p>	<p>A formal cohesive methodology on a Force wide basis needs to be established to ensure that that the mind set of staff is changed to enable the dissemination of information, policies, strategies etc via the internal communication function to be focused and that the key elements of the item to be communicated are targeted to the most appropriate parties only.</p> <p>Consider establishing a structure similar to that used in other areas of the Force based on the Gold/Silver/Bronze method. The issuer of the communication should detail what the key message(s) is/are and to whom they need to be addressed. If implemented these could then be passed onto the proposed Communication Champions within the Divisions to issue the communication to those staff within the defined structure level and with the required message. The methodology will also need to address how and by what method the issuer requires feedback on either a general front or specific to an item disseminated, i.e.</p> <ul style="list-style-type: none"> • Was it received? • Was it understood? • Has it been implemented? • Any issues arising on the implementation? • Is it effective? 	Significant
Risk:		The Strategy is not scheduled for review / update			
5	The Strategy has been formally approved by the Strategy Board	Yes	We confirmed that the Communications Strategy was approved by the Strategy Board at their November 2006 meeting. We also confirmed that the Service Improvement Group at its meeting held a few days later accepted the Strategy and encouraged all members to look at it and to play an appropriate part. Discussion with staff during this audit have highlighted a perception that the 'buy in' from senior staff has not been fully effective and there will need to be a much greater acceptance and willingness to change and embrace any future communications strategy		

			or initiatives if the Force wants to have an effective product.		
6	The Communications Strategy is subject to periodic reviews and updates as required.	Yes	<p>We confirmed that following the re-structure and change to the three new portfolios, communications has been included in a new area called Citizen Focus. This sits under the Territorial Policing portfolio and is headed by a Chief Superintendent. As part of his initial review of the area the opportunity has been taken to review the Communications Strategy with a view to creating some 'quick fixes' to help restore confidence and answer some of the criticism levelled at the Communications Department. A review has been completed by the Internal Communications Manager in liaison with the Head of Citizen Focus and has documented some proposals for the new development of communications within the Force. From this the five most important aims have been compiled into a paper to be presented to the Strategy Board asking for a decision on proposals for more additional work and to create a more dynamic approach in order to develop effective internal communications.</p> <p>The report recommends some quick fixes that could be undertaken and the proposed ways in the future to achieve the objective. We are advised that the report was due to go the June Strategy Board meeting, however due to other commitments the Head of Citizen Focus could not attend this and it was agreed to present instead at the July meeting, unfortunately this meeting had to be cancelled.</p> <p>We consider that the purpose of the report is justified in its content, however we consider that it does not go far enough in clearly detailing how future communications should be undertaken and to provide details on how this could be achieved. Additionally it also does not go far enough in getting the message across that there needs to be a high level of buy in from the Executive and a willingness to provide required resources to achieve the required objective otherwise the continued piece meal approach taken to date will never fully result in an effective</p>	<p>The proposed review of Internal Communications that was planned to go to the last two Strategy Board meetings but has yet to be received should be enhanced to take account of:</p> <ul style="list-style-type: none"> • Recognise the quick fixes that can be applied straight away without costs that will help improve the situation. • Detail the way in which communications needs to be taken forward in the future through a new strategy that acts as high level generic document that will detail the overall vision, aims, where we want to be in three years time, how it will deliver the objectives that are to be linked to the new three Force Strategy and the structure needed to deliver this. • There is a need to detail the proposed structure with approximate costings and to include within this the main aims, roles and responsibilities within the Department. • The review should also include a clear message that if the Force is serious about instigating an effective communications product there has got to be a full and supportive 'buy in' by the Executive and commitment to resource the product otherwise there is a distinct risk that the Force will not be able to provide the required delivery to consider itself to have effective communications. <p>When and if the proposals being put forward to the Strategy Board are accepted and are to be supported</p>	<p>Significant</p> <p>Significant</p>

			and cohesive communications product. If and when the proposals are accepted there will be a need to fully review the current Communications Strategy with a view to turning this into a more long term strategy that details the generic objectives of "what we want, when we want it, how it will be delivered and the structure to deliver it". This would then be supported by annual delivery plans from the sectors within the Communications Department.	there will be a need to develop a new Communications Strategy. This will be generic in nature and cover a suitable period, probably designed to fit in with the Force's new three strategy that comes into effect from next year and aims to address the objectives contained therein. The Strategy should detail the high level objectives to be achieved over the period and be supported on an annual basis by delivery plans from the sectors within the Department. There will need to be a recognition and acceptance that in the early life of the Strategy there will need to be a focus on putting the infrastructure in place.	
2 Objective: Compliance with established policies, procedures, laws and regulations					
	Controls (actual and/or missing)	Evaluated as effective (yes/no)	Test Result / Implications	Recommendation	Categorisation
	Risk:	Staff are not aware of their roles and responsibilities			
7	The Head of Internal Communications is responsible for the delivery of the internal aspects of the Communications Strategy and her roles and responsibilities are detailed in the relevant job description.	Yes	From a review of the job descriptions for the Head of Internal Communications we noted that this includes more areas than just Internal Communications, for example one of the core responsibilities is detailed as 'Marketing and Communications'. Staff may be unsure or unclear on what their functionality, roles and responsibilities due to inappropriate job descriptions.	There is a need to clearly define and document the roles and responsibilities of the Head of Internal Communications as it appears at present that these are unclear and uncertain. This will also apply to all the jobs within any re-structured Department. The opportunity should also be taken at this time to ensure that all members of staff have appropriate day to day procedures/guidance notes to assist them in the delivery of their roles.	Merits Attention

Risk:		The Strategy has not been effectively communicated to ensure staff are aware of the requirements			
8	Whilst the Communications Strategy has been posted on the Intranet there has been little additional communication to advise staff of its existence and its function.	No	<p>We confirmed that the Communications Strategy is on the Intranet and that it is believed that an e-mail advising staff of its issue was also undertaken.</p> <p>We took the opportunity when we talked to a cross section of staff of asking them if they were aware of the Strategy and from the comments received noted that:</p> <ul style="list-style-type: none"> All three Chief Superintendents were fully aware as they had been consulted on its development. Both of the Inspectors were aware that there was a Strategy and thought that there had been some communication advising of its issue, although both admitted that they had not really looked at it. Both of the Sergeants were unaware that there was a specific Strategy, although both thought that there probably was one somewhere. Of the remaining 10 other ranks/staff nine were unaware of its existence and the remainder thought they remembered seeing one on the Intranet, although there were not looking for it at the time. <p>There is a risk of failure to accept and help implement a policy/strategy due to a lack of awareness.</p>	There will be a need to ensure that any future version of the Communications Strategy is more effectively communicated to staff so that at least all of them are aware of its issue and of its basic message.	Merits Attention
Risk:		Ineffective or inconsistent internal communications throughout the organisation resulting in either employees being unaware of key events or a lack of buy in on Force projects.			
9	The key mediums of e-mail, posting on the Intranet, inclusion in Force Wide News and via team/department meetings are used to disseminate information, policies and procedures.	Yes	<p>We ascertained that there are various different mediums to communicate with staff and it will be the decision of the issuer to decide the most appropriate. The mediums used are:</p> <ul style="list-style-type: none"> E-mail 	There is a need to develop and issue an appropriate protocol and accompanying procedures to cover the usage of and issue of e-mails, especially those that are communications related. These should address areas such as:	Significant

		<ul style="list-style-type: none"> • Briefings • Force Wide News • Internal team meetings • Intranet • Force wide groups. <p>As part of this audit we had the opportunity to talk to a cross section of 17 staff and during these discussions asked them what methods they were aware of to deliver communications and their thoughts on these. The responses received were noted as:</p> <p>E-mails</p> <p>These were generally felt to be the most used method, however most staff expressed the opinion that there was felt to be very little control over these with most being uninformative and too lengthy, lack an effective filter so that only e-mails relevant to that member of staff were received. There is some guidance on how to use e-mails effectively in the Communications Toolkit on the Intranet but it would appear that this has not been read by the majority of staff resulting in ineffective use of communications tools.</p> <p>Briefings</p> <p>These were thought to be a good idea but are very rarely used. This issue is addressed within the review proposal to be submitted and recommends more usage.</p> <p>Force Wide News</p> <p>All staff confirmed that they receive the electronic copy of this, although nearly 50% said that they downloaded it and produced a paper copy to read at a later date. We are informed that a 'glossy' version of this used to be printed and despatched in the past but was withdrawn due to cost, although if the issue over printing the electronic</p>	<ul style="list-style-type: none"> • Rules and guidance on how the most of an e-mail, i.e. not too in depth, targeted to the right audience. • Where requests for Force wide e-mails should be sent to the Communications Department to handle. <p>These would help also help address the criticism being levied against e-mail usage that were made evident in our discussions with staff.</p> <p>There is definitive need to resolve as soon as possible the issues over the Intranet and the associated Mobile Data Software.</p> <p>The Corporate Communications Group should be re-established in due course. Consideration should be given to its composition and this may be:</p> <ul style="list-style-type: none"> • Members are nominated from areas across the Force and represent a cross section of stature. • Limit membership to just Communications staff and the proposed Communications Champions from the Divisions with the possibility that each Division has its own mini Group, led by the Champions and this is used as a forum to discuss issues and provide feedback. 	<p>Significant</p> <p>Merits Attention</p>
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		<p>version is indicative across the Force there may be a case to support the proposal in the review to issue a paper newsletter in that the costs incurred by staff in printing these through normal printers could well equate to or be greater over a year than the costs proposed for the new printed newsletter. We are aware that there are several Departments within the Force producing and distributing, some across the whole Force, their own newsletters and if these were to be consolidated into the one proposed force wide news letter then economies of scale would result and again financially gains may be made.</p> <p>Meetings</p> <p>These are held as required within Divisions/ Departments/ Teams and amongst the lower ranks were considered to generally very effective and informative. One Division produces a meetings schedule to help this process.</p> <p>Intranet</p> <p>The overall Intranet site is considered to be inappropriate as each Division has created their web pages. This has resulted in no overall control being exercised and no standardisation of format or content. In addition, there is a resourcing issue over the management and maintenance of the site by the Communications Department and the lack of progress in addressing the issue over the software capabilities to enable a linkage between the site and the new Blackberries being issue to all staff. These issues were raised in a paper due to be presented to the Strategic Board and a structure format that was being proposed. A policy and procedures on the Intranet had been developed in draft, however we are advised that these have been superseded by a project on the future use of the Intranet and the issue over the mobile data software that is being put together by Corporate Development. There is a risk of failure to address issues that may affect communication channels.</p>		
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			<p>Force Wide Groups</p> <p>This method is mainly aimed at Executive and Senior Staff levels and used to communicate issues, policies, initiatives. We were informed that a Corporate Communications Group was set up at the back end of last year, although this only met a few times and was subsequently disbanded as it was felt that the basic infrastructure was not in place to provide the sounding board that this group was intended to address. There is a risk of failure to provide an avenue in which effective feedback can be received.</p>		
10	<p>As part of the project initiation there is a requirement to identify if a communications strategy will be required to disseminate the project. This requires the project leader to determine what the audience is that communications are to be aimed at. In all other cases it is down to the relevant issuer to determine to whom the information is to be disseminated to.</p>	Yes	<p>We confirmed that there is a requirement that if a project needs a communications strategy that within this will be detailed the target audience for the dissemination of information etc. In all other cases it would be left up to the issuer to decide what information needs to be issued, to whom and in what format and this issue is addressed in an earlier recommendation where we have raised the point that there needs to be clearer and more concise guidelines issued so that only necessary information is sent out and that this is sent to the correct audience.</p> <p>During our discussions with the selection of staff we took the opportunity to ask them if they were aware of three recent projects and if so how they found about them and did they know what the project was about. The responses received noted:</p> <p>The Corporate Services Model</p> <p>This project is still being developed and as such there has been no formal communications action plan developed. The three Chief Superintendents have been fully involved in the model since inception and the two Inspectors were both aware of the project and general details. These had been communicated via the Strategy Board and in Force Wide News.</p> <p>Of the remaining 12 staff only six had any recollection of</p>		

the project and all seemed to remember something in Force Wide News. Two of the Chief Superintendents did comment that they thought there had been very poor communications to date on this very important piece of work where there is potential for redundancies to be made and that in some cases the 'rumour mill' had been working overtime with often inaccurate comments being made. They considered that whilst full details could not be disclosed until the various reviews etc had been undertaken to say nothing at this stage was inviting criticism and conjecture.

The Three New Portfolios

Again the three Chief Superintendents had been fully aware of this as it had a direct impact on them. In respect of the two Inspectors both had an awareness of the project and thought that this had been brought to their attention by their superior, however in one case the actual structure of the new portfolios and who sat where was unknown. In the remaining cases nine had not heard of the project, one had been directly affected by the re-structure and two had a very basic awareness from they believe an e-mail and from Force Wide News.

Neighbourhood Policing

Again the Chief Superintendents had a full awareness as they were directly involved. One Inspector had been full involved in implementing this whilst the other was not directly affected but was aware of the project and of its basic concept through e-mails and from their Superior. Both Sergeants were fully aware of the project and had been aware from Force Wide News of it but had also received more detailed briefing from their Inspectors. In respect of the other staff nine of the 12 had heard of the policy and some remembered seeing e-mails and details in Force Wide News with two of these, the Beat Managers, having a more direct role that was passed to them by their Superior. In the remaining three cases the

			<p>staff were not aware of the project or what this was about.</p> <p>We discussed the delivery of communications around projects with the Head of Internal Communications who advised that she would help and be involved if needed in the development of the relevant communications strategies but that delivery was the responsibility of the project owner. We noted that in relation to three projects we reviewed the Corporate Services Model is not at a stage yet where a communications strategy is required, the three new portfolios did not require one, although Protective Services had issued their own communications strategy and in respect of the Neighbourhood Policing project no formal communications strategy was issued. We did review a sample of some other projects where communications strategies had been developed and noted that in each case the target audience had been identified.</p>		
	Risk:	Failure to communicate effectively due to a lack of resources.			
11	<p>Internal communications are handled by the Internal Communications team that sit within Corporate Communications. The Team is made up of the Head of Internal Communications, one part time (although soon to become nearly full time) Web/Intranet Officer and a full time Publicity Services Manager.</p>	Yes	<p>We confirmed the current structure for internal communications. Throughout our audit we were constantly being advised that the lack of resources has been the main contributor to the current position. Staff within the Internal Communications Team advise that they are fully stretched. We are also aware that resource issues within the Divisions are very limited and in most cases where there is some form of internal communications help this has been created out of someones own job and is not a defined or documented role.</p> <p>We consider from our testing, our discussions with staff and from a general perspective that resourcing has been a major factor in the lack of progress in installing an effective internal communications product. The main avenue covered in the proposal to be submitted to the Strategy Board is that without sufficient resourced allocation there is very little hope of achieving the required objective.</p>		
<p>3 Objective: Integrity and reliability of information, accounts and data.</p>					

	Controls (actual and/or missing)	Evaluated as effective (yes/no)	Test Result / Implications	Recommendation	Categorisation
	Risk:	Mechanisms are not in place to provide updates to management			
12	Reporting on progress made against the Communications Strategy Action Plan is undertaken periodically to the Service Improvement Group and in general through one to ones with the Head of Citizen Focus.	Yes	<p>We confirmed that on approval of the Communications Strategy in November 2006 it was requested that periodic reports on the progress being made on the Action Plan be made to the Service Improvement Group with the first being submitted in April 2007. We confirmed that a progress report was submitted in April 2007 with a copy of the action plan and a further update submitted in July 2007 with commentary only on the current position.</p> <p>We also confirmed that progress in general against the Plan is a standing item at the Corporate Communications Department meetings held every two months.</p>		
	Risk:	Awareness has not been assessed			
13	There are no formal mechanisms operating to confirm that a communications has been received, read, understood or implemented.	No	<p>We have found in earlier testing that there is no formal mechanism operating to confirm a communication has been successful and that staff have the required awareness of such. Any validation of this sought would be undertaken by the communication's author if they felt there was a need. We have addressed this issue in an earlier paragraph of this report where we have left a recommendation that includes the need to establish a formal programme to ensure communications are validated at a later date.</p>		

	Risk:	Employees have not been approached to provide their views/ opinions on how communications are dealt with across the Force in practice and on communications in general.			
14	There are no formal mechanisms operating to ensure that aspects such as new policies/procedures have been received, understood and implemented.	No	We have identified in earlier testing that there is no formal mechanism operating to confirm a policy or procedure has been successful and that staff have the required awareness of such. Any validation of this sought would be undertaken by the communication's author if they felt there was a need. We have addressed this issue in an earlier paragraph of this report where we have left a recommendation that includes the need to establish a formal programme to ensure communications are validated at a later date.		

4 BACKGROUND

4.1 Outcome of the Previous Audit

Date of last audit:	No Previous Audit
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4.2 Objectives and Risks

The audit considered the organisation's objectives for the area under review and the risks to the achievement of those objectives.

Objectives	Risks
Advise on, formulate, and evaluate policy	The Communications Strategy was not adequately consulted upon across the Force The Strategy does not clearly set out the actual requirements leading to incorrect interpretation The Strategy is not scheduled for review / update
Compliance with established policies, procedures, laws and regulations	Staff are not aware of their roles and responsibilities The Strategy has not been effectively communicated to ensure staff are aware of the requirements Ineffective or inconsistent internal communications throughout the organisation resulting in either employees being unaware of key events or a lack of buy in on Force projects. Failure to communicate effectively due to a lack of resources.
Integrity and reliability of information, accounts and data.	Mechanisms are not in place to provide updates to management Awareness has not been assessed Employees have not been approached to provide their views/ opinions on how communications are dealt with across the Force in practice and on communications in general.

4.3 Determination of Audit Approach

In determining the audit approach, we took into account;

- the assessed risk of the auditable area;

Factors relevant to the selection of the audit approach:	System not previously audited by Bentley Jennison
Audit tool selected:	Systematic Audit
Audit approach used:	An audit in which every aspect and stage of the audited subject is considered, within the agreed scope of the audit. It includes review of both the design and operation of controls.

The conduct of this audit complied with the standards set out in GIAS.

4.4 Acknowledgement

A number of staff gave their time and co-operation during the review and we would like to record our thanks to them.



For Publication

Community Engagement Committee
4th March 2008

REPORT AUTHORS:	Policy and Research Officer Sallie Blair/Better Times
LEAD OFFICER:	Policy and Research Officer
SUBJECT:	Police Authority Consultation and Communications
BACKGROUND PAPERS:	None
PURPOSE:	To inform Members of recent and future consultation activity To update Members regarding Police Authority communications
RECOMMENDATION:	That the report be noted

CONSULTATION

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

CURRENT POSITION

1. Update on Budget Consultation – Dec 07/Feb 08

- 1.1. The budget survey to citizens in Bedfordshire and Luton has concluded. Results are to be presented to Committee in March 2008.
- 1.2. The Authority has also measured the results of its citizen survey against a survey to businesses in Bedfordshire and Luton. The results of the survey are to be presented to Committee alongside results of the citizen survey.

2. Update on Blue Light Citizens Panel Survey – June 2007

- 2.1. The postcode details of the Blue Light Survey have been used to break the data down into Safer Neighbourhood Team (SNT) areas. All SNTs have now received their local data results and are using the findings to measure effectiveness of the local policing service, and plan local initiatives.

- 2.2. Results of the survey have also been distributed to County and District councils and Beds and Luton Fire Services. Crime and Disorder Reduction Partnerships (CDRPs) have also been provided with the results for their areas and in some cases (e.g. South Bedfordshire) the data is being used in the development of the local area agreement (LAA).
- 2.3. Details of responses from any particular SNT area can be obtained from the Policy and Research Officer.

3. Mid Bedfordshire Area Forums – January 2008 and ongoing

- 3.1. As part of its commitment to community safety through partnerships, the Authority is working with Mid-Bedfordshire District Council, Beds and Luton Fire Service, and the Force to deliver local area forums in Mid-Bedfordshire. Designed to predominantly target rural communities and smaller towns, a pilot forum took place in Biggleswade in January 2008. The forum was preceded by a local marketing campaign that included distribution of survey questionnaires. Survey results are available from the Policy and Research Officer.
- 3.2. The next forum is due to take place in Ampthill in late February 2008.

4. Mid Bedfordshire Youth Survey – January 2007

- 4.1. The Authority has partnered with Mid-Bedfordshire District Council to deliver a young people's survey to upper school pupils (14-18) in Mid-Bedfordshire.
- 4.2. The survey seeks views on bullying at school, racial/ethnic cohesion, perceptions about police, and source of influence. Results of the survey are due later in the year.

5. Update on partnership with Luton Borough Council

- 5.1. Luton Borough Council and Bedfordshire County Council are joint-hosting a Regional Consultative Forum in late March 2008. The Authority has been invited to participate in the forum. Further details will be provided in the next report.
- 5.2. Although there has been no commitment as yet from Luton Borough Council, discussions continue to develop a partnership approach with Bedfordshire Force/Authority and the Fire Service, as part of the review of the Council's citizen panel.

6. Update on Crime and Disorder Reduction Partnerships

- 6.1. The Authority is awaiting the headline data on all regional consultation by partners in 2007-2008. The project, headed by Bedfordshire County Council, will compare findings of Police Authority and Force consultation, against other partnership surveys, and will serve to form part of the county's strategic assessment and 3-year partnership plan.

- 6.2. The Council has asserted that it will make headline data available to CDRP partners once the table is complete and following this an outline of the results will be presented to Committee.

7. North Bedfordshire Community Safety Seminar – November 2007

- 7.1. The Authority joined with Bedford Borough and Fire Authorities to host a Community Safety Seminar for all Council and Authority Members. The consultation focused on rural policing and partnerships.
- 7.2. Penny Fletcher presented on behalf of the Authority, and Andy Street on behalf of the Force. The purpose of the joint and informal style of presentation was to link national priorities to the local perspective on policing.

8. Confident Communities – 2007

- 8.1. Bedfordshire County Council has conducted a survey of town and parish councils, to determine funding priorities for 2008-2009. The results of this consultation will be measured against surveys conducted by the Authority, for presentation to the Committee in March 2008.

FORTHCOMING CONSULTATION

9. Diversity Consultation - Disability

- 9.1. The Authority has joined with a local charity (Autism Bedfordshire) to consult with individuals, families, schools, and service providers/users in Bedfordshire and Luton on the topic of mental health, policing and criminal justice. The survey is currently being developed and results will be reported later in the year.

10. Stop and Search Consultation – Disability

- 10.1. The Authority is currently seeking the views of adult sufferers of Aspergers with regard to the newly published Stop and Search “Know your rights” booklet. The results will be available in late March 2008, and will include comments on the booklet, along with Stop and Search legislation.

11. 2008-2009 Council Tax Survey Leaflet – March 2008

- 11.1. In its annual council tax survey, the Authority consults with each household in Bedfordshire and Luton. This year, the survey is expected to accompany the new fiscal council tax statements, as generated by Luton and Bedford Borough Councils and District Councils in Mid and South Bedfordshire. The council tax leaflet will include standardised questions on crime, disorder and perceptions that can be benchmarked and compared annually. The results of this survey will be available later in the year.

COMMUNICATIONS ACTIVITIES

12. Council Tax Leaflet

12.1. In addition to the outline provided in item 11.1 above, the results from this questionnaire will help scrutiny regarding the implementation of the Neighbourhood Policing Programme, and the progress made following the publication of the HMIC report last year, which graded Bedfordshire as 'poor' in this area of activity.

13. Web-site

13.1. The interim mechanisms used to ensure the site is compliant with moderate accessibility requirements have successfully been imposed upon the site. In addition, the front page has been revised to give much clearer and cleaner imagery, documents in the library have been archived, but are still available should visitors wish, and some urgent updates have been made.

13.2. Before the end of March the site will become a Web 2.0 site, with a Content Management System with the capability to offer exceptional compliancy, flexibility and functionality to the Authority, visitors and administrators, to ensure that the Authority is able to meet the future needs of the entire community, both on line and off.

13.3. In order to be truly compliant there are a number of changes that will need to be made to the appearance of the site, and it is worthwhile stating that the most truly compliant sites are not often the most visually attractive.

13.4. The software has been written, testing has commenced and it will soon be one of the first Web 2.0 sites in the public arena, and one of the most compliant in respect of WCA and BOBBY AAA standards.

13.5. When completed this will deliver the following additional benefits:

- The maximum number of people will have access to the website
- It will download faster, making it more likely that visitors will stay and browse.
- Improved search engine positioning to promote a positive public image.
- Accessibility to all users; including those using other devices and different browsers.
- The Availability to reach the maximum audience can lead to increased enquiries and improved visitor numbers.
- Reduced networking, meetings and maintenance costs and issues.
(Member Intranet)
- It can be accessible from SMS / mobile phones.

13.6. In addition, the issues associated with the Disability Discrimination Act (DDA) will be minimised, demonstrating that, as a public sector, accountable, organisation, the Authority is aware of these issues and takes care to ensure that its website continues to comply with Internet guidelines.

14. Information – Access Technology (Web 2.0 and how it can help).

14.1. Having a disability or impairment does not necessarily mean that special adaptations are required for people's computers to enable them to access websites. However, some people will benefit from adaptations such as access technology or special techniques to facilitate the reading and navigating of website content.

14.2. A key feature of Web 2 Browsers and system software such as such as Microsoft Windows is that they possess in-built adaptations to enable those with less severe disability to control their medium according to their need, eg: Text sizes, fonts and screen colours can all be manipulated via the control panel. Additional features such as "sticky keys", which ensure only one key press is registered if the same key is hit several times in succession, help people with conditions that cause hand tremor to use the computer more easily.

14.3. It is the intention that the site will have:

- Screen readers enable users to hear, rather than visually read, the contents of a web page; however, a screen reader can read only text, not images or animations. Therefore, images and animations will be assigned purposeful text descriptions that screen readers can read so that the web page makes sense.
- Sufficient colour contrast between the text and background and that colour alone is not used to convey information.
- Links that accurately describe their destination and make sense on their own. Sighted people can scan a page for links. People using assistive technology can scan by listing all the links.
- Accessibility for those who work with a keyboard, not a mouse.
- Closed captioning, and transcripts of spoken audio for people who with hearing disabilities
- Information about how to translate PDF into an accessible format for those using assistive technologies
- The ability for the text size to be increased in size by the user
- No text based website map to prevent users from getting an overall impression of the website quickly
- A consistent design and simplified language suitable for those with cognitive or learning difficulties, such as dyslexia and short-term memory loss.

14.4. This is all in line with best practice, and although the current site meets many of the more usual requests, the ability and functionality to meet all of the above will place it at the forefront of web technology for the public sector.

15. Annual Policing Plan and Three Year Strategic Plan

15.1. The draft content of the Annual Policing Plan (APP) and three year Strategic Plan has been circulated to members and comments have been incorporated. The Chair's foreword and a summary section from the Police

Authority will be included when the content of these documents has been approved.

15.2. It is intended that the Annual Policing Plan and the three year Strategic Plan will be publicised both internally and externally. The initial version will be available on the website from March 31st, 2008.

15.3. Internally there will be a launch event and associated publicity material, while externally the Police Authority will produce summary versions of both plans. It is furthermore anticipated that the Spring newsletter will include more details of the Annual Policing Plan, alongside material on the progress made since the baseline report.

15.4. While it is not proposed that the full documents are printed for mass circulation it is also suggested that this year they will be 'designed' for web use and, if required, a limited print run, rather than just a word document.

16. Members' Leaflet

16.1. A new and updated members' leaflet has now been published on the intranet and Police Authority website. It contains updated responsibilities and committee membership.

17. Lead members

17.1. The Intranet now carries information on the lead members, who they are and the outline responsibilities.

18. Youth Issues

18.1. A presentation evening has been planned for the latest round of awards from the Youth Issues fund. This will take place in late February.

RECOMMENDATIONS

19. It is recommended that this report be noted.

Report prepared by:

Elena Collins
February 2008

Sallie Blair
Better Times

BEDFORDSHIRE POLICE AUTHORITY

Committee:	Community Engagement Committee
Date:	4 March 2008
Agenda Item:	
Report Author:	Chief Executive/Treasurer
Lead Officer:	Chief Executive/Treasurer
Subject:	Review of Internal Controls, Risk Management and Committee Effectiveness
Purpose:	To review the internal controls of the Committee and be responsible for the risks attributed to the Committee as well as to undertake a self assessment of the Committees effectiveness.
Background Papers:	None

1. **Background**

- 1.1 Members will be aware that previously, as part of the Accounts and Audit Regulations 2003, the Authority was required to produce a Statement of Internal Control (SIC). CIPFA have introduced a new requirement known as an 'Annual Governance Statement' for 2007/08 onwards. This is similar to the previous SIC and still requires both the Force and Authority 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 focusing on risks and the effectiveness of the Committee itself.

2. **Committee Effectiveness**

- 2.1 To assess the effectiveness of the this Committee for the financial year 2007/08 two specific areas will be considered, as follows:
 - Compliance with the Bedfordshire Police Authority Business Plan; and
 - The Authority approved Policing Plan Action Plan.

Business Plan

2.2 The business plan included the following areas of responsibility for this Committee in delivering the Authority's objectives:

- Maintaining a Citizen Focus, by:
 - Having a leading role on Partnerships (Partnership Strategy);
 - Having a Consultation/Communication Strategy in place;
 - Management of Authority's media contract;
 - Carrying out Satisfaction/quality of service and Attitude Surveys.
- Promoting Public Safety, by:
 - Leading on the development of Neighbourhood Policing.
- Crime Management, by:
 - Having a specific role on CDRPS.
- Reassurance
 - Conducting custody visiting;
 - Being a clearing house for areas of concern.
- Resource Management
 - Consulting the public and local services on budget and precept.

Policing Plan Action Plan

2.3 The action plan approved by the Authority, whilst overlaps this Committees requirements under the Business Plan, included ensuring that the following were delivered during the financial year:

- Implement Safer Neighbourhood Teams ensuring they are fully integrated into core activity with a Performance Management regime embedded to the lowest levels.

Assessment

2.4 The Committee has undertaken the following in achieving its responsibilities under paragraphs 2.2 and 2.3 above:

- Developed and piloted Block Theme Approach to monitor Joint Partnership Strategy.
- Partnership performance framework developed.
- Joint Community Engagement Strategy adopted, action plan developed and monitored.
- Managed Authority's media contract
- Various surveys on satisfaction and attitude conducted, such as Bluelight.
- Monitoring progress of Neighbourhood Policing, reviewing resource and profile issues.
- Neighbourhood Community Engagement and Communication Strategy incorporated into Community Engagement Strategy.
- Management and monitoring of Independent Custody Visitors Scheme.
- Consulted with the public and local services on budget and precept.
- Developing Neighbourhood Policing KPIs in performance reports

- 2.5 The Committee needs to continue to exercise its value for money and scrutiny role and ensure that in line with the Authority Business Plan there continues to be work plan appropriate to the Authority's objectives.

3. Risk Management

- 3.1 The combined strategic risk register for both the Authority and Force contains 1 risk that has been assigned to this Committee for review. This is shown at Appendix A.
- 3.2 The committee should consider its ability to be assured that work is being undertaken to minimise the impact or likelihood of the risk being realised. In doing so Members should:
- Review the risks in terms of their appropriateness for this Committee and whether additional high rating risks should be added to the register.
 - Review the rating of each risk in terms of likelihood and estimated impact.
 - Assess the review date in terms of its appropriateness and ensure a review is undertaken and reported to this Committee at the appropriate time.
- 3.3 These risks are reviewed as part of the performance pack considered at each meeting of this committee.

4. Risk Assessment

- 4.1 An ineffective management of strategic risks and a non-performing Committee can have a major impact on both the operations of the Authority and Force.

5. Financial Implications

- 5.1 None.

6. Benefits

- 6.1 To provide assurance that the elements feeding into the overall review of the Annual Governance Statement have been thoroughly examined.

7. Recommendation

- 7.1 That the Committee assesses whether there are any strategic risks falling under the terms of reference of this Committee that need to be reflected on the risk register.
- 7.2 That the Committee confirms it has undertaken a self-assessment of its own performance and where appropriate suggested areas for improvement.

Stephanie McMenemy
Chief Executive/Treasurer