



# **BUSINESS PLAN**

## **2010-13**

Connecting Police & Communities

## **Business Plan – 2010-13**

### **Introduction**

Bedfordshire Police Authority has responsibility for ensuring an efficient and effective policing service for the people of Bedfordshire. We are fortunate to work with a highly committed police force which seeks to deliver and maintain good standards of policing for local people. However, over the next three years we will face considerable challenges which are the Authority's responsibility to address, in conjunction with Bedfordshire Police.

The Police Authority is determined that local people will have a greater say in shaping the policing service they receive and over the next three years will work with the three unitary authorities (Bedford, Central Bedfordshire and Luton) to ensure that the voices of the communities are heard and reflected in the local policing priorities and targets set.

In 2008 the Police Authority asked local people to support an increase in investment to enable us to improve police performance in key areas. The increase in the precept resulted in additional police officers to help deliver the priorities the public identified through consultation undertaken by the Authority. The funding formula set by the Government has meant that Bedfordshire Police Authority has had a short fall in its policing budget of nearly £4m each year since 2005 and has increasingly had to rely on the contribution from local people. Therefore, it is important that local people are involved and satisfied with the standard of service they receive and can have confidence in Bedfordshire Police.

In these economic challenging times it is even more critical that the Authority ensures its scarce resources are used in the most efficient and effective way possible. We will continue to build on the success of our police force collaboration programme to assist us in being able to maintain or increase the number of officers in the safer neighbourhood teams, and will actively challenge the Force to improve, scrutinising the way in which the Force does its business to ensure it delivers a good quality, value for money, service. We will also continue to work with our partners to determine local priorities and local resolutions. We expect Bedfordshire Police to meet the expectations of our local communities, to provide good value and ensure that people feel safer; people are safer; people are more satisfied with the service they receive from Bedfordshire Police and people have more confidence in Bedfordshire Police.

### **Purpose, Vision, Values**

#### **Purpose**

The Authority is responsible for promoting confidence in Bedfordshire Police by ensuring that policing services are provided fairly and that the needs and concerns of the local community are met through the setting of local policing priorities. The Authority also accepts the statutory responsibility to ensure that the people of Bedfordshire receive value for money in their local policing service.

The Authority:

- Ensures that policing services are provided fairly and in a way which does not discriminate against any group or individual, promoting equality of opportunity

and working to eliminate unlawful discrimination both internally within the Authority and Force and in the provision of policing services

- Sets the strategic direction and the budget for the Force
- Exercises effective oversight of Force performance against the Policing Plan and budget through assessment of risk and reports honestly to the community about the Force's achievements
- Through consultation and community engagement, takes account of the issues of all those who live in, work in, or visit Bedfordshire and ensures that the views of local people are reflected in the nature and style of local policing
- Provides feedback on how issues raised through consultation and community engagement have been used
- Appoints Chief Police Officers in the Force and, where necessary, can discipline and dismiss them
- Monitors the way in which complaints against officers and staff are dealt with by the Force, deals with complaints against Chief Police Officers and look at complaints about the direction and control of the Chief Constable
- Maintains an effective Independent Custody Visiting Scheme (ICVS)
- Works in partnership with local Crime and Disorder Reduction Partnerships, Local Safeguarding Children's Boards and other criminal justice agencies to deliver community safety and a coherent high quality joined-up service

## **Vision**

Bedfordshire Police Authority shares the same vision as Bedfordshire Police and aims *'to be an organisation that inspires trust and confidence, that listens, responds and meets the needs of individuals and communities'*.

## **Values**

The Authority values the British policing model – being approachable, impartial and accountable to win the consent of people to be policed. The consent of local people can only be achieved if they are satisfied with and have confidence in their local police service. The Authority accepts that it has an important role to play in improving confidence in Bedfordshire Police and uses a 'checklist' of activities to guide its work and deliver its Vision:

- Community Engagement
  - Delivering against our Community Engagement and Partnership strategies;
  - Actively engaging with our communities to ensure that the targets we set reflect local priorities;
  - To communicate to communities local outcomes and illustrate how we have listened to local concerns;
  - Ensure the views of the public contribute toward priority setting, corporate planning and use of resources;
  - Ensure the policing service delivery focuses on the priorities set by the public at the neighbourhood level;
  - Engaging communities in police decision-making to shape the service required in meeting the needs of individuals and communities.

