



# Agenda

16 MAY 2008

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

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



**CALL Janet Wardell** on (01234) 842066



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



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Web-site:- [www.bedfordshirepoliceauthority.co.uk](http://www.bedfordshirepoliceauthority.co.uk)

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

To: **Members of the Bedfordshire Police Authority**

(Mrs S Alexander, Ms C Atkins MBE, Mr S Choudhry, Mr P Conniff, Mrs R Gutteridge, Mrs P Fletcher, Mrs S Gillard, Mrs L Hockey, Mrs E Horrocks, Mr M Farooq, Mr P Hollick, Mr V Lee, Mr M Pantling, Mr R Saleem, Mr B Spurr, Mr J Wells and Mr R Younger).

A meeting of the **BEDFORDSHIRE POLICE AUTHORITY** will be held at Bridgebury House, Woburn Road, Kempston on **Friday 16 May 2008, at 10.00am**, the agenda for which is set out overleaf.

**JOHN ATKINSON**  
Clerk to the Police Authority

## **AGENDA**

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

### **GENERAL**

- 1. Apologies**
- 2. Election of Chair for 2008/2009**
- 3. Election of Vice Chair for 2008/2009**
- 4. Public Question Time – To receive any questions**
- 5. Minutes**

To confirm the minutes\* of the meetings of the Police Authority held on 15 February and 11<sup>th</sup> March 2008

- 6. Matters Arising from the Minutes**

By Chair

- 7. Declarations of Interest**

To receive any personal or prejudicial interests from Members

- 8. Communications/Chairman's Correspondence**

Oral report by Chair

### **MATTERS FOR DEBATE**

- 9. Standards Committee**

Minutes\* of the meeting held on 19 March 2008 – Member of the Committee

- 10. Membership of Committees and Panels and appointment of Chairs**

(a) To consider Membership of the Committees for 2008/2009. (The list indicating Members preferences will be circulated at the meeting).

(b) To consider the appointment of Chair to the Performance, Audit and Business Assurance, Finance, Complaints and Professional Standards, Human Resources, Community Engagement, Standards and Appointments Committees

- (c) To consider the appointment of Chairman to the following Advisory Panels and Working Groups

Collaboration Working Group  
Youth Issues  
Animal Welfare Lay Visitors

**11. Representation on Outside Bodies 2008/09**

\*Report of the Chief Executive/Treasurer

**12. Collaboration and Partnership Arrangements**

(a) Progress report by the Deputy Chief Constable

(b) Force Collaboration: Business Case for the Collaboration of Scientific Services –  
Report by the Chief Constable

**MATTERS FOR NOTING**

**13. Community Engagement Committee**

Minutes\* of the meeting held on 4 March 2008 - Committee Chair

**14. Audit and Business Assurance Committee**

Minutes\* of the meeting held on 18 March 2008 - Committee Chair

**15. Human Resources Committee**

Minutes\* of the meeting held on 22 April 2008 – Committee Chair

**16. Performance Committee**

Minutes\* of the of meeting held on 7 May 2008 - Committee Chair

**17. Complaints and Professional Standards Committee**

Oral report by the Chair of the Committee on the issues raised at the meeting of the Committee held on 13 May 2008

**18. Youth Issues Group**

Minutes\* from the Meeting held on 2 April 2008 – Panel Chair

**19. Action following Consultation with the Chairman**

Report\* of the Chief Executive

**20. Oral Report from representatives on the County Council and the Luton Borough Council on the comments made at recent meetings on Police Authority matters**

**21. Status Report**

There are no outstanding issues to report upon.

**22. To consider the exclusion of the press and public from the meeting on the grounds that the item to be discussed is confidential and involves the disclosure of exempt information as defined in paragraph 5 of part 1 of Schedule 12A to the Local Government Act 1972. Papers are not being sent to the press or made available to the public.**

**23. Yarls Wood Detention Centre –Claim Under Riots Damages Act 1886**

Oral Report of the Clerk

**BEDFORDSHIRE POLICE AUTHORITY**

**15 February 2008**

**PRESENT**

Mr P Conniff (Chairman).

Mrs S Alexander, Ms C Atkins, Mr S Choudhry, Mrs E Horrocks, Mr M Farooq, Mrs S Gillard, Mrs P Fletcher, Mrs R Gutteridge, Mrs L Hockey, Mr P Hollick, Mr V Lee, Mr M Pantling, Mr R Saleem, Mr B Spurr and Mr R Younger.

An Apology for absence was received from Mr J Wells.

**08/qp/1 PUBLIC QUESTION TIME**

There were no questions.

**08/qp/2 MINUTES**

The minutes of the meeting of the Authority held on 14 December 2007 were confirmed.

**08/qp/3 MATTERS ARISING**

There were no matters arising.

**08/qp/4 COMMUNICATIONS/CHAIRMAN'S CORRESPONDENCE**

**Standards Committee Lay Members Appointments**

The Chair advised that the term of Office for the Authority's three Lay Members on the Standards Committee had expired on 31 January 2008. A selection process had been undertaken and Kathy Johnson and Geoffrey Billett were re-appointed for a further three year term. The new Lay Member was John Jones who was currently a Member of the Standards Committee for Luton Borough Council.

**08/qp/5 DECLARATIONS OF INTEREST**

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

08/qp/6

**REVENUE BUDGET, BUDGET REQUIREMENT, PRECEPT AND COUNCIL TAX 2008/2009**

The Authority considered all the relevant information to enable the Revenue Budget, Precept and Council Tax for 2008/09 to be determined.

Members were reminded that in consideration of the funding settlement, which was later confirmed to be the final settlement there was a budget requirement of £95,046M. The Authority, at its budget seminar on 30 January, considered budget options based upon 5%, 10% and 12% Council Tax increases and the views arising from the seminar were further discussed at the Finance Committee, also on 30 January 2008, where it was recommended that the Police Authority consider a Precept based on a 10% increase but one that did not result in the overall Council Tax bill for local taxpayers exceeding a 5% rise.

The Finance Committee had also supported the advice from Chief Executive/Treasurer that the use of reserves within the 2008/2009 revenue budget would not be prudent due to the Police Fund being near to the recommended minimum level and potential financial pressures relating to both Greyfriars Police Station and the riot damages claim arising from the incident at the Yarls Wood detention centre. The Committee therefore gave its support for any budget option that would replenish the Police Fund and provide a level of reserve that would avoid any additional borrowing beyond 2011.

Following the meeting of the Finance Committee the grant notification for Dedicated Security Posts (DSP) and the funding for Luton airport was received and was in line with that received in previous years.

The Chief Executive/Treasurer orally reported that the Government's capping principle for 2008/09 was still unknown and this was now likely to be received in late March. It had, however, been muted that the level for capping might be as low as a 4% budget increase. Should this happen this would result in the Authority implementing a 5% Council Tax increase which would have a detrimental impact upon Force resilience and would prevent growth in identified areas of weakness. It had however been made clear that capping powers would be exercised in protecting Council Tax payers from excessive increases. At this stage it was understood that ten other Police Authorities were likely to exceed a 5% Council Tax increase but the majority of increases would be within single figures.

In accordance with the Finance Committee's decision partnering Authorities had been consulted on the terms of their own expected Council Tax increases. Whilst information had been provided, the actual

budget setting meetings for these Authorities were later in the month and therefore could be subject to change. To ensure that the decision of the Finance Committee was achieved, a Council Tax increase of 9.6% was put forward for consideration. The Chief Executive/Treasurer highlighted that this would have the impact of increasing the draft budget of £95.046M to £96.056M, an increase of £1.010M. This level of Council Tax increase allowed some growth and would provide for 24 additional Police Officers and 27 Police Staff. It also provided the ability to replenish reserves. Details of the specific growth and reductions were appended to the report which included increased police presence in activities such as Prolific and Persistent Offender Management, rape Investigation, domestic abuse and vulnerable people.

This Budget represented a 5.3% cash increase on the 2007/2008 Revenue Budget and would facilitate the delivery of the 2008/09 Policing Plan.

The Chief Executive/Treasurer confirmed that the revised budget requirement of £96.056M meant an average Council Tax at Band D of £135.28. This compared to a Council Tax at Band D of £123.43 in 2007/2008, a rise of £11.85pa (£0.99 per month/ 23p per week).

Appended to the report were details of the findings from the consultation with the local taxpayers which reaffirmed that 66% of responses from Luton and 65% of responses from Bedfordshire were in favour of an increase of 11% or more. The results of the survey undertaken with local businesses had just been completed and were circulated at the meeting. It was noted that of the 22 businesses that had responded 54% were in favour of a Council Tax increase of 11% or more. Assurance had been received from the consultants undertaking the survey that the results had a 95% confidence rating.

The Chief Constable was confident that with this level of Council Tax increase performance would improve as resources could be placed in those areas of weakness and when inspected they would be of a standard deemed to be acceptable. In response to public opinion for increased visible policing the proposed budget would enable a small increase in police presence in the Safer Neighbourhood Teams and in incident response. The public could be reassured that this level of visible policing was sustainable as initiatives were now fully in place to keep the level of abstraction of Officers from the streets to a minimum.

Having carefully considered the funding pressures key priorities and results of the public consultation it was:

**RESOLVED**

**1. In the light of its considerations the Authority approved that**

a) The Estimated Revenue Expenditure be set at **£96.056M**, including a Contingency Provision for pay and price inflation of **£1.242M**.

b) The Budget Requirement of **£96.056M** be met through:

Specific Police Grant	-	<b>£40.114M</b>
Revenue Support Grant	-	<b>£3.470M</b>
Business Rate Income	-	<b>£24.924M</b>

and that, subject to adjustments at (c) below the Police Authority Precept Requirement be determined at **£27.584M**

c) The Precept in (b) be reduced by **£0.054M**, being the Police Authority's share of the estimated surpluses on Council Tax Collection Funds for 2007/2008 for each of the Borough/District/Unitary Councils, to **£27.494M**.

d) That pursuant to the provisions of the Local Government Finance Acts 1992 and 1999 and all other relevant statutory powers, the Clerk of the Authority issue Precepts in the necessary form to each of the Borough/District/Unitary Councils indicated in Column 1, requiring those Authorities to make payments of the sum indicated in Column 2 in 11 equal instalments and payments for the Authority's share of the estimated surpluses on the Council Tax Collection Funds for 2007/2008, in ten equal instalments on the agreed dates, of the sum indicated in Column 3.

<b>Borough/ District /Unitary Councils (1)</b>	<b>£000 (2)</b>	<b>£000 (3)</b>
Bedford Borough	7,343	116
Luton Borough	7,493	(58)
Mid Bedfordshire District	6,803	(4)

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South Bedfordshire District	5,855	0
<b>Total</b>	<b>27,494</b>	<b>54</b>

- e.) That the amount of Council Tax calculated, in accordance with the Local Government Finance Act 1992, to be payable in respect of each category of dwelling be confirmed as follows:

Valuation Band	Council Tax for Band £
A	90.19
B	105.22
C	120.25
D	135.28
E	165.34
F	195.40
G	225.47
H	270.56

08/qp/7

**REPORTS FROM THE CHIEF CONSTABLE**

**(a) Force Executive Resilience**

The report of the Chief Constable was submitted which sought approval to the establishment of an additional Assistant Chief Constable post on a temporary basis. The focus on collaboration opportunities and the need to improve resilience in key areas of the Force in readiness for the next performance assessment required significant Chief Officer leadership and involvement which was not currently available in the Chief Officer team. An additional Assistant Chief Constable post would add resilience to the team and would lead the Protective Service Directorate which would then enable the Deputy Chief Constable to focus on the programme of collaboration and improvement activity.

It was noted that Jane Stichbury the Force's Inspector of Constabulary, had given support to the proposal. It was also noted that there were just seven other Forces with a similar Police Chief Officer structure to that of Bedfordshire. External opportunities for funding the additional post were being explored.

It was intended to review the position in six months when the improvement activity was expected to be substantially completed and there should be a

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greater understanding of the demands in relation to the collaboration work and developing relationships with Hertfordshire Police. At that stage a permanent post might need to be considered.

Members were in general agreement to the principle of this new position and a discussion took place on whether or not post should at this stage be temporary or made permanent. However, the Chief Constable's report did not include the financial implications of either option and Members considered that they could not reach a decision without such information. In recognition of the need to progress a selection process Members agreed that a special meeting of the Authority be held within the next three weeks.

**RESOLVED**

That the appointment of an additional Assistant Chief Constable be deferred for consideration at a special meeting of the Authority to be held on Tuesday 11<sup>th</sup> March 2008 at 3.00pm.

**(b) Collaboration And Partnership Working Arrangements**

The Chief Constable orally reported that on 11<sup>th</sup> January 2008, the Chief Officers of Hertfordshire Constabulary and Bedfordshire Police agreed a further agenda for collaboration opportunities which covered counter terrorism, domestic extremism, firearms, dogs, civil contingencies, operational planning and professional standards. The Chair of the Authority confirmed the arrangements for the workshop on 19<sup>th</sup> February for the two Authorities to meet to discuss these opportunities further.

With regard to collaborative projects involving other Forces within the Eastern Region work was progressing well on serious and organised crime, air support, ICT and scientific services.

The Chief Executive/Treasurer advised that it was now becoming best practice among Police Authorities for each Authority to have its own working group on collaboration matters. In consultation with the Chair it had been agreed that such a group should be established and that its membership comprise those Members appointed to the Joint Committee on Collaboration for the Eastern Region.

**RESOLVED**

That the establishment of a Collaboration Working Group be endorsed and that its Membership comprise the Chair of the Authority, Mr Pantling, Mrs Horrocks and Mr Younger.

08/qp/8 **FINANCE COMMITTEE**

The Authority considered the recommendations and decisions from the meeting of the Finance Committee held on 30 January 2008.

**Draft Capital Programme 2009/10– 2011/12**

**RESOLVED**

That the Capital Programme for 2009/10 to 2011/12 be approved.

**Treasury Strategy Statement 2008/2009**

**RESOLVED**

That the Treasury Strategy Statement for 2008/2009 be approved.

**Generally**

**RESOLVED**

That the minutes of the Finance Committee held on 30 January 2008 be received.

08/qp/9 **THE LOCAL STRATEGIC PLAN 2008-2011 ANNUAL POLICING PLAN 2008/09**

The Authority considered a further draft of the Local Strategic Plan 2008-2011 Annual Policing Plan 2008/09 which incorporated Members comments made at the Policing Plan and Budget Seminar held on 30th January 2008 and subsequent quality assurance meetings involving Mrs Fletcher, Mrs Hockey and Mr Spurr.

Further work was required in the drafting of the Plan in order for it to be aligned with the budget set for 2008/09 and the incorporation of targets. Mrs Fletcher Mrs Hockey and Mr Spurr would continue to work with the officers to progress the Plan and assist with the production of the one page summary.

It was noted that at the next meeting of the Community Engagement Committee Members would be discussing the launch of the Plans.

**RESOLVED**

1. That the main body of the Local Strategic Plan 2008- 2011 Annual Policing Plan 2008/09 be approved.

2. That Mrs Fletcher, Mrs Hockey and Mr Spurr continue to progress the plan in readiness for publication on 1<sup>st</sup> April 2008.

**08/qp/10 COMPLAINTS AND PROFESSIONAL STANDARDS COMMITTEE**

The Minutes of the meeting of the Complaints and Professional Standards Committee held on 1 February 2008 were considered.

**RESOLVED**

That the Minutes be received.

**08/qp/11 HUMAN RESOURCES COMMITTEE**

The Minutes of the meeting of the Human Resources Committee held on 5 February 2008 were considered.

**RESOLVED**

That the Minutes be received

**08/qp/12 PERFORMANCE COMMITTEE**

The Minutes of the meeting of the Performance Committee held on 6 February 2008 were considered.

**RESOLVED**

That the Minutes be received.

**08/qp/13 YOUTH ISSUES GROUP**

The Minutes of the meeting of the Youth Issues Group held on 10 January 2008 were considered.

Mr Pantling informed Members that the presentation evening to those groups who had been awarded a grant from the Youth Projects Fund had been set for Tuesday 26 February 2008 at 6pm.

Mrs Alexander mentioned that she would be attending the multi agency conference on the awareness of ADHD (Attention Deficit and Hyperactivity Disorder)

**RESOLVED**

That the Minutes be received.

**08/qp/14** **COMMENTS MADE AT RECENT MEETINGS OF THE COUNTY COUNCIL AND LUTON BOROUGH COUNCIL ON POLICE AUTHORITY MATTERS**

Mr Farooq mentioned that the main issue raised by Members of the Luton Borough Council meeting related to performance. A number of operational matters were also raised.

Mr Hollick mentioned that the main issue raised by Members of the Bedfordshire County Council had also been around performance. A number of operational issues were also raised. A view was expressed in relation to the powers of PCSO's and the limitations in enabling them to deal more effectively with local issues.

**08/qp/15** **ANIMAL WELFARE LAY VISITORS PANEL**

Members noted the Chairman's report on the activities of the Animal Welfare Lay Visitors Scheme.

**08/qp/17** **STATUS REPORT**

**RESOLVED**

That the monitoring report on the action taken to implement earlier decisions of the Authority be noted.

**08/qp/18** **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED**

That the press and public be excluded from the meeting during the discussion of the following items on the grounds that they are confidential and may involve the disclosure of exempt information as defined in paragraph 5 of part 1 of Schedule 12A to the Local Government Act 1972.

**08/qp/19** **YARL'S WOOD DETENTION CENTRE – CLAIM UNDER RIOTS DAMAGES ACT 1886**

The Clerk submitted a report on the current position in connection with the claim under the Riot Damages Act 1886 that had been submitted by Group 4 and their insurers.

He advised that a Case Management Discussion was held by a High Court Judge in December 2007 to determine the future conduct of the litigation,

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including the Police Authority's claim in respect of its insurance policy. The Clerk reported that a trial would take place in April 2008 to consider the Authority's claim under its excess insurance policy

A further trial had been listed for hearing in June 2008 at which the High Court would determine a number of preliminary issues raised by the Police Authority in its defence to the Riot Damages Act claim.

The Clerk orally reported since the report had been written a letter had been received from the Police Minister which stated that the Home Office could not give an assurance that the costs of the incident would not fall to be met by the Police Authority and the Council Tax payers of Bedfordshire. However, he had awarded a one off grant of £370,000 to cover the costs of the legal action being initiated against the excess insurers.

In view of the complexity of the progress of the claim Members asked that any decisions to be undertaken by either the Clerk or Chief Executive/Treasurer be made in consultation with the Chair of the Authority.

**RESOLVED**

1. That the Authority notes the current position regarding this and the associated litigation against D A Constable Syndicate 386 at Lloyds and authorises the Clerk or the Chief Executive/Treasurer to take any decisions necessary, in consultation with the Chair of the Authority, in connection with the litigation.
2. That the regular reports on progress be submitted to the Authority.

**SPECIAL MEETING OF THE BEDFORDSHIRE POLICE AUTHORITY**

**11 March 2008**

**PRESENT**

Mr P Conniff (Chairman)

Mrs S Alexander, Ms C Atkins (MBE), Mr S Choudhry, Mrs S Gillard,  
Mrs P Fletcher, Mrs L Hockey, Mr V Lee, Mr B Spurr, Mr J Wells and  
Mr R Younger

Apologies for absence were received from Mrs R Gutteridge,  
Mr P Hollick, Mrs E Horrocks, Mr M Pantling and Mr R Saleem

**08/qp/20 HELEN MERCURY**

Members stood in silent tribute in honour of Helen Mercury a former Independent Member on the Authority.

**08/qp/21 FORCE EXECUTIVE RESILIENCE**

In accordance with the decision of the meeting of the Authority on 15<sup>th</sup> February a special meeting of the Authority had been convened to consider the financial implications of the appointment of an additional Assistant Chief Constable. The Chief Constable's report setting out the costs and proposed funding was circulated to Members.

The Chief Constable's report reiterated that the additional Chief Officer capacity would add resilience to the Chief Officer team which was now one of the leanest teams of any Force in England and Wales. The Chief Constable circulated a breakdown of the Chief Officer portfolios and provided some illustrative examples of the day to day responsibilities of the Chief Officer team which, in the Chief Constable's opinion, clearly highlighted the need for additional resilience.

The Chief Constable proposed that the new ACC position would become responsible for the operation of a new Protective Services Directorate which was currently undertaken by the Deputy Chief Constable which would then enable that position to lead on collaborative work and improvement activity. However, dependant upon the skills of the new ACC, it might prove necessary for that role to be transferred to the current ACC and the new ACC would then become responsible for territorial policing.

The Chief Constable presented two options for the Authority to consider - a temporary post with a review after an agreed period of time or a substantive post from 1<sup>st</sup> April 2008.

The Chief Constable highlighted that the total cost of an ACC post was currently £124K. This included all allowances and employer's costs, such a post also required secretarial/PA support, but this would be found from within existing resources. If an external appointment were to be made there would also be re-location costs to a maximum of £42.4K

With regards to funding the new post the Chief Constable advised that as a result of the merger of the Bedford and Dunstable Divisions a post of Chief Superintendent to support the regional collaboration agenda at that time had been retained. That post was now vacant and therefore could be removed and replaced with a Chief Officer post at ACC level. This would provide £100K towards funding the cost of the additional ACC with the remaining £24K being funded from collaboration funding as agreed as part of the 2008/9 budget. Such an arrangement had the benefit of not reducing police constable numbers.

The Chief Constable orally reported that Chief Superintendent Nicky Dahl would shortly be retiring from the Force and with the possibility that two other Chief Superintendents may be successful with positions in other Forces arrangements were being put in place to manage the potential number of vacancies.

As had been alluded to at the last meeting of the Authority external opportunities for funding the additional post were being explored and the Chief Constable had been advised that following the submission of business case, a grant of £100K was expected from the Home Office in support of the collaboration agenda and would therefore assist with any one off costs and cover £24K differential.

In the light of the proposed funding of the post Members gave their support to a permanent position from 1<sup>st</sup> April 2008. On the advice of the HMIC that there was a sufficient pool of candidates available at this stage in the year Members agreed that the position should advertised as soon as possible.

## **RESOLVED**

1. That the appointment of an additional ACC to enable the opportunities created by collaboration to be fully exploited as quickly as possible and to create capacity to better manage performance be approved.

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2. That the post be on a permanent basis to replace an existing Chief Superintendent post which had been held for collaboration work and is currently vacant.

**STANDARDS COMMITTEE**

**19 March 2008**

**PRESENT**

Mrs K Johnson (In the Chair)

Mr G Billett, Mr P Conniff, Mr J Jones, Mrs R Gutteridge and Mr R Saleem

An apology for absence was received from Mr P Hollick

08/st/1

**MINUTES**

The minutes of the meeting held on 10 July 2007 were confirmed.

08/st/2

**MATTERS ARISING**

**Code of Conduct**

The Committee noted that the Police Authority had not approved the Committee's recommendation at its meeting on 20 July 2007, as Members had required clarification about what was and what was not applicable to Police Authorities in the provisions of the Code. This was subsequently provided at the Authority's meeting on 12 October 2007 and the Code was adopted.

08/st/3

**DECLARATIONS OF INTEREST**

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

08/st/4

**COMMUNICATIONS**

**New Member – John Jones**

The Chair welcomed new Lay Independent Member, Mr John Jones, to his first meeting of the Committee.

**Retired Member – Elaine Collins**

The Committee asked that their thanks for the contribution made by Elaine Collins to the work of the Committee be formally recorded.

08/st/5

**THE CODE UNCOVERED — TRAINING DVD ISSUED BY THE STANDARDS BOARD FOR ENGLAND**

Members viewed a training DVD issued by the Standards Board which used a dramatised scenario to demonstrate the key changes to the revised Model Code of Conduct.

The DVD examined the rules about declaring interests, disclosing confidential information and bullying.

The learning points from the dramatisation were discussed and the Committee considered that, whilst the scenario in the DVD was more applicable to Local Authorities, overall it was still a useful training aid for both Standards Committee Members and Police Authority Members. It was agreed that it would be used as part of an Induction process.

The Committee considered that it would be useful to have training aids that were more applicable to the role of Police Authority Members and it was suggested that the Standards Board be approached on the possibility of producing such material.

**08/st/6**

### **LOCAL ASSESSMENTS**

The report of the Clerk was submitted which advised that New Orders and Regulations were due to take effect from 1<sup>st</sup> April which would give the Standards Committee the responsibility for undertaking a local assessment of the Code of Conduct Complaints and to decide what action, if any, should be taken. This was a role currently carried out by the Standards Board whose remit would also change. The Standards Board would, from 1<sup>st</sup> April, undertake a new Strategic role, with the responsibility for monitoring and promoting standards, and supporting and overseeing Authorities in their application of the code of conduct

Appended to the report was a checklist that the Standards Board had developed setting out the following matters that need to be considered in the run up to the implementation of the new locally managed framework for dealing with code of conduct complaints:

- Size and Structure of Standards Committee's Training
- Local Assessment Criteria
- Role of the Monitoring Officer
- Completing Existing Investigations
- Local Assessment and the Corporate Complaints Process
- Future Monitoring by the Standards Board
- Local Assessment Guidance

The Clerk orally reported that since the report had been written it was understood that the new orders and regulations would not now be implemented until 1<sup>st</sup> May. The Standards Board would issue guidance on the new assessment process following the implementation date and Members considered that it would be useful to consider the guidance at a special meeting of the Committee once it had been received.

The Committee discussed the checklist and decided that the following actions needed to be taken to be ready for the implementation of the new provisions:

**( a ) Size and Structure of the Standards Committee**

The Police Authority on 14 December 2001, determined that the Standards Committee should comprise seven Members - three Lay Independent Members and four Members of the Authority. The Authority's membership to be drawn from its representatives from the Local Authorities, Magistrate Court and Independents on a 2:1:1 basis. Whilst this was in line with the guidance the current change to the Magistrate membership on the Authority would mean that this composition could not be achieved. The Committee therefore considered that it would be prudent to increase the number of places for Lay Members so as to ensure that there was a better level of independent monitoring in the Standards Committee's role as guardian of the Authority's ethical standards. Given that the Authority had recently completed a recruitment process it was possible that a new Member could be appointed from those shortlisted.

As suggested in the checklist the Committee agreed to establish three separate Sub Committees to consider complaints about member conduct: The Sub Committees and composition was agreed as follows

- Receiving and assessing complaints -  
2 Lay Members and one Police Authority Member
- Reviewing local assessment decisions -  
1 Lay Member and 2 Police Authority Members
- Conducting hearings following investigation -  
Lay members Only

In line with the checklist and to avoid any perceptions of bias or predetermination, the Committee agreed that Members who carry out a local assessment decision should not be involved in a review of the same decision, should one be requested. It was agreed that the Clerk would be given delegated Authority to make the appointments to each specific Sub Committee.

**( b ) Training**

The Chief Executive/Treasurer agreed to look for opportunities for Training of Standards Committee Members either through collaboration with other Police Authorities or Local Authorities.

**(c) Role of the Monitoring Officer**

It was noted that the Monitoring Officer would receive all complaints in the first instance and it was hoped under the new regulations the Monitoring Officer may be given the authority to informally resolve complaints. The Clerk considered that it might be difficult for a Monitoring Officer to be involved in all processes of a complaint and to avoid conflicts of interest the Authority may have to look to utilise other Police Authority Monitoring Officers.

**(d) Publicity of Local assessment Process**

The Committee agreed that information should be placed on the Police Authority's website and included in existing publications.

**RECOMMENDED**

**That the Authority consider replacing the vacancy that will arise on the Standards Committee when Magistrates cease to be Members of the Authority with an additional Lay Independent Member.**

It was also,

**RESOLVED**

1. That the establishment and composition of the three Sub Committees involved with the consideration of complaints as detailed above be approved.
2. That subject to the receipt of guidance from the Standards Board on the new Local Assessment process the Committee hold a special meeting at 10.00am on 28 May 2008.

08/st/7

**REVIEW OF THE MEMBERS ALLOWANCE SCHEME**

The Clerk reported that the Association of Police Authorities were currently undertaking an independent review of the Members Allowance Scheme which was expected to be published by the summer. In the light of this the Police Authority had decided not to make any increase to Members' allowances until the findings were published. In the meantime the Chief Executive/Treasurer had been authorised to amend the job profiles of Members to reflect any changes arising from the Members Performance Development Review Scheme.

It was current practice for the Standards Committee to review the operation of the scheme at its March meeting but given that there may be some national changes to the scheme it would be more appropriate for the Committee to undertake its review later in the year.

The Chair of the Committee asked that at a future meeting the Committee receive a report detailing the checks that were in place for approving Members expenses.

For Publication

**REPORT AUTHOR :** CHIEF EXECUTIVE/TREASURER  
**SUBJECT :** REPRESENTATION ON OUTSIDE BODIES

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**PURPOSE / RECOMMENDATIONS :**

The Authority is requested to appoint representatives to the organisations named below.

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**A. APPOINTMENT OF REGIONAL REPRESENTATIVES TO THE NEW APA POLICY NETWORKS**

**1. Background**

1.1 For over twelve months the APA has been undertaking a review of its structures. There were a number of reasons for the review, some of which centred around a lack of focus and priority on the part of the APA, together with a widely spread perception that the organisation had become too centralised to the detriment of the interests of Police Authorities at a regional and local level.

1.2 At the meeting of the APA Plenary on the 9<sup>th</sup> April 2008, a number of aspects of the new structure were agreed, the result of which will be to give much greater regional representation on the APA. The Plenary will be replaced by 'the Council', but representation on it will remain as at present for most Authorities. The current Executive of the APA will be replaced by a Board. There are a number of changes to the composition of the membership of the Board.

1.3 It will comprise:-

- A Chair and Deputy Chair elected by the Council
- The MPA and five Group Representatives drawn from the five largest member groups as follows:-
  - one Conservative;
  - one Labour;
  - one Liberal Democrat;
  - one Independent;
  - one Magistrate (to be replaced by an additional Independent when the Magistrate category ceases to exist in October 2008) and MPA
- Representatives from the Regions/ Wales/Northern Ireland/Non-Geographic Authorities which are not covered by the Group Representatives appointed at the AGM of the Council. The Chair and Deputy Chair do not count for this purpose.

1.4 This means that there will be a total of between fourteen and eighteen members on the Board depending on the number of Group Representatives who come from the same region. All Board members are full members with voting rights though it is expected that the Board will proceed usually by way of consensus. In addition, a designated Officer from each of the regions etc. will attend meetings of the Board. Allowances and travel subsistence costs of members will be met by the APA.

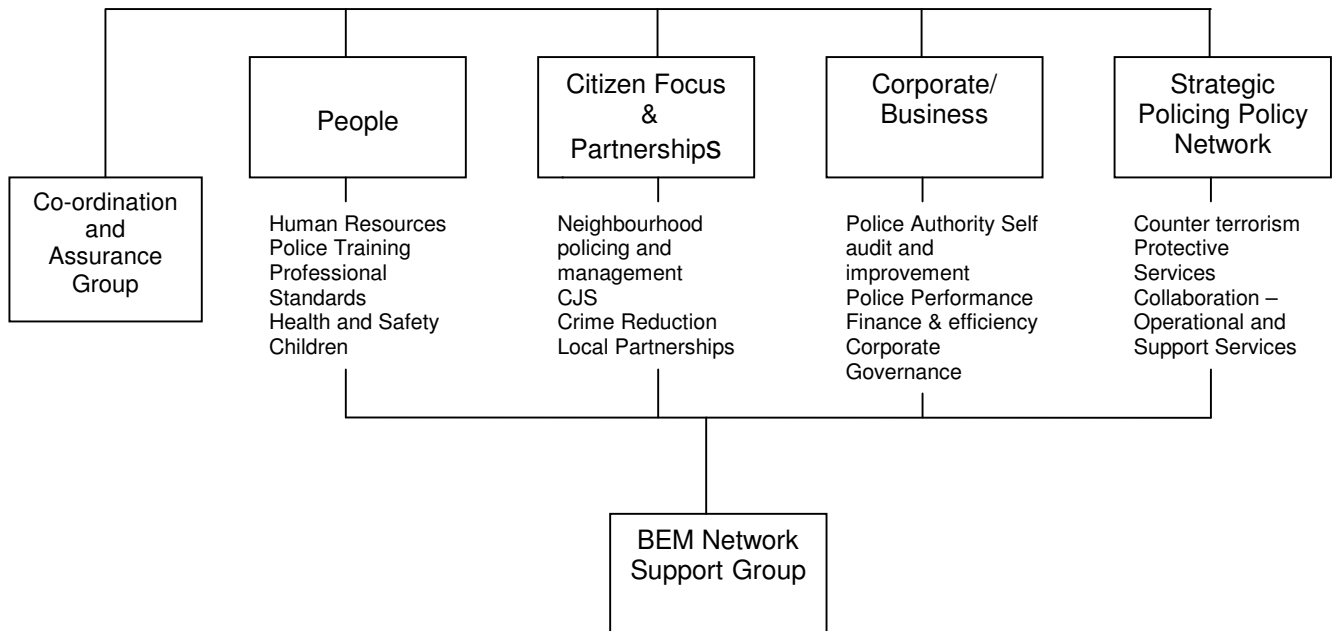
1.5 The Board will meet bi-monthly, thus enabling better forward planning of agendas and providing more opportunity for each region of the grouping to influence the content of the agenda and submit items for consideration. This cannot happen under the current arrangements of monthly meetings. Board members will have the same responsibility as present Executive members in regard to their role as Company Directors of the APA and in their role as APA representatives to outside bodies.

1.6 Initially, the 6Cs has appointed as its representative the Chair of Essex Police Authority, Robert Chambers, who has been instrumental in promoting a more regionalised approach as far as the work of the APA is concerned. It is suggested that the designated officer should originate from the same authority as the member of the Board and be at Chief Executive level. The officer’s task would be to support the regional representative and ensure accurate reporting back to authorities in the region.

1.7 It was also agreed that there would be four Policy Networks, the responsibilities of which are set out diagrammatically below. This report sets out how a single regional representative to each of the four Policy Networks should be appointed.

**2. Appointment of Regional APA Policy Network Representatives**

2.1 Under the new APA structure, there will be four Policy Networks as set out below:



2.2 Sitting below the four Policy Networks would be a Black and Ethnic Minority Support Network. At the Plenary meeting in April, some concerns were expressed about the inclusion in business of the Policy Networks of “golden threads”, in relation to

equality and diversity and science and technology. The solution to these concerns is to establish a Co-ordination and Assurance Network which would act as a business assurance group meeting twice a year and be chaired by either the Chair or the Deputy Chair of the APA. It would draw its membership through co-option from the Policy Networks to ensure the relevant expertise and also from APA representatives who sit on national bodies. Through this means, there will be scrutiny to ensure that “golden thread” issues are being properly considered within the work of the Policy Networks.

- 2.3 One member of the Board would be nominated to each of the Policy Networks. Each region would nominate one member to sit on each of the policy groups. Each network would elect its Chair from its own membership in accordance with Nolan principles. Each network would also have a positive duty included in its terms of reference, to seek to be innovative and proactive engaging in horizon scanning and other similar work as appropriate.

### **3. Suggested Process**

- 3.1 It is suggested that each police authority in the region nominates for consideration by the 6Cs, one member in respect of as many of the networks as it wishes to do. Where a nomination is made, it is suggested that a short CV of the nomination is prepared for submission to the 6 Cs, which sets out the skills which the member appointed to the Policy Networks will bring to bear on its work. As far as the Strategic Policing Policy Network is concerned, given its subject matter, members may wish to consider whether the nominee should remain at Chair level. There is however, no stipulated requirement to do so.
- 3.2 Where the authority makes a nomination, this will be submitted to the next meeting of the 6Cs so that it can determine which single member on behalf of the region sits on each of the four Policy Networks. For this reason it is suggested that where the authority nominates a member, that a short CV which sets out the qualities and skills which that member can bring to such a group is also submitted. If it were

thought appropriate, the Chair of the authority could also submit a written statement in support of the authority's nomination.

- 3.3 The 6Cs group would then consider all nominations submitted by the six authorities in the region, and choose its representatives for each of the Policy Networks. It will also be possible as far as the networks are concerned, for the 6Cs to appoint a deputy who would be able to attend meetings of the relevant network when the nominated member was unable to do so. There would also be a need for a supporting officer to serve on the networks and it is suggested that such officer should come from the same authority as the nominated member. The main role of the supporting officers at Board and Network level, would be to ensure that there is a necessary exchange of information between the authorities in a particular region and the APA. The expenses of the nominated member would be borne by their own authority.

#### **4. Conclusion**

- 4.1 The above report represents an opportunity to have a greater say in the work of the APA. This can be achieved through greater regional input than exists at present. It is however, essential that a member so appointed represents the view of the region on a particular issue irrespective of whether those represent his/her own views.

#### **5. Recommendations**

- 5.1 That members consider the extent to which they wish to put forward to the 6Cs Group nominations for the four Policy Networks to be established within the new APA Structure.

**B. APPOINTMENTS TO OTHER ORGANISATIONS**

**1. Recommendations**

The Authority is asked to confirm the appointment of the Members to the bodies listed below -

<b>ORGANISATION</b>	<b>REPRESENTATIVE(S)</b>
<b>Independent Custody Visiting Association</b>	Mrs P Fletcher
<b>Bedfordshire and Luton Branch of The Local Government Association</b>	Chair/Vice Chair
<b>Countywide Partnership</b>	Chair/Vice Chair
<b>Luton LAA</b>	Chair/Vice Chair
<b>Bedfordshire CDRP</b>	Vice Chair and Mr P Hollick
<b>Luton Community Safety Executive</b>	Mr M Pantling (Sub) Mr R Saleem and Mr Mohammed Farooq
<b>Luton Forum</b>	Mrs P Fletcher
<b>Joint Committee for Collaboration within the Eastern Region</b>	Chair Mrs Horrocks, Mr Pantling and Mr Younger
<b>Bedfordshire and Luton Local Safeguarding Children's Board</b>	Mrs L Hockey
<b>Milton Keynes and South Midlands Project Board</b>	Mrs L Hockey

**STEPHANIE McMENAMY  
 CHIEF EXECUTIVE/TREASURER**

For publication

Bedfordshire Police Authority  
Full Police Authority  
16<sup>th</sup> May 2008  
Agenda Item No 12

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**REPORT AUTHOR:**

**CHIEF CONSTABLE**

**LEAD OFFICER:**

**DEPUTY CHIEF CONSTABLE**

**SUBJECT:**

**FORCE COLLABORATION:  
UPDATE AND BUSINESS CASE FOR  
SCIENTIFIC SERVICES COLLABORATION  
WITH HERTFORDSHIRE CONSTABULARY  
AND ESSEX POLICE**

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**BACKGROUND PAPERS:**

**Refreshed and Revised Business Case for  
Scientific Services Collaboration – March  
2008 – Report to Six Counties Collaboration  
Group, 17 March 2008.**

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**PURPOSE:**

**To update Members on collaboration and  
partnership working arrangements.**

**To seek agreement in principle for  
establishment of a joint Bedfordshire,  
Hertfordshire and Essex Scientific Services  
capability.**

**RECOMMENDATIONS:**

**Members are asked to note the progress on  
collaboration.**

**Members are asked to give in principle  
approval to the establishment of a joint  
Bedfordshire and Hertfordshire Scientific  
Services Unit, and the development of an  
east/ west sub-regional capability as  
represented by Option 4 of the Refreshed  
Business Case. This to be subject to further  
development and confirmation of the costs  
outlined in Section 7.0.**

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## **1.0 INTRODUCTION**

1.1 With Police Authority approval for the appointment of an additional Assistant Chief Constable (ACC), Deputy Chief Constable (DCC) Martin Stuart has now taken over responsibility for new collaborative ventures and is the Bedfordshire Senior Responsible Owner (SRO) for the new Bedfordshire and Hertfordshire Collaboration Programme. This report provides an update on collaboration and partnership working and seeks approval in principle for collaboration on Scientific Services.

## **2.0 UPDATE ON COLLABORATION AND PARTNERSHIP WORKING**

- 2.1 Bedfordshire continues to build-on and exploit opportunities for collaboration both with Hertfordshire – our preferred partners - and with other forces in the Region.
- 2.2 A meeting of Six Counties Group was held on 17 March 2008 and considered a number of issues including Serious and Organised Crime. Proposals will be developed further with the intention of a paper and presentation at the Six Counties meeting scheduled for 2 July 2008.
- 2.3 Hertfordshire officially joined the Chiltern Transport Consortium as of 1 April 2008. Cambridgeshire, Essex, Norfolk and Suffolk are progressing arrangements for shared fleet and their proposals now have the support of all relevant police authorities.
- 2.4 The Six Counties Group also received a presentation on the business case for scientific services collaboration. This is considered in greater detail later in this report.
- 2.5 Members will be aware that a number of Programme Boards have been established across the region to oversee collaborative ventures. Deputy Chief Constable Simon Parr from Hertfordshire Constabulary has been appointed as Senior Responsible Owner (SRO) for the Regional Information and Communication Technology (ICT) Programme Board and an inaugural meeting was held on 16 April 2008. There was a general discussion regarding programme governance and re-affirmation of the terms of reference (ToR) for the programme as being to save on overall IT expenditure through common systems and an eventual reduction in IT staff.
- 2.6 Bedfordshire successfully argued for the remit of the data warehousing project to be broadened to encompass all regional forces and to better reflect the requirement for the project to meet business needs by delivering against Management of Police Information (MOPI) requirements.
- 2.7 DCC Martin Stuart has been appointed as Project Executive for the Command and Control project within this Programme of work. Agreement was reached for this to be progressed in two phases: the first to replace existing systems in Bedfordshire and Hertfordshire with a common system and; the second to subsequently seek process alignment across the wider region. In light of the overarching ToR for the Programme a Project Initiation Document (PID) is now being developed for this project.
- 2.8 A further meeting of Chief Officers from Bedfordshire and Hertfordshire took place on 21 April 2008 and it was agreed to add Legal Services to the programme of potential collaborative opportunities. The Group also considered issues around serious and organised crime, governance, Section 23 Agreements and the role and remit of the regional Collaboration team.
- 2.9 Representative of the Region's forces and Police Authorities met on 28 April 2008 to discuss the future of collaboration. It was agreed that the Regional Collaboration Team based at Cambridgeshire HQ had been successful in clarifying the routes to collaboration and five of the Region's forces had now established 'preferred partners'.

- 2.10 Collaborative opportunities have been grouped into Programmes under the professional leadership of chief officers from the participating forces and are continuing apace. Given the fact that the programme of work already outlined was felt to take forces to 'capacity' (in terms of the resources they could commit), and the fact that Chief Constables and Police Authorities were now assuming greater ownership of the collaboration agenda, it was felt that much of the work of the role of Regional Director of Collaboration had been achieved. As such the post was effectively redundant. A different kind of regional support is now needed and it was agreed that the Regional Team would now provide administrative support to the existing programmes.
- 2.11 The new Bedfordshire and Hertfordshire Collaboration Team has been established. Led by Chief Superintendent Steve Ottaway of Hertfordshire Constabulary, the Team began working from its new base at Harpenden police station in early May 2008. Bedfordshire is providing a number of specialist resources to the Team including a fulltime Chief Inspector and a researcher analyst. Bedfordshire is also contributing dedicated HR and Finance support on a part time basis.
- 2.12 The overall costs of the Collaboration Team for Bedfordshire are estimated as £181K in a full year. This will be funded from the £100K budget growth approved by the Police Authority with the remainder being met from internal resources.
- 2.13 The Team will pursue the establishment of joint Hertfordshire and Bedfordshire capability in the following areas:
- Firearms / Dogs,
  - Counter Terrorism and Domestic Extremism,
  - Civil Contingencies and Public Order Planning, (including Olympics planning)
  - Strategic Road Policing,
  - Professional Standards.
  - Legal Services
- 2.14 The programme will also: take cognisance of the regional review of Air Support and the regional collaborative work on Serious and Organised Crime, support the existing collaborative work between Bedfordshire Police, Cambridgeshire Constabulary, Essex Police and Hertfordshire Constabulary on Information and Communications Technology (ICT) (in particular it will provide the project support for the replacement Command and Control system project) and take the lead on any further areas of wider collaborative work that may be agreed in the future.
- 2.15 In addition, the existing collaborative work between Bedfordshire, Essex and Hertfordshire on Scientific Services will now also be directly included in the programme. This is considered in greater detail below.

### **3.0 COLLABORATION ON SCIENTIFIC SERVICES**

- 3.1 An initial business case for a fully combined Bedfordshire, Hertfordshire and Essex Scientific Services function was approved by the Six Counties Group on 19 September 2007. At a key meeting of stakeholders on 15 November 2007 it was agreed that the business case should be reviewed to test further the assumptions underlying the overall proposals.

#### **4.0 REFRESHED BUSINESS CASE**

4.1 A refreshed business case based around five incremental options (or tranches) has been developed:

- OPTION 1: Closing the Protective Services (including Disaster Victim Identification, Level 2 & Counter Terrorism, Series & Cross Border Crime, Critical and Major Incident Management) through alignment of practice, shared practice development and agreeing new collaborative protocols / Memoranda of Understanding.
- OPTION 2: All of the above plus the establishment of a single 'tenprint' section based in Bedfordshire.
- OPTION 3: All of the above plus a single Chemical Laboratory serving Bedfordshire and Hertfordshire aligned with the existing Chemical Laboratory serving Essex.
- OPTION 4: All of the above plus a structural change involving the creation of a joint (Western) Bedfordshire and Hertfordshire unit aligned (in the East) to the existing Essex unit.
- OPTION 5: All of the above plus a structural change involving the creation of a unified management structure combining all three forces' services. (This option is the closest to the proposal made in September 2007.)

#### **5.0 APPROVAL BY SIX COUNTIES GROUP**

5.1 Following a recommendation by senior officers, the Six Counties Group agreed on 17 March 2008 to endorse Option 4 of the Refreshed Business Case. Whilst falling short of the principle of a fully integrated model outlined in the original business case, Option 4 provides for significant improvements across Bedfordshire and Hertfordshire and the three force sub-regional area, generating many of the benefits of the original business case.

5.2 There will be a number of start-up costs associated with this joint venture. These are outlined in section 7.0 below. Cashable savings are outlined in section 8.0. There are also a number of non-cashable efficiencies and effectiveness benefits such as resilience and cover, and improvements to both the protective services and neighbourhood policing. These are outlined in section 9.0.

5.3 It was also agreed at the Six Counties meeting that Hertfordshire Assistant Chief Constable Heather Valentine and Bedfordshire Deputy Chief Constable Martin Stuart would be joint Senior Responsible Owners (SROs) for this Project.

#### **6.0 SCIENTIFIC SERVICES - PROPOSED STRUCTURE**

6.1 The proposal seeks, in its initial stage, to build a unified management team for Bedfordshire and Hertfordshire, whilst maintaining a high level of operational capability and performance. The proposal also seeks to support, in a more uniform manner, the previously established Bedfordshire and Hertfordshire Major Crime Unit (BaHMCU). Key elements are:

- combining the Bedfordshire and Hertfordshire Scientific Support Units under one Head of Scientific Services.
- combining of the tenprints (fingerprint) functions of the three forces into a single Tenprint Operations Centre based in Bedfordshire.
- bringing together the two laboratory functions undertaken by Bedfordshire and Hertfordshire into a single base in Hertfordshire.

- The combined Bedfordshire and Hertfordshire Scientific Service Unit would be very closely aligned to the current Essex structure and create two independent units to service the three force sub-region.
- Existing Memoranda of Understanding (MOUs) would be formalised and strengthened to give greatly increased resilience and capacity across the three force area. The forces would take a lead responsibility for the provision of: Level 2 and Counter terrorism (Essex); Forensic Intelligence/ Cross Border Crime (Bedfordshire) and; Disaster Victim Identification (Hertfordshire). The 'lead force' approach to Disaster Victim Identification would also support any wider regional plans to improve civil contingencies.

6.2 This proposal addresses the requirements and expectations of a number of key stakeholders including the Home Office Police and Crime Standards Directorate (PCSD), the National Policing Improvement Agency (NPIA) and the Forensic Science Service (FSS) as well as comparing favourably with established good practice.

## **7.0 COSTS**

7.1 The ongoing annual costs of the new Scientific Services Unit are estimated at £55K. There will be a number of one off set up costs. These total between £168K and £334 over a three year period.

## **8.0 PROJECTED SAVINGS**

8.1 The amalgamation of the Bedfordshire and Hertfordshire units results in the rationalisation of a number of posts, namely one Scientific Services Manager (SSM), one Head of Bureau and one Performance Manager, although some of these savings are offset through the need to provide for an additional post of a Head of Identification / Forensic Services. Alongside the operational benefits outlined in Section 9.0, the total savings for Option 4 are estimated to be up to £90K in year one and £175K in years two and three. Year on year saving beyond this are estimated as being up to £200K. How these saving are to be apportioned between the three participating forces will be considered further and documented in a later agreement made under Section 23(1) of the Police Act 1996.

## **9.0 BENEFITS**

9.1 A combined Bedfordshire and Hertfordshire Scientific Services Unit would bring a number of benefits including:

- creation of an east / west capability and the ability for regular cross border deployment;
- additional resilience in terms of support for both volume crime and major incidents across three forces;
- Optimisation of the Hertfordshire Laboratory – providing resilience across Bedfordshire and Hertfordshire and extending to Essex in times of excessive demand.

9.2 Other benefits include closing the Protective Services gap in relation to:

- developing capability and resilience regarding disaster victim identification;
- establishing the capability and resilience to resource level 2 and counter-terrorism investigations;
- establishing a basis for sharing forensic intelligence and scene linkage;
- formalising support arrangements for critical and major incidents;
- sharing specialist skills and resources across the three force area.

- 9.3 Establishing a single Tenprint Operations Centre in Bedfordshire will provide:
- increased resilience to cope with peak flow demand;
  - cost-effective seven day working;
  - improved timeliness in updating the national database resulting in improved detection opportunities;
  - a building block for real time 'Print to Mark' searching should this be required in future local or national developments and;
  - an infrastructure that other forces in the region could join with if required.

## **10.0 RISKS**

- 10.1 Scientific Services Managers identified a risk that the implementation of the Unit may hamper existing service provision and thus impact frontline performance. This will be mitigated by a carefully planned, managed and phased introduction of the proposed changes, overseen by the new Bedfordshire and Hertfordshire Collaboration Programme Board.
- 10.2 Human Resource professionals from the three forces have investigated the HR issues and highlighted various implications of the structural changes proposed. They have advised early communication and consultation and the need to address issues around redundancies, TUPE (Transfer of Undertakings – Protection of Employment) etc. Whilst highlighting the issues to address, their advice was that this programme is viable from an HR perspective.

## **11.0 WAY FORWARD**

- 11.1 Work is continuing to establish the new Bedfordshire and Hertfordshire Collaboration Programme Board with the newly established Harpenden Team overseeing project management and delivery.
- 11.2 A more detailed Business Case and Project Initiation Document (PID) for the Scientific Services project will now be developed for implementation of the proposed Option 4 by 1 April 2009. The detail will be subject to a later agreement made under Section 23(1) of the Police Act 1996 and will be presented to the Police Authority at the appropriate time.

## **12.0 RECOMMENDATIONS**

- 12.1 The following recommendations are made:

Members are asked to note the progress on collaboration;

Members are asked to give in principle approval to the establishment of a joint Bedfordshire and Hertfordshire Scientific Services Unit, and the development of an east/ west sub-regional capability as represented by Option 4 of the Refreshed Business Case. This to be subject to further development and confirmation of the costs outlined in Section 7.0.

Report prepared by:  
Paul Burrige

On behalf of  
**GILLIAN PARKER**  
**CHIEF CONSTABLE**

## COMMUNITY ENGAGEMENT COMMITTEE

4 March 2008

### **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

### 08/CE/01 **APOLOGIES**

Apologies were received from

Mr. Peter Hollick

### 08/CE/02 **MINUTES**

The minutes of the meeting of the Community Engagement Committee held on 1 November 2007 were confirmed.

### 08/CE/03 **MATTERS ARISING**

#### **07/CE/24 Volume Crime Management Model (VCMM)**

The Assistant Chief Constable advised Members that a report on the Crime Investigation Service Improvement Plan had been presented to the Police Authority Performance Committee in November 2007.

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

Members were advised that from December 2007 all Student Police Officers were to be CRB checked.

An annual report on Initial Police Learning and Development Programme (IPLDP) Community Engagement Placements would be due in December 2008.

#### **07/CE/27 Bluelight Survey Results**

The Committee was informed that discussions were ongoing with regard to a Luton Citizen Panel being formed, partnered by Bedfordshire Police Authority, Bedfordshire Police Force, Bedfordshire and Luton Fire and Rescue Service and Luton Borough Council.

### **07/CE/28 Neighbourhood Policing Engagement**

The Assistant Chief Constable advised that three communications posts had been resourced from the Neighbourhood Policing Project Budget until March 2009. This was to ensure effective delivery of local level communications and feedback at divisional and Safer Neighbourhood Team (SNT) level.

Mr. Chris Hartley, the new Director of Communications would be joining Bedfordshire Police Force in the new financial year.

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

Ms. Sallie Blair of Better Times declared an interest in Item 11 of the agenda and agreed to leave the meeting before this item was discussed.

### **08/CE/05 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. Elena Collins, Policy and Research Officer advised Members of recent, current and forthcoming consultation and engagement activity being carried out by Bedfordshire Police Authority and partners throughout Bedfordshire and Luton.

#### **Presentation of Consultation Results**

Ms. Elena Collins, Policy and Research Officer presented the results of recent consultation surveys undertaken by the Police Authority and partners. These surveys were the Police Authority Budget Survey, Police Authority Business Budget Survey, Bedfordshire County Council Confident Communities Survey and Mid Bedfordshire Area Forum Survey. Members were each issued with a copy of this presentation.

Results highlighted by the presentation were: -

85% of respondents stated that the three issues that affect people's lives in

Bedfordshire and Luton were

- Teenagers hanging around
- Noise Nuisance
- Speeding/Traffic Offences

Overall confidence in the Police was 74%. The confidence level was affected by incidents and negative publicity.

53% of respondents across Bedfordshire and Luton believed that PCSOs were good value for money. (62% in Luton)

### **Publications**

Sallie Blair of Better Times informed Members of communications activities that were being undertaken.

### **Council Tax Leaflet**

The Council Tax Leaflets had been printed and were ready for distribution.

### **Update to Website**

The Police Authority Website was about to undergo a major upgrade to become a Web 2.0 site. This would bring it up to date and allow easier and faster access. The new website will comply with Disability Discrimination Act (DDA) guidelines.

### **Annual Policing Plan and Three Year Strategic Plan**

Draft documents of these publications were currently in circulation to Members of the Police Authority for comment. The initial versions of these documents would be available at the end of March.

### **Members Leaflet**

The Members leaflet had been updated to include Lead Member information and was available on the Authority Website.

### **Resolved**

**That the report and the presentation of consultation results be noted.**

## **08/CE/06 NEIGHBOURHOOD POLICING**

### **a) Progress Report of the Assistant Chief Constable**

The Assistant Chief Constable, Mrs. Katherine Govier presented a report on Neighbourhood Policing Update to the committee. Significant progress had been made in the implementation of

Neighbourhood Policing over past months. This had been aided by an increased drive for Neighbourhood Policing and an injection of resources.

The key areas of focus for the Neighbourhood Policing Project to the end of March 2008 were:

- Engagement
- Communications and Marketing
- Abstraction Monitoring
- Safer Neighbourhood Team (SNT) Performance Monitoring
- Consistent approach to the continued development of Neighbourhood Policing across the Force area

Neighbourhood Profiles had been reviewed.

Four posts have been built into the 2008/09 budgets to undertake the analytical and research work required in maintaining the Neighbourhood Profiles.

The date of the 2008 HMIC (Her Majesty's Inspectorate of Constabulary) Inspection of Citizen Focus and Neighbourhood Policing is 7<sup>th</sup> April 2008.

T/Superintendent Kelly had been appointed to work with the Inspection Team in the Corporate Development Department to oversee the inspection process of Neighbourhood Policing.

The Assistant Chief Constable had requested a National Policing Improvement Agency (NPIA) Neighbourhood Policing Programme Inspection of Basic Command Units to be carried out at the end of February 2008. The informal inspections had shown that significant progress was being made with the implementation of Neighbourhood Policing.

An internal analysis of Neighbourhood Policing was to be completed by mid-March 2008 to identify capability against the HMIC assessment criteria.

Mrs. Fletcher expressed concern with regard to Neighbourhood Profiles on how demographic changes would be maintained and also on how all profiles could be maintained to the same standard. The Assistant Chief Constable agreed to take this concern to the Neighbourhood Policing Project Board.

The Assistant Chief Constable informed Members that the Home Office had made some funding available for Neighbourhood Policing communications and website development. A National campaign was to run in late March to increase awareness of Neighbourhood Policing teams through media advertising.

Ms. Atkins enquired with regard to abstraction monitoring how the Force

dealt with Officers in Neighbourhood Policing Teams who were on long term sick or unable to carry out normal duties due to being pregnant. The Assistant Chief Constable advised that the Force was not able to recruit to replace Officers for either of these reasons and that decisions about where such vacancies are held is made on a case by case basis.

The Assistant Chief Constable informed members of the Committee that a National Review was being carried out with regard to the duties and powers of Police Community Support Officers (PCSOs).

The Chair wished to have noted the good work that was being done in Neighbourhood Policing.

### **b) Force Level Performance Monitoring of Safer Neighbourhoods**

The Committee considered a Performance Monitoring report from the Assistant Chief Constable that provided information on performance against targets on a monthly basis.

The framework for this Performance Monitoring report was based on a Neighbourhood Policing Performance Guide as published jointly by the Home Office, ACPO, APA and NPIA in 2007.

The Force had acknowledged that there are some gaps in the report and was currently looking at ways to obtain extra data.

Highlights of the report are detailed below

#### 1. ACCESS

##### 4.6 – Time spent on Patrol and Activities

The Performance Team had been asked to look at the headings of the report as there had possibly been some changes made between 2006–07 and 2007–08, which may have affected the results.

Members agreed that better education for the community about the role of PCSOs could be addressed by a publicity campaign.

Mrs. Fletcher requested that there might be clarification to what PCSOs were doing whilst on patrol.

It was acknowledged by Members that there could be no Safer Neighbourhood Teams without Police Community Support Officers (PCSOs).

In parts of the Force area PCSOs were encouraged to actively introduce themselves to members of the community in a 5-a-day scheme and this was successful in educating citizens about Safer Neighbourhood Teams and the role of PCSOs.

It was agreed that Policy and Research Officer, Ms Elena Collins, should conduct scoping work to determine why the residents in Luton believed that PCSOs were better value for money than residents in the rest of Bedfordshire.

## 2. INFLUENCE

### 2.1 Community Understanding

The report showed a steady continued improvement with 63.9% of people thinking that Bedfordshire Police 'understand the issues that matter' in the period June – September 2007. Bedfordshire is second highest in its Most Similar Family (MSF) group in this category.

## 3. INTERVENTIONS

### 3.1 Action on Community Priorities

In the period to September 2007 there was an increase in people agreeing that the Police 'were dealing with things that matter to this community' Bedfordshire remains third highest in its MSF group in this category.

## 4. ANSWERS

### 4.1 Confidence in the local Police

After falling over 9 months from June 2006, overall confidence had increased slightly in the last two periods that the data had been available. Bedfordshire remains third highest in its MSF group in this category but is still lower than the MSF national average.

### 4.2 Fear of Crime

Fear of Crime levels continued to fall during the period to September 2007. Fear of car crime and violent crime remain close to MSF average levels but fear of burglary remains higher than the MSF average level.

### 4.3 BCS Comparator Crime and PSA1 Performance

The incidence of house burglary remains higher in Bedford Borough, South Bedfordshire and Luton CDRPs (Crime and Disorder Reduction Partnerships). IQuanta projections suggest that only Mid Bedfordshire CDRP will meet the March 2008 PSA1 target level.

### 4.4 Anti-Social Behaviour Incidents

In comparison with the same period last year anti-social behaviour (ASB) incidents reported have increased in all CDRPs.

The greatest number of incidents reported was Rowdy/Nuisance – rowdy and inconsiderate behaviour which represented 59.5% of all reported ASB. Increases had been reported in all CDRPs on incidents involving hoax calls to Emergency services, Environmental damage/Littering and Rowdy /Nuisance – Neighbours.

Mrs. Alexander enquired about the high level of reported incidents of prostitution related activity in Luton compared to the rest of Bedfordshire. Chief Superintendent Ivor Twydell informed the committee that some of those figures reflected trafficking through Luton Airport. He also added that Luton was significantly different from the rest of the county and that the policing requirement for Luton was comparable to that of a London Borough.

Ms Atkins asked what activities came under the heading of 'Trespass'. The Assistant Chief Constable advised that the categories on this report were incident labels used for reporting and that she would supply Ms. Atkins with required information outside of the meeting.

#### 4.5 Satisfaction of ASB callers

The levels of overall satisfaction among those who reported Anti-Social Behaviour incidents to November 2007 had increased in J Division (71.2%) and C Division (63.9%). The least satisfactory element in both divisions was 'being kept informed.'

#### 4.6 Perceptions of Anti Social Behaviour

The percentage of people perceiving a high level of anti-social behaviour in Bedfordshire has fallen to 15.6% at year ending September 2007.

The Chair advised that there had been discussion for this report to be reported to the Performance Committee in future and for any relevant information to be fed back into the Community Engagement Committee.

### **c) Update report on Police Community Support Officers (PCSOs)**

The Assistant Chief Constable, Mrs. Katherine Govier presented a report on PCSO Funding and Resource Status.

Currently there were 68 PCSO positions in 'J' Division and 60 in 'C' Division.

All current PCSO funding agreements with councils and organisations were aligned to end on 31 March 2008. Operational needs would determine deployment of PCSOs from 1 April 2008.

33 councils in Bedfordshire had requested a total of 174 additional hours per week of PCSO service through the allocation of Confident Community Grant of Bedfordshire County Council for year 2008 -09. Meetings were taking place to establish a Service Level Agreement to satisfy the request for additional PCSO service. The additional service would be conducted as overtime by PCSOs.

PCSO Forums were held quarterly at Headquarters and these provided the opportunity for training, information sharing and development of best practice.

PCSOs attending the next forum in March were to be asked if they would mind if a Member of Police Authority were to attend future forums for information purposes.

### **Resolved**

- 1. That the Neighbourhood Policing Update Report be noted.**
- 2. That the Force Level Performance Monitoring of Safer Neighbourhoods Report be noted.**
- 3. That the PCSO Funding/Resource Status Report be noted**

08/CE/07

### **CITIZEN FOCUS**

The Committee considered a Citizen Focus Update report from the Assistant Chief Constable. The report provided information 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.

Chief Superintendent Ivor Twydell highlighted areas of the report:

The Force is compliant with the standards of the National Quality of Service Commitment (QoSC) and is currently developing a mechanism to monitor this compliance and identify any gaps.

The Citizen Focus Division was created within the Territorial Policing Directorate in April 2007 and brought together Criminal Justice, Call Handling, Community Safety and Diversity. It also had responsibility for a programme of service improvement that included strategic drugs issues, offender management and crime investigation improvement. The division was spearheading the drive to embed a Citizen focus ethos throughout the Force in order to create an organization that looked at service delivery from the perspective of the service user.

A Citizen Focus Board was currently being created to develop a Customer Service Framework for the Force and drive improvements in satisfaction and confidence.

The Committee agreed for Ms. Colleen Atkins to represent the Police Authority on the Citizen Focus Board.

The Service Improvement Group (SIG) was responsible for monitoring the QoSC and had carried out a gap analysis review in the autumn of 2007. The review identified two areas that required improvement: -

- Keeping you informed
- Your voice counts

Work was underway to address these issues. Early indications showed improvement in keeping people informed using the INFORM system and consultation was arranged through focus groups across Bedfordshire and

Luton to determine what service the public expected and required of Bedfordshire Police.

Key processes in relation to Customer Service were currently being mapped in order to identify critical factors that impact on victim satisfaction.

There was to be an inspection by Her Majesty's Inspectorate of Constabulary (HMIC) in April 2008 and Citizen Focus was one of the key areas of inspection. In light of this an internal inspection was being carried out to identify the good work that was being done and to recognise any areas for further improvement.

### **Resolved**

- 1. That Ms. Colleen Atkins represent the Police Authority on the Citizen Focus Board.**
- 2. That the report be noted.**

**08/CE/08**

### **PARTNERSHIP WORKING**

Mrs. Penny Fletcher, Vice Chair of Bedfordshire Police Authority with portfolio for Partnerships gave an oral update report on Partnership working in the forums of Local Area Agreements (LAAs), Crime and Disorder Reduction Partnerships (CDRPs) and Neighbourhood Policing.

The County Responsible Authorities Group (RAG) met in January.

All three CDRPs in Bedfordshire are developing their new 3 year Partnership Plans. The Authority is working with the three CDRPs to ensure the plans align with new Authority Annual Policing Plan. Luton Community Safety Executive was also developing their new 3 year Partnership Plan.

Work was underway to look at the Prolific and Persistent Offenders (PPO) Review. Luton RAG was also engaged in work on PPO Review and it was hoped that a consistent approach to deal with this matter would be reached.

There was provision for two co-ordinators to assist with this work. The Home Office and GoEast were to support the scheme.

Mrs. Fletcher and T/Superintendent Linda Kelly had been to visit the Chief Executive Officers and Heads of other Responsible Authorities in Bedfordshire and Luton in support of a Neighbourhood Policing Improvement Workshop that was held in early February.

The workshop had been very successful and there was a lot of work being taken forward as an outcome of the event. Two examples of this work were:

1. The Police Authority had been asked to sit on the Crown Prosecution Service (CPS) board.
2. The Police Authority were to meet with John Harper, Head of Democracy at Luton Borough Council, to influence joined up partnership working.

Mrs. Fletcher had recently attended a meeting with Luton Borough Council Members of the Police Authority involved in the Luton Partnership.

Mrs. Fletcher advised the Committee that future reports would be presented as written documents.

**Resolved**

**That the report be noted**

08/CE/09

**BEDFORDSHIRE POLICE COMMUNICATIONS (INTERNAL)**

Assistant Chief Constable Katherine Govier presented a report to update members on progress against recommendations of the Internal Communications Audit (September 2007).

An internal audit of Communications had been requested by the Police Authority following the 2007 HMIC Inspection.

Progress had been made against the recommendations in the following areas:

- Improvements in access and content of the Force Intranet site.
- Creation of an Intranet Working group to redevelop the Intranet site.
- Establishment of a Forcewide Communications Group.

Some delays in implementing further changes were due to a lack of resources in the current financial year and also to awaiting the arrival of a new Head of Communications.

The 2008-09 budget included provision to appoint additional staff, enhance internal and external communications and provide some marketing capability.

The new Head of Communications would have responsibility to develop a new Force Communications Strategy.

**Resolved**

**That the report be noted**

**08/CE/10**     **RENEWAL OF PUBLIC RELATIONS CONTRACT**

Head of Policy and Strategic Development, Dr. Julie Wymer, gave an oral update report to members of progress on the Renewal of Public Relations Contract.

The Working group had met in January to agree the tender specifications.

The advertisement went out in early February and the closing date was 3 March 2008.

72 pre-qualifying questionnaires had been issued and to date there had been 15 returned.

Dr. Wymer and Mrs. Linda Baxter, Force Head of Procurement, would evaluate the pre-qualifying questionnaires within the next few days.

Tenders would be sent out at the beginning of April and due back in mid-May

The Working Group was to meet in May to draw up a short list of tenders.

The successful tender would be approved at the Community Engagement Committee meeting in June.

The time frame for this appointment would allow for a reasonable hand over period should a new Public Relations Company be awarded the contract.

The contract was to be for two years with an option to extend by two further years.

Enquires with other Police Authorities in the Eastern Region had been made regarding collaboration on this matter but no response had been received.

**Resolved**  
**That the report be noted**

**08/CE/11**     **REVIEW OF INTERNAL CONTROLS, RISK MANAGEMENT AND COMMITTEE EFFECTIVENESS**

The report of the Chief Executive/Treasurer was submitted. For 2007/08 onwards CIPFA had introduced a new requirement known as the Annual Governance Statement that had replaced the Audit Commission's Statement of Internal Control but still required the Force and the Authority to undertake an annual review of its overall control internal framework and governance arrangements.

In addition to this the Committee was required to review the major risks attributed to it and these were appended to the report.

Mrs. Elaine Horrocks remarked that as evidenced earlier in the meeting Police Community Support Officers (PCSOs) were regarded as value for money, particularly in Luton. She also stated that the Citizen Panel, a partnership initiative, was proving its value for money.

One risk highlighted by Dr. Julie Wymer, Head of Policy and Strategic Development, was the Quality of Service Commitment because of the legal requirement around the Victims Code of Practice.

There were risks identified with the Partnership Strategy and it was agreed that this needed to be reviewed.

Members agreed that, as there was a duty to collaborate with partner forces, Police Authority should consider creating a Collaboration Strategy.

Mrs. Fletcher suggested that the risks should be re-evaluated after the HMIC report in April. It was agreed to bring this matter back to the next meeting in July for further discussion.

#### **Resolved**

- **That the Risk Manager be informed of risks identified as above.**
- **That the report be noted.**

#### **08/CE/12 MS. HELEN MERCURY**

Mrs. Rosie Gutteridge, Chair of the Committee, wished to have recorded sadness at the death of former Police Authority Member, Ms. Helen Mercury, who had passed away recently.

**08/CE/12** Meeting closed at 12.10pm

**AUDIT AND BUSINESS ASSURANCE COMMITTEE**

**18 March 2008**

**PRESENT**

Mrs E Horrocks (In the Chair)

Mr M Farooq, Mr R Saleem and Mr B Spurr

Mr P Conniff, also attended the meeting.

An Apology for absence was received from Mr V Lee.

The Chair welcomed the new Audit Manager, Mr Andrew Kendrick, to his first meeting of the Committee.

08/qu/1

**MINUTES**

The Minutes of the meeting of the Committee held 6 November 2007 were confirmed.

08/qu/2

**MATTERS ARISING**

**Minute 07/qu/38 - Data Quality Review**

A vacancy still remained for a Lead Member on data quality and with the agreement of the Committee the Chair would incorporate this into the Lead Member role for Intelligence.

**Minute 07/qu/40 – Internal Audit Plan 2007/08 - Progress**

Internal Audit – Communications ( Internal)

The Committee noted that the Community Engagement Committee had considered a progress report on the implementation of the recommendations arising from the Internal Audit. The Committee had noted that the implementation date of the strategic recommendations would be delayed until the Head of Communications was in post and this had now been confirmed as 14 April 2008. That Committee would consider a further progress report in 6 months time.

The Chief Executive/Treasurer advised that Bentley Jennison had produced an initial report setting out some advice on management practice which included effective communication and this would be considered by the Force Executive shortly.

## Firearms Licensing Follow Up

Members were reminded that a briefing note had been circulated which provided reassurance that the risks associated with the delayed implementation of the audit recommendations had been minimal and that the recommendations were now complete.

### **08/qu/3      DECLARATIONS OF INTEREST**

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

### **08/qu/4      VALUE FOR MONEY PROGRAMME**

The joint report of the Chief Constable and Chief Executive/Treasurer was submitted which detailed the progress being made on VFM schemes in the current year and the programme for the ensuing year.

In relation to the 2007/08 programme which had focused on the introduction of a Corporate Services Model the Committee noted savings of £0.690M had been achieved and these had been fully reflected in the 2008/09 revenue budget. The number of redundancies/early retirements as a result of the process totalled 18, with only 4 of these being compulsory redundancies.

The overall cost of redundancies fell within the level expected to be met from reserves of approximately £0.350M. Additional early retirement costs would be met from within existing resources

One of the concerns raised by the Committee upon the introduction of the Corporate Services model was strong internal controls that currently existed could be eroded and it was noted that this would be assessed as part of the Internal Audit programme for 2008/09.

With regard to the Programme for 2008/09 the Committee noted that areas to be covered were:

Targeted Reviews; - (Interpreters; Medical Fees; and Contact Management.)

Collaboration opportunities

Effective Procurement;

Benchmarking;

Scrutiny; and Internal Audits – Procurement and where appropriate, value for money aspects would be highlighted by the Internal Auditors flowing from their audits planned for 2008/09.

Members noted that the targeted reviews on Interpreters and Medical Fees had been proposed because of increased level of expenditure incurred in these particular areas over the last few years. Contact management was an area where it was felt that some duplication existed across the Force. Member involvement in these reviews was yet to be determined. With regard to the use of Interpreters there was a general discussion around possible sources of funding and the Assistant Director (Resources) agreed to pursue Members suggestions with the Income Generation Officer.

The report highlighted that as part of the programme the Committee Chairs would need to continue to scrutinise papers presented at their respective Committees and raise any value for money issues with the Chief Executive/Treasurer. These would then form part of the reviews undertaken by this Committee in March and September. On this point there was a discussion around the problem of recognising at what stage there was sufficient enough concern around VFM to warrant a review. An illustrative example was that of the current funding opportunity for Parish Council's to fund a PCSO and the consequence of deployment of Officers in low crime areas. The Chief Executive/Treasurer advised that the outcome of a national review would be known shortly which might address the issues of funding and deployment. In the meantime Members concerns would be forwarded to the Assistant Chief Constable for possible pursuance with the National Association for Local Parish Council's.

The Committee was also advised that due to the nature of the value for money programme progress against all of the initiatives would be reported to various Committees throughout the year. However, a specific report would continue to be made to meetings of the Committee in September and March which would summarise progress.

### **RESOLVED**

That the report be noted.

08/qu/5

### **REPORTS OF THE EXTERNAL AUDITOR**

#### **(a) External Audit Plan – 2007/08 – progress**

Members noted the progress on the completion of the audit areas included in the 2007/08 plan. The Audit Manager highlighted that no significant control issues had been found.

With regard to the PURE review the timeframe was currently being finalised and the key areas to be focused on would be known shortly.

**(b) External Audit Plan – 2008/09**

The Committee noted the progress of the draft External Audit Plan for 2008/09. The Plan was yet to go through the Audit Commissions Quality Assurance process which ended on 31 March. The final Plan did not however require approval until 31 May 2008.

There was a general discussion about the calculation of the level of fees imposed by the Audit Commission for their work and whether or not they were comparable with the private sector. The Assistant Director (Resources) assured Members that the fees were regularly challenged and that at a national level the Police Authority Treasurer's Society continued to voice their concerns to the Audit Commission about fees that were over and above what had been expected.

Given that the date of the next meeting was not until 10<sup>th</sup> June it was agreed that it would be circulated to all Members for comment and that final approval of the plan be delegated to the Chair of the Committee.

**RESOLVED**

That progress on the 2007/08 and 2008/09 plans is noted and that Authority is given to the Chair of the Committee to approve the finalised External Audit Plan for 2008/09.

**08/qu/6**

**INTERNAL AUDIT PLAN 2007/08 – PROGRESS**

Mr Mark Jones, from Bentley Jennison the Authority's Internal Auditors, presented a report on the progress made so far in undertaking the Internal Audit 's planned for 2007/08. The report detailed what work had been completed against the approved plan and highlighted the level of assurance, grading and number of recommendations for each audit undertaken. Appended to the report were the outcome of the following reviews :

- Victim/Witness Care
- Cash, Banking & Treasury Management
- Creditors
- Divisional Reviews
- Governance
- Income & Debtors
- Fixed Assets, Inventories and Insurance
- General Ledger
- Payroll
- IT Strategy

Risk Management  
Procurement Cards  
Project Management Follow Up

During the discussion on the outcome of these audits the following issues were raised.

**(a) Victim and Witness Care**

The Internal Auditor highlighted that he had made 1 significant recommendation in relation to Victim/Witness Care which required that adequate supporting information was recorded onto the Crime Management System which would evidence the follow up process in keeping victims/Witness informed. However given that changes to the current system were underdevelopment by another Force the recommendation was expected.

The Chair considered that the Community Engagement Committee would want some assurance that the initiatives being put in place to improve customer satisfaction awareness were being progressed. The Internal Auditor mentioned that this would be addressed as part of the follow up report.

**(b) Divisional Reviews**

The Internal Auditor highlighted that there had been two significant recommendations around overtime expenditure.

The Committee considered that the establishment of the Joint Beds and Herts Major Crime Unit would see improvements in the level of overtime expenditure and were pleased to see that this was evidenced in the Audit Report. Members asked that the Finance Committee be informed of this at its next meeting.

**(c) Governance**

The Internal Auditor highlighted that there had been 3 significant recommendations which related to formal approval of the Authority's business plan, reviews of the Terms of Reference of Committees, standing orders, scheme of delegation and financial regulations. The Chief Executive/Treasurer reported on the progress being made in each area.

Members noted that a client briefing on the protection of personal data had been included in the report. Mr Jones mentioned that given the recent publicity this area was now receiving a high profile given recent publicity and therefore was being incorporate into reports to clients. The Assistant Director (Resources) assured Members that the approved encryption standards were being met but this would be covered as part of the Information Security Audit

proposed in the 2008/09 Audit Plan.

Mr Jones also presented for consideration an updated Audit Plan for 2008/09. The Auditor's had included within the plan a number of Audits that linked directly to risks facing the Authority and the Force recorded in the risk register. The risks were circulated at the meeting as exempt information defined in paragraph 7 of Part 1 of Schedule 12 A to the Local Government Act 1972. During the discussion of the risks Members considered that Attendance Management, the subject of an Internal Audit in 2006, was still a cause for concern and that its risks rating should be increased to the highest risk rating ((4X4). The Assistant Director (Resources) would ask the Risk Management Board to consider this amendment.

In discussing the plan the Chief Executive/Treasurer sought the Committees approval to removing the Audit on leadership from the Plan which would then enable the cost of the Audit days to be utilised for the consultancy work the Auditor's were undertaking on communication and line management issues. Members endorsed this suggestion.

#### **RESOLVED**

1. That the reports and comments thereon be noted and that the updated Audit Plan for 2008/09 as now amended be approved.
2. That the Risk Management Board be asked to consider increasing the risk rating for attendance management.

08/qu/7

#### **INTERNAL AUDIT – PROGRESS ON PREVIOUSLY AGREED RECOMMENDATIONS**

The Treasurer submitted a progress report on implementation of the fundamental and significant recommendations arising from the Audits undertaken by Bentley Jennison, the Internal Auditors during 2006/07 and so far in 2007/08.

Bentley Jennison had not issued any reports that included fundamental recommendations however there had been 13 audits, that had significant recommendations, these being:

- Risk Management 2006/07;
- Training 2006/07;
- Sickness Management Follow Up 2006/07;
- Information Security Management 2006/07;
- Seized Property 2006/07;
- Payroll 2006/07;
- Procurement 2006/07;

- Business Continuity Plan 2007/08;
- Communications (Internal) 2007/08 and
- Human Resources – Recruitment 2007/08.
- Firearms Licensing
- Procurement Cards
- Victim and Witness Care

The Committee noted that out of 19 outstanding recommendations, 6 were complete, 7 remained outstanding and 6 had not yet reached their implementation date.

In noting that the Business Continuity Plan was expected to be completed in October 2008 Members wanted some assurance that the date would be adhered to. The Chief Executive/Treasurer would raise this concern with the Deputy Chief Constable.

**RESOLVED**

That the report be noted

**08/qu/8**

**ANNUAL AUDIT LETTER PROGRESS**

The joint report of the Chief Executive/Treasurer and Chief Constable was submitted which advised that throughout the year the Committee received a number of reports that included action plans that were linked to the Annual Audit Letter produced by the District Auditor in November of each year.

The report submitted provided details of progress made against each of the action plans for the following areas:

- Police Use of Resources (PURE);
- Statement on Internal Control; and
- Data Quality

In relation to the progress of the PURE action plan the Committee was disappointed to see that the Audit Commission had finalised the VFM profiles for 2007/08 so late in the year and the Audit Manager would raise this with the Audit Commission. He understood that the profiles for 2008/09 would be similar to that for 2007/08

**RESOLVED**

That the report be noted and action taken against the District Auditor's recommendations/areas for improvement be noted.

08/qu/9

**REVIEW OF INTERNAL CONTROLS AND RISK MANAGEMENT AND COMMITTEE EFFECTIVENESS**

The report of the Chief Executive/Treasurer was submitted. For 2007/08 onwards CIPFA had introduced a new requirement known as the Annual Governance Statement which had replaced the Audit Commission's Statement of Internal Control but still required the Force and the Authority to undertake an annual review of its overall control internal framework and governance arrangements.

In addition to this the Committee was required to review the major risks attributed to it and these were appended to the report. Having noted that the Committee had made little progress the realignment of the Training Department, Members considered that the Committees risks should include reference to workforce planning and the Assistant Director (Resources) would seek the views of the Risk Management Board. Members also considered that the Performance Committee should receive an update on the progress of the recommendations and the potential impact it might have on performance.

As part of the annual review it was also appropriate for the Committee itself to consider how it feels it was performing. Some areas for consideration were highlighted in the report and the Committee was satisfied with its performance in each area.

**RESOLVED**

1. That the Risk Management Board consider the inclusion of workforce planning as a major risk to be attributed to the Committee.
2. That the Committee confirms it has undertaken a self-assessment of its own performance and to ensure that the committee fulfils its responsibility for value for money future reports identify more clearly any value for money considerations.

08/qu/10

**RESOLVED**

That the press and public be excluded from the meeting during the discussion of the following item on the grounds that it is confidential and may involve the disclosure of exempt information as defined in paragraph 7 of part 1 of Schedule 12A to the Local Government.

**08/qu/11**      **RISK MANAGEMENT – PROGRESS REPORT**

The joint report of the Chief Constable and Chief Executive/Treasurer was submitted on the implementation and management of the Authority's Risk Management process.

The report highlighted that since the last meeting the registers had been reviewed which had resulted in a change in the ranking of some risks and identification of some new risks.

To ensure that the review of risks did not become over bureaucratic and that the focus in terms of corrective controls is in the right areas, a review had been undertaken of all the currently identified risks. Based upon these risks six overarching areas have been identified as a risk to the Authority's and Force objectives, as follows:

- Lack of performance
- Shortage of Human Resources
- Shortage of Physical Resources
- Lack of benefits from change projects
- Death or injury to employees or the public
- Failure to meet statutory obligations, financial control and legal compliance

The Risk Management Board would, over the next three months, focus its efforts by looking to mitigate or minimise those risks that impact heavily on the first two overarching areas, namely 1) Lack of performance and 2) Shortage of Human Resources. Whilst other risks would be reviewed during this period efforts will be concentrated into these two key areas

The Chief Executive/Treasurer mentioned that risk awareness needed to be embedded into the work of the Authority and that risk awareness training for all Members would be arranged in the near future.

**RESOLVED**

1. That the amendments to the Risk Register be endorsed.
2. That the changes to the Register identified earlier in the meeting be considered by the Risk Management Board.

**HUMAN RESOURCES COMMITTEE**

**22 April 2008**

**Present**

Mr P Hollick (In the Chair)

Mr S Choudhry, Mrs L Hockey, Mr R Younger, Mrs S Gillard, Mrs S Alexander (part-time) and Mr V Lee.

Mrs E Horrocks and Mr P Conniff also attended the meeting.

Apologies for absence were received from Mrs R Gutteridge and Mr J Wells.

**08/h/09 MINUTES**

The minutes of the meeting of the Committee held on 5 February 2008 were confirmed.

**08/h/10 MATTERS ARISING**

**08/h/07 Sickness Monitoring**

The Assistant Director (People Services) advised members that sickness patterns were being looked into and findings would be reported at the next meeting.

Mrs Horrocks stated that she believed that other forces should be consulted on this matter to establish best practice as was recommended in the minutes of the previous meeting.

The Chair acknowledged the considerable work that was ongoing to address sickness absence within Bedfordshire Police but added that the Force could benefit from consultation with other forces on this matter.

**08/h/11 DECLARATIONS OF INTEREST**

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

**08/h/12 HUMAN RESOURCES ANNUAL PLAN 2007 – 2008 PROGRESS**

## **REPORT**

The Human Resources Annual Plan 2007-2008 Progress Report Update was submitted by the Assistant Director (People Services).

A table of progress to date against targets set for 2007 –2008 was appended to the report showing that 40% of targets had been met, 23% were being progressed and 37% had yet to be commenced.

Issues that had impacted on progress were restructure, particularly Corporate Services and vacancy levels, which had led to an increased workload in recruitment.

Diversity had been an area of concern, as targets had not been progressed due to a lack of funding. Progress on this matter had been initiated.

Health and Safety had been incorporated into the remit of the Estates Department.

Career development, performance development reviews, coaching and mentoring and the National Competency Framework had been moved from Recruiting to the Training and Development Department to enable more rapid progress for meeting objectives.

The following matters were raised –

### ACPO Career Development

ACPO training needs should be identified through Personal Development Reviews (PDRs). Nationally Senior Leadership development was a cause for concern, but locally members were reassured that leadership needs were identified through the PDR process.

### Talent Management

The Assistant Director (People Services) advised that the requirement for talent management had been identified within the Force. A paper was to be presented to the Strategy Board to introduce a Leadership Academy.

### Pay and Conditions

Members noted that the Secretary of State's decision not to backdate the Police Pay Awards to 1<sup>st</sup> September 2007 was awaiting the

outcome of a judicial review.

#### Recruitment

The Assistant Director (People Services) highlighted the work being done in conjunction with the Job Centre Plus and Learning Skills Council to reach those communities that were underrepresented in Bedfordshire Police. Members welcomed this approach and the reassurance that the outreach work would assist in ensuring that applications submitted would meet the required standards.

#### Learning and Development

Members required some assurance that the level of resources being placed into Learning and Development would have the desired effect in improving performance. The Chief Executive/Treasurer advised that Bentley Jennison, Internal Auditors could undertake a piece of work to develop a Return on Investment (ROI) Model for the training activities within the Force. Members confirmed that the consultancy days released by Audit and Business Assurance Committee at its last meeting could be used for this purpose.

#### PDR Process

In response to whether or not the PDR scheme was linked to the objectives of the Force and Authority Plans, the Director of Corporate Services advised that the software for the PDR computer package had been now been upgraded to enable the links to be shown.

#### **RESOLVED**

That the report be noted

#### **08/h/13 HUMAN RESOURCES ANNUAL PLAN 2008 - 2009**

The Assistant Director (People Services) delivered an oral update on the Human Resources Annual Plan 2008 – 2009. She advised Members that there had been a delay with the launch of the plan due to the delay in the implementation of the Annual Policing Plan. Priorities had been identified and the Human Resources Annual Plan 2008 – 2009 would be presented at the next Human Resources Committee meeting.

#### **RESOLVED**

That the Human Resources Annual Plan 2008 – 2009 be presented at

the next Human Resources Committee meeting.

**08/h/14 LEARNING AND DEVELOPMENT BUSINESS PLAN 2008 –2009 AND LEARNING AND DEVELOPMENT STRATEGY 2008 - 2009**

Head of Learning and Development, Chief Inspector Mark Holbourn, presented the Learning and Development Business Plan 2008-09 and the Learning and Development Strategy 2008 – 09 to members.

Members asked that the Chair of the Committee write to Inspector Mike Smith to thank him for his hard work in producing the Business Plan and Strategic Plan for Learning and Development.

With regards to the Business Plan it was considered that more emphasis was required on how training would support performance. In response the Committee was informed that this was an activity that was already taking place and outcomes in support of the overall performance framework would be assessed and reported back to the Committee next year.

**RESOLVED**

1. That the Learning and Development Business Plan 2008-2009 be approved.
2. That the Learning and Development Strategy 2008-2009 be approved.

**08/h/15 INTERNAL AUDIT REVIEW OF RECRUITMENT – PROGRESS REPORT AGAINST ACTION PLAN**

The Assistant Director (Peoples Services) submitted an update report on the progress of work against the Action Plan of the Internal Audit Review on Recruitment 2006- 2007.

The report showed that satisfactory progress had been made against all targets.

BME recruitment figures were 11.7%. Although this was below the target of 14% it was a significant improvement on the previous year.

Recruitment of females remained at 26%.

A Workforce Planning model for the Force had been devised by the Assistant Director (People Services) and was currently out for consultation with divisions.

A new and innovative recruitment campaign had been commissioned to raise the profile of Bedfordshire Police and had gone live on 10 April 2008.

**Resolved**

That the comments of the report be noted.

**08/h/16 HEALTH AND SAFETY MATTERS**

The Director of Corporate Services presented an oral update to members on the progress of the implementation of 32 recommendations following the Health and Safety Executive's inspection of Bedfordshire Police and Bedfordshire Police Authority. The Action Plan had been circulated to members.

Members' attention was drawn to two recommendations of the Action Plan in particular:-

1. R2. The Police Authority members must all be made aware of the fact that they are the legal employer of the civilian staff working within Bedfordshire Police and the responsibility that this entails. This should preferably be done in writing.

Action required: Revised Health and Safety procedure to be circulated to members of the Police Authority prior to its Annual General Meeting. Completion date: 12 May 2008

2. R3. The Health and Safety Procedure should include reference to the role and responsibility of the Police Authority.

Action required: Review and update of Health and Safety procedure to include Police Authority role and responsibility. Completion date: 12 May 2008

The Director of Corporate Services advised that the actions of these two recommendations would be accomplished by the completion date. He informed Members that a letter had been sent to HMIH&S detailing how all the recommendations of his report had been or were to be actioned and advised that a meeting had been arranged with HMIH&S regarding this matter on 29 May 2008.

To enable the Human Resources Committee to have the necessary information required to monitor Health and Safety effectively a set of metrics were to be developed in Force for performance monitoring. The set of metrics would be circulated to members with the minutes of

the Force Health and Safety Committee. The Health and Safety Manager would also attend meetings of the Committee to answer members' questions.

The Chief Executive/Treasurer would be trained on Health and Safety matters and would therefore be in a better position to advise members on their responsibilities.

Members considered that it would be beneficial to have a briefing on Corporate Manslaughter and it was agreed that this be provided at the Police Authority seminar in June.

### **Resolved**

1. That the report be noted
2. That a briefing on Corporate Manslaughter be taken to the June seminar.

### **08/h/17 HR DATA MONITORING REPORT**

The Committee considered a report from the Chief Constable which provided an overview of HR performance from April 2007 to March 2008 in relation to

Statutory Performance Indicators

Force Establishment and Strength

Recruitment to Leaving

Abstractions

Grievances and Employment Tribunals

PCSOs - Level of Resignations

The data indicated a high level of resignations from PCSOs and members asked that further details be provided on the reasons for this in future reports. The Assistant Director (People Services) advised that a number of PCSOs decide to join the regular Force and others leave as there is no career structure. The latter aspect would be looked at as part of the workforce modernisation agenda.

Police Officers - Resignations

In response to members' concerns over the number of probationers

leaving the Force, the Assistant Director (People Services) advised the impact on social and home life were the main factors identified in exit interviews as reasons for leaving. To ensure that the Force attracted the right applicants, the recruitment sessions were now focusing on the potential lifestyle changes.

#### Special Constables

The Chair of the Committee mentioned that Special Constables do not have a body such as the Police Federation to represent them. Members agreed that this was a matter that should be raised through the Association of Police Authorities.

#### **RESOLVED**

That the report be noted

**08/h/18** Meeting ended at 1200hrs.

**PERFORMANCE COMMITTEE**

**7 May 2008**

**PRESENT**

Mr B Spurr (In the Chair)

Mrs S Alexander, Mr V Lee and Mr J Wells.

Mrs P Fletcher and Mrs E Horrocks also attended the meeting.

Apologies for absence were received from and Ms C Atkins. Mr P Conniff, Mrs L Hockey, Mr M Pantling.

**08/pb/9**     **MINUTES**

The minutes of the meeting held on 6 February 2008 were confirmed.

**08/pb/10**   **MATTERS ARISING**

08/pb/4 Third Quarter performance

In relation to the discussion on domestic abuse Mrs Fletcher asked that an amendment be made to the wording around partner engagement and this was accepted.

**08/pb/11**   **DECLARATIONS OF INTEREST**

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

**08/pb/12 OFFENCES BROUGHT TO JUSTICE**

Mr Pete Woolley Head of Performance and Planning, gave an overview of the governments' Offences Brought to Justice target which was used as a key measure of the effectiveness of the Criminal Justice Service (CJS). He mentioned that the successful outcomes to an investigation of an offence comprised of five categories: convictions, cautions, fixed penalty notices (FPNs), offences taken into consideration (TICs) and formal warnings and briefly outlined what each of these categories meant.

His presentation also included some comparative data and the key conclusion were as follows

- Bedfordshire had high levels of convictions compared with peers, notably for sexual offences and drugs offences.
- The level of convictions for burglary was lower than peers
- The level of TICs achieved in Bedfordshire was much lower than that achieved by peers

Members thanked Mr Woolley for his presentation, a copy of which would be circulated to Members.

**08/pb/13 TWELVE MONTH PERFORMANCE REVIEW**

The Committee considered a report from the Chief Constable which provided a summary of performance against targets for final quarter of 2007/2008. The report also provided a link to the initiatives set out in the action plan for the 2007/08.

A traffic light approach had been used to illustrate current performance against the target and improvement against the previous year within each Directorate.

The Deputy Chief Constable presented the report on behalf of the Chief Constable and gave an overview of the Performance during 07/08. He opened his address to members by stating that all the performance reports considered by members focussed on the quantitative aspects of policing rather than qualitative.

On the quantitative side the past few months had seen an improvement in overall performance but the Force still remained poor in tackling crime and this would be reflected in the performance assessment for 2007/08. Placing this into context the Force had made significant improvements in a number of areas which included

reductions in overall crime rates, increasing detection performance, reductions in violent crime, new processes for dealing with domestic abuse, embedding Neighbourhood Policing and reducing the levels of abstraction to major crime.

On the qualitative aspect there appeared to be a predetermined view by the HMIC that the size of Force and its process and policies were more important than outcomes. This view had been particularly evident in a recent HMIC Inspection of Serious and Organised Crime and in response to the review the Deputy Chief Constable had raised his concern with the HMIC. A copy of the response had been circulated to the Chair of the Committee and Chair of the Authority.

He recognised that the shortfall in resources was a concern for the Force and the Authority and was grateful for the support members had given the Force in ensuring that resources went to those poor performing area.

He mentioned that as part of the new role for the Deputy Chief Constable he would be ensuring that the Performance Management framework was embedded across the Force. He considered that in previous years the Force had not prepared itself well enough for an Inspection in terms of outlining fully its achievements and would be ensuring that the efforts of the Force were better demonstrated.

Highlights from the performance report are detailed below

### **Territorial Policing**

#### **(a ) Reducing Crime**

Overall crime levels were falling, with all crime down by 10% over the last 12 months, a reduction of more than 6000 crimes.

Acquisitive crime however remained an area of concern and continued to be high in comparison with other Forces in the MSF group at 27.9 crimes per 1000 population. Domestic burglary levels had seen the most significant increases during the course of the year and was 27% higher than in the previous year. Despite some large reductions in other areas of an acquisitive crime which included a 21% reduction in recorded theft from person crime a 10% reduction in vehicle thefts and a 7% reduction in personal robbery there had only been a 2% overall reduction seen on the previous year.

Key improvements were being driven through the Crime Investigation Service Improvement Plan, the Safer Homes and Smart Water initiatives, the implementation of a Cooperate Problem solving

database and improved community intelligence through effective Neighbourhood Policing. Acquisitive crime remained a priority performance area for 2008/09.

The best performing aspect in relation to crime levels had been in the area of violence against the person and over the last 12 months Bedfordshire was the lowest in its MSF at 15.6 crimes per 1000 population. The MSF average was 19.8 crimes.

#### **(b) Investigating Crime**

Current data suggested that the actions implemented as part of the Crime Investigation Service Improvement Plan were beginning to drive up the detection rate. The Force was clearly improving in the areas of domestic burglary and robbery detections, having started the year in a position of deterioration. However detection levels, whilst showing significant improvement, were below the MSF average and this area would remain a key aspect for improvement in 2008/09. However the violent crime detection rate had improved such that Bedfordshire was considered to be performing similarly to other Forces in the group.

Detection rates had reached 25% in the last quarter compared to 20% for the first six months of the year. With these improvements in place early indication suggested that the cumulative sanction detection rate was 22% for the year end which was slightly below the target of 24% but an improvement on last years 20% rate. The Committee was pleased to note that the sanction detection rate for the first month in the new quarter had reached 26%.

Despite these improvements latest Iquanta data to end of January 2008 had shown that Bedfordshire's detection rate was the worst within the MSF group and could remain the lowest within the country for the second year running. The impact of the poor sanction detection performance over the year now meant that the Offences Brought to Justice target would not be met.

It was anticipated that Operation Cleanslate which was aimed at increasing the number of TIC's would improve this area.

#### **Protective Services**

##### **(c) Domestic Violence**

There had been deterioration in the domestic violence arrest rate during 2007 and the current arrest rate stood at 19% was likely to reach which was below the 22% target. From April 2008 the performance measure proposed under the new APACS (Assessment

of Policing and Community Safety) framework would not include measure relating to domestic violence. There would however be local measures.

(d) Road Traffic Collisions

The number of people killed or seriously injured remained better than target.

(e) Scientific Services

Bedfordshire continued to be the best performer in its MSF for crime scene investigation and was about average with its MSF in terms of detections relating to DNA and fingerprint matches. This was because Bedfordshire examined a high proportion of crime scenes which meant that recovery/matches had been measured as a proportion of scenes examined. In terms of the conversion rate from fingerprint DNA and fingerprint hits to detection the Force was performing well within the MSF group.

Proceeds of Crime Act Seizures

Last year the Force was graded fair in relation to the Proceeds of Crime Act Seizures (POCA) as it only met one of its two targets. This year the Force had achieved all its (POCA) targets which should result in a good rating.

**Citizens Focus**

(a) Satisfaction

Overall satisfaction was 3% below 80% target. However follow up and action taken remained weak in the overall experience of being a victim. Initiatives were being put in place to improve these key areas. However there was a 92% satisfaction rate for the treatment by Officers and Staff given to victims of crime.

The new focussed call back relating to Anti Social Behaviour was working well and this initiative was beginning to improve the satisfaction levels. Other initiatives were being looked at within the call handling center to ensure that victims receive better 'follow up'. The Assistant Chief Constable was pleased to say that Bedfordshire's Call Handling Centre was the 3<sup>rd</sup> best in the country.

Data to the end of December 2007 indicated that the difference in arrest rate between white and ethnic minority searches was just outside the 1% target. There was however an improvement in

detection rate performance for both white and ethnic minority victims of crime. The current difference between the detection rates was 9% which was similar to the 2006/07 performance but still below the 6% target for 2007/08.

Bedfordshire currently had the 3<sup>rd</sup> highest confidence levels in its MSF group. After a period of decline confidence levels had risen for the second quarter.

**(b) Neighbourhood Policing**

Early data suggested that abstraction was as low as 2%. Work was continuing on the provision of a suitable solving data base and communications activity was being improved along with the implementation of a Communications and Marketing Plan.

Additional Information around SNT establishment, abstractions community confidence and anti social Behaviour incidents which was currently reported to the Community Engagement Committee was circulated as an addendum to the performance report.

The data indicated that Neighbourhood Policing was beginning to impact on local community reassurance. It was noted that future Performance reports would incorporate this data.

**Corporate Services**

**(a) Frontline Policing Measure**

The Frontline Policing measure was set to exceed the target and had been supported through the implementation of mobile data and review of shift patterns.

**(b) Recruitment**

Based on current intake 12.7% of new recruits would be from minority ethnic backgrounds, which was a much-improved situation than experienced in 2006/07 due to small intakes. A review of recruitment levels had been undertaken in relation to establishment levels for the year and a Central Recruitment Function was being created to cover all aspects of Officer and Staff recruitment. A Workforce Planning Model was also being developed to provide accurate collation of statistics for present vacancies by division, projected turnover and likely abstractions.

(b) Sickness

The end of year sickness levels for Police Officers were a slight improvement on that of the previous year when Bedfordshire was ranked the highest in the country. Police Staff sickness continued to be at an average level in comparison to the rest of the country. The new attendance management procedure introduced in 2007/08 would be developed further in 2008/09. Officer sickness was the highest in Luton Division and Citizen Focus.

**Data Quality**

Compliance with both the National Crime Recording Standards and the National Standard incident recording were continued to remain within the 'good' grading.

The main issues raised by Members were as follows

(a) Burglary Dwelling Initiatives

Members noted that the Deputy Chief Constable was leading on a review into domestic burglary processes which would result in an improvement plan. Mrs Fletcher to be consulted on the partnership element of the review and the Deputy Chief Constable agreed to meet with her outside of the meeting.

(b) Fingerprinting

The quality of the fingerprinting undertaken by Officers at the stations was considered to be poor. The Assistant Chief Constable responded that this was being looked into. It was not seen to be cost effective to train all Officers in the station and as part of the review of criminal justice it had been proposed that fingerprinting could become the responsibility of the detention officers. Members asked to be circulated a copy of the review when available.

(c) Acquisitive crime

As highlighted throughout the year performance around acquisitive crime was a main area of concern. To assist in making improvements to this Members questioned whether or not the Force was working with other partners. The Deputy Chief Constable responded that there needed to be better engagement with partners. The priority to reduce burglary was set out in the CDRPs Strategies but the initiatives needed the partners to take a more active role. Mrs Fletcher mentioned that this matter was to be raised at the county wide partnership as the LAA targets for reduction in domestic burglary could not now be met.

(d) Scientific Services

Members sought an explanation as to why Bedfordshire was 1<sup>st</sup> in its group of MSF for burglary crime scene detections but its performance in reducing domestic burglary levels was poor. The Assistant Chief Constable (Protective Services) explained that the investigative capability of the Force needed to improve so as to make better use of forensic intelligence. This shortfall in performance was being addressed through the Crime Investigation Service Improvement Plan.

(e) Communication.

Members considered that it was important for both the Force and the Authority to communicate to the public the direction of travel of performance and publish good news stories as well as the challenges to overcome.

**RESOLVED**

That the Committee expresses its concern with the poor performance figures for tackling crime in 2007/08 especially in respect to the areas of domestic burglary and acquisitive crime. It was reassured with the direction of travel in the last quarter and that all measures were in place for improvement, but it would keep a close watching brief of this performance over the next few months.

**08/pb/14 BEDFORDSHIRE CRIMINAL JUSTICE BOARD – PERFORMANCE REVIEW**

The Committee considered a report of the Chief Constable which provided information on the work and Performance of the Bedfordshire Criminal Justice Board in relation to the delivery of the 2007/08 Business Plan.

Members considered it would be useful to have the Performance of the CJB included in the Committee's performance report. The Deputy Chief Constable advised that he would discuss this further with the Chief Constable and the Chief Executive/Treasurer to ensure that the data produced did not perceive that the Authority was holding the BCJB to account.

Mrs Fletcher mentioned that some Authorities had appointed Members to their Local CJB's and as this had been put forward as good practice the Authority might wish to consider this in the future.

Resolved

1. That the report be noted
2. That the Chief Constable and the Chief Executive/Treasurer consider the most appropriate way of presenting performance data around the work of the BCJB.

**08/pb/15 HMIC BASELINE ASSESSMENT 2007 – PROGRESS AGAINST ACTION PLAN**

The report of the Chief Constable was considered which set out the progress being made on the twelve recommendations arising from the 2007 Baseline Assessment. The Assessment had covered the areas of Neighbourhood Policing, Performance Management and protecting vulnerable people (Child abuse, Domestic Violence, Public Protection, Missing Persons).

The report summarised the progress and current position against recommendations in the period from 1<sup>st</sup> January to 31<sup>st</sup> March 2008. 8 recommendations had been completed during this period. Of particular note was the progress made around the establishment of a Domestic Abuse Unit, implementation of Neighbourhood Policing and development of a Performance Management Framework.

**RESOLVED**

That the report be noted.

**08/pb/16 MONITORING FRAMEWORK AND TARGETS – ANNUAL POLICING PLAN 2008/09**

The report of the Chief Constable was submitted which provided progress on the development of the action plans for the delivery of the Annual Policing Plan for 2008/09.

Members were reminded that the 2008/09 Annual Policing Plan referred to areas to strengthen and areas for investment in the four Core Services of Neighbourhood Policing, Incident Response, Crime Management and Protective Services. The Action Plan which was detailed in the report contained 52 actions to deliver the priorities in these Core Services, plus actions to deliver improvements in Citizen

Focus and Resource Management.

It was proposed that high level monitoring updates of all actions be provided to meetings of the Performance Committee, taking the form of:

- a brief update of progress in the preceding period;
- a summary of exception issues;
- notification of actions proposed for completion, cancellation or suspension.

It was also proposed that, where appropriate, individual actions be subject to detailed scrutiny by specific Police Authority committees.

Performance outcomes for 2008-09 were to be assessed against a set of externally declared targets and performance indicators and a draft document setting out the key targets and Performance indicators was appended to the report. Once approved the targets and performance indicators document would be placed on the Authority and Force websites, alongside the APP.

More detailed internal monitoring arrangements were being developed as part of a balanced framework of indicators to provide increased monitoring arrangements for the Authority and Force.

The Head of Performance and Planning advised that since the report had been written the target for the total recorded crime per 1000 population had been recalculated and led to a 7% reduction rather than a 10%. This was considered to be more achievable.

The Head of Strategic Planning and Policy orally reported that the Home Office had recently sought information on proposed local priorities. Given the grading by the HMI on meeting the 2005/08 local targets together with the plethora of stretched targets in the 2008/11 strategy it was considered that no local priorities should be set. The Force priorities around acquisitive crime and vehicle crime reflected the views arising from public consultation and it was deemed appropriate that these should be focused upon rather than areas of business where targets could not be met. Members endorsed the approach that had been taken and the Home Office would be informed accordingly.

**RESOLVED**

1. That the 2008-09 APP Action Plan be approved.
2. That the proposed monitoring procedure for reporting progress against actions in the 2008-09 APP Action Plan, with an update against actions being provided to each Performance Committee be

approved.

3. That the 2008-09 externally declared targets and performance indicators as now amended be approved.
4. That action taken not to impose any local indicators be endorsed.

08/pb/17 **PROPOSAL FOR A BALANCED FRAMEWORK FOR PERFORMANCE MANAGEMENT**

The report of the Chief Constable was submitted on the development of a 'balanced framework' approach for future performance reporting to the Performance Committee.

The Deputy Chief Constable advised that a Performance Sub Group consisting of Police Authority members and officers plus service representatives had been established to finalise the three year Strategic Plan and the Annual Policing Plan 2008/09, plus the associated external targets. This approach had worked well and had identified that the Quarterly Performance Report approach should be reviewed to provide a mechanism which considered a 'holistic' approach to performance management.

To this end the Performance Sub Group was developing a straightforward framework which presented additional critical indicators beneath each of the external target measures agreed by the Police Authority. The hierarchy of indicators would then have a colour coded approach to indicate whether targets were being exceeded (Blue); being met (Green); not being met (Amber); or were significantly below target (Red). This hierarchy of indicators would be in the form of a matrix added prior to each of the Strategic Outcome sections in a newly formatted Quarterly Performance Report. The existing level of detail around key measures (in the form of charts, trends, MSF comparison and textual summary) would continue to be provided. This would enable the Authority to examine, in a simple format, areas which had traditionally not been included in the Quarterly Performance Report (e.g. underlying criminal justice measures, strength versus establishment, etc.). The framework was to be fully aligned to a similar approach the Deputy Chief Constable was developing for the new Force Performance Improvement Board. The Balanced Framework would be included from the Quarter 1 2008/09 Quarterly Performance Report.

However the diverse scope and nature of Protective Services delivery meant that it would over complicate the Balanced Framework approach if fully included. It was therefore proposed that key Protective Services measures would continue to be included in the Quarterly Performance Report as at present. However, a 'Block Theme' approach would be taken with a focus on two Protective

Services areas in each Quarterly Performance Report. The eight block themes identified were: Serious and Organised Crime; Major Crime; Strategic Roads Policing; Counter-Terrorism/Domestic Extremism; Critical Incidents/Firearms; Protecting Vulnerable People; Public Order and Civil Contingencies. It was proposed that two themes be covered in each quarterly report, with one page on each area. This would start from the next Quarterly Performance Report (2008/09 Q1) with a focus on Major Crime and Serious & Organised Crime.

Monitoring of performance of Neighbourhood Policing was currently undertaken by the Community Engagement Committee and would still continue to receive the SNT Forcewide Performance Level Monitor. However, the key indicators from this report would now be included in the Performance Committee Quarterly Performance Report. This would ensure the Authority had full sight of the outcomes from the Neighbourhood Policing Core Service.

#### **RESOLVED**

That the Committee approve the continuing development of the 'balanced framework' approach, by the Performance Sub-Group, with the revised arrangements being reflected in the Quarter 1 2008/09 Quarterly Performance Report, including Protective Services Block Themes.

#### **08/pb/18 PROPOSAL FOR VALUE FOR MONEY REVIEWS**

The report of the Chief Executive/Treasurer was submitted which sought approval to a process for undertaking 'thematic value for money reviews' and to undertaking a pilot review on drugs.

Members were reminded that In July 2006 a Value for Money Strategy was approved by the Authority. The strategy included the option for the Authority to undertake a 'thematic value for money review' as a replacement for the Best Value process.

Since that time the Authority had concentrated on piloting and embedding its value for money strategy through the use of internal auditors who had reviewed areas of business for the Authority. Recommendations from the reviews have been allocated to the appropriate committee for monitoring.

It was now appropriate to progress the implementation of the thematic value for money reviews and the Chief Executive's report set out the objectives and process to undertake such reviews. The process involved the establishment of a working group of Members and Officers and the reviews would be conducted over two half day sessions

in July.

The Head of Strategic and Policy Planning advised at the meeting that there had been some concerns raised about the resources required to undertake the reviews using this process. An alternative approach was for a presentation to be made to the next meeting on the suggested pilot review around Drugs and consider whether or not the issues raised required further assessment by the appropriate Committee or a more in depth review. If the latter was deemed appropriate the Audit Committee would be asked to review its VFM programme so as to accommodate an additional review.

**RESOLVED**

1. That the revised approach for undertaking 'Thematic Value for Money Reviews' as detailed above be approved
2. That a presentation be made to next meeting of the Performance Committee on Drugs

**BEDFORDSHIRE POLICE AUTHORITY  
YOUTH ISSUES GROUP**

**2<sup>nd</sup> April 2008**

**MINUTES**

**PRESENT:**

Mr. Martin Pantling - Chair	PA Member
Mrs Linda Hockey	PA Member
Mrs. Sylvia Gillard	PA Member
Mr. Shahzad Choudhry	PA Member
Mrs. Sue Alexander	PA Member
Mr. Peter Hollick	PA Member
Ms. Elena Collins	Policy and Research Officer

**1. APOLOGIES**

Apologies were received from Mr Robin Younger.

**2. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held by the Youth Issues Group on 10<sup>th</sup> January 2008 were confirmed.

**3. MATTERS ARISING**

**REPORT ON GUIDANCE ON USE OF ANTI-SOCIAL BEHAVIOUR  
ORDERS AND DISPERSAL ORDERS**

Ms. Collins advised the group that there were two Anti-social Behaviour Orders (ASBOs) currently issued in Bedford.

One was to expire in June 2009 and had been considered effective. The other ASBO was to expire in December 2008 and had been considered to be ineffective.

There was no information on dispersal orders available for this meeting.

Members agreed that an annual report on the effectiveness of Anti-social Behaviour Orders (ASBOs) and Dispersal Orders should be presented at Performance Committee

### **EVERY CHILD MATTERS STATEMENT**

Members approved the Police Authority Statement for Commitment to Children and Young People.

### **YOUTH PROJECT FUND PRESENTATION EVENING**

The Youth Project Fund presentation evening was a success with six groups attending.

### **PERFORMANCE MONITORING OF BEDFORDSHIRE POLICE FORCE'S YOUTH STRATEGY**

Ms. Elena Collins informed the group that the Force had been unable to develop key performance indicators (KPIs) for the purposes of Police Authority performance monitoring of the Force's Youth Strategy. The reason for this was that the Force was currently working with the Luton and Countywide Local Area Agreement (LAAs) with regards to the Youth Strategy. It was important that there should be cohesion with all the work that was being undertaken on this issue and that duplication was avoided.

### **INTEGRATED YOUTH SUPPORT SERVICE (IYSS)**

Ms. Collins advised the group that Bedfordshire IYSS had been created by Bedfordshire County Council (BCC) and that the majority of its membership were BCC managers. Inspector Waring had become a member in October 2007. The IYSS had currently ceased operating whilst awaiting the outcome of the Unitary decision.

## **4. UPDATE ON THE CONFIDENT COMMUNITIES FUND CONTRIBUTION TO COMMUNITY SAFETY**

Mr. John Seamarks, Community Safety Manager at Bedfordshire County Council gave a presentation to members of the group on the Confident Communities Fund contribution to Community Safety in Bedfordshire.

Town and Parish councils had been given the opportunity to apply for funding to spend as they thought appropriate with regard to their local Community Safety issues.

Some examples of the 21 options available for this funding were: -

Drug and alcohol awareness training.

Litter/graffiti clean-up

Youth Shelter

Improved Street Lighting

Youth activities

Applications had been received by the end of January 2008 and currently negotiations were underway with the Town and Parish Councils and providers to implement the services or purchase and install equipment.

The aim of the scheme had been to encourage communities to come up with their own ideas on how to deal with problems in their community and to take responsibility for resolving those problems.

The Chair thanked Mr Seamarks for the presentation.

**Resolved**

**That the presentation be noted.**

**5. UPDATE ON LUTON AND BEDFORDSHIRE LOCAL SAFEGUARDING CHILDREN BOARDS (LSCBS).**

Mrs. Linda Hockey, Police Authority representative on both the Luton and Bedfordshire Local Safeguarding Children Boards, gave an oral update on the work of both Boards. The LSCBs had both reviewed their Terms of Reference and were working on their business priorities for 2008 –2011.

Mrs Gillard raised a question regarding child prostitution as had been reported in a recent television documentary. Mrs Hockey replied that both LSCBs were currently looking at the issues of child prostitution, trafficking and forced marriage.

It was agreed that the Force was to be asked to produce a report on child prostitution, trafficking, forced marriage and other organised crime involving young people for the next meeting.

**Resolved**

**That the Force produces a report on child prostitution, trafficking, forced marriage and other organised crime involving young people for the next meeting.**

**6. UPDATE OF THE YOUTH PROJECT FUND**

The Youth Project Fund Presentation Evening that had been held on 26<sup>th</sup> February had been a success.

The next meeting for the allocation of funds would be on Friday 27<sup>th</sup> June 2008 at 1.30pm following the Police Authority seminar being held on that morning. The closing date for applications for this round was Friday 6<sup>th</sup> June 2008.

**Resolved**

**That the report be noted**

## **7. REPORT OF THE REVISION OF YOUTH PROJECT FUND CRITERIA**

Ms. Collins submitted a report to review the application criteria of the Youth Project Fund and compare against other funds.

Members discussed the report and agreed to align the revised criteria with the Bedfordshire Partnership Trust (BPT) criteria with some modifications.

Ms. Collins was to draw up revised criteria for Bedfordshire Police Authority Youth Project Fund.

### **Resolved**

**That the criteria for the Youth Project Fund be revised.**

## **8. UPDATE REPORT ON EMBEDDING EQUALITY AND DIVERSITY INTO THE YOUTH ISSUES GROUP WORK PLAN**

Ms. Collins presented a report to propose work plan amendments that reflect the Group's commitment to equality and diversity in all of its work.

The proposed amendment to the work plan was:

1. Monitor diversity of Youth project Fund applications and success rate, sharing relevant data with other committees

The need to record necessary demographics would be incorporated into the revised application criteria and associated application materials, and will become effective during the 2<sup>nd</sup> 2008-2009 funding cycle.

Members approved the amendment to the work plan.

### **Resolved**

**That the recommended amendment to the work plan be approved.**

## **9. ANY OTHER BUSINESS**

### **9.1 Force representation at Group Meetings**

Ms. Collins advised the Group that Mrs. Stephanie McMenamy, Chief Executive/Treasurer, had been in discussion with the Assistant Chief Constable regarding appropriate representation by the Force at Youth Issues Group meetings.

### **9.2 Authority Representation at the Force Youth Strategy Board**

Members agreed that the Chair of the Youth Issues Group should be Authority Representative at the Force Youth Strategy Board.

## **13. DATE OF NEXT MEETING**

The next meeting was arranged for Wednesday 3<sup>rd</sup> July 2008 at 9.00am.

**Meeting ended at 12.15pm**

**For Publication**

**Bedfordshire Police Authority  
16 May 2008  
Agenda Item No 19**

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**REPORT AUTHORS: CHIEF EXECUTIVE/TREASURER**

**SUBJECT: ACTION FOLLOWING CONSULTATION WITH THE  
CHAIRMAN**

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**Background Papers: (Contact Janet Wardell - telephone Bedford 842066)**

**Correspondence relating to action taken, kept in the Register of  
Decisions.**

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**PURPOSE: To bring to the attention of the Authority the following decision  
taken by officers after consultation with the Chairman**

**RECOMMENDATION: That the report be noted.**

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### **Special Priority Payments**

Approval has been given to the Special Priority Payments Scheme for 2008

### **LPGS Employees' contribution rates from 1 April 2008**

Approval has been given to the method of establishing the banding for the employee contribution rate to the Local Government Pension Scheme.

**STEPHANIE MCMENAMY  
Chief Executive/Treasurer**