- Visibility
  - Ensure scarce resources are used efficiently and effectively to keep police officers and staff on the front-line;
  - Ensure value for money is delivered in providing a visible policing presence in both urban and rural communities;
  - Conducting 'Visibility Audits' to ensure the Force personnel, vehicles and estate are used to deliver a visible policing presence in neighbourhoods;
  - Promoting the work of the Police Authority to all communities.
  
- Neighbourhoods
  - Making sure that priority is given to delivering a good quality policing service through safer neighbourhood teams
  - Working in partnership to provide safe environments and a 'joined-up' service
  - Ensure 'priority' neighbourhoods are identified with police and partner resources aligned to improve the quality of these neighbourhoods;
  - Checking that neighbourhoods have been mapped and delivery of services is designed to meet the needs of the neighbourhood.
  
- Diversity
  - Making sure we understand the communities we serve
  - Promoting equality, diversity and human rights
  - Holding Bedfordshire Police to account for delivering a fair and equal service
  
- Communication
  - Keeping people informed by providing timely and relevant information;
  - Ensuring the SNTs are delivering communications at the lowest level to demonstrate what has been done to address local priorities;
  - Monitoring delivery of the Force Communications and Marketing Plan;
  - Examining the quality and effectiveness of communications with the public
  - Communicating the work of the Police Authority
  
- Professionalism
  - Providing leadership and managing strategic risks
  - Actively scrutinising performance and holding the Chief Constable to account
  - Monitoring the quality of service delivery
  - Commitment to a programme of efficiency improvement
  - Being ethical and transparent in everything we do
  - Manage a balanced budget and provide a value for money, good quality policing service for local communities
  - Effectively managing an Independent Custody Visitors Scheme
  
- Self-confidence
  - Investing in people, health and safety duties, positive action strategy;

- Overseeing the embedding of the shared Bedfordshire Police and Police Authority Values;
- Using creativity and innovation to deliver improved service delivery for Bedfordshire Police and Police Authority;
- Delivering effective induction and development for Police Authority members
- Criminal Justice
  - Promoting restorative justice and community payback
  - Working with all CJ partners to achieve better outcomes
  - Communicating criminal justice outcomes to the public
- Shared Bedfordshire Police Authority/Force Values

Bedfordshire Police Authority and Police Service will live a set of shared Values which will be used to make decisions and be integrated into all activities. The Values are:

- People: Trust and recognition in all our staff
- Unity: Working together for a common purpose
- Personal Responsibility: Taking individual and corporate responsibility for all our actions
- Inspirational Leadership: Providing inspirational leadership
- Public Service Delivering a good quality public service

In addition, Bedfordshire Police Authority conducts its business based on the ten Nolan principles of public life<sup>1</sup>.

### **Rolling Three-Year Business Plan**

The Police Authority is an independent organisation which is committed to continuous business development and improvement. To ensure we operate in a business-like, efficient and transparent way we continue to review how we carry out our business, therefore, our business plan<sup>2</sup> is developed as a rolling three year plan. Our key themes and priorities for 2010-13 include many of those set out in the 2009-12 plan, showing commitment to the general strategic direction.

The key themes are:

- Managing Performance
- Community Engagement
- Equality and Diversity
- Partnership working

The Authority has focused on these four key themes because we believe they will make the greatest contribution to improving the policing service for the people of Bedfordshire during 2010/13.

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<sup>1</sup> Nolan Principles – Appendix A

<sup>2</sup>The Business Plan is developed using the CiPFA good governance framework with standards and objectives that demonstrate an effective Police Authority – see Appendix B

Over the next three years Bedfordshire Police Authority will deliver the improvements identified through its annual review. Our focus in delivering an improved policing service will be to place value for money at the heart of everything we do in undertaking our governance function and managing our financial and human resources.

### **Progress against the 2009/10 Action Plan**

The 2009-10 action plan provided us with a solid foundation on which to build and improve many aspects of the Authority's business.

A number of actions in the first year of the plan have been completed. In particular the Authority placed additional focus on its role in ensuring that local people receive good value for money. A successful outcome was achieved by the Authority when it was **awarded an overall score of 3 – performing well** in its use of resources<sup>3</sup>.

A full report, covering progress against the 2009/10 action plan and the resulting benefits, is presented to the Authority's Audit and Business Assurance Committee.

### **The 2010 – 13 Business Plan**

Policing policy becomes ever more complex as the political, social and economic environments continue to change. Over the past two years we have seen the introduction of the Policing Pledge, the confidence agenda and single target and a further White Paper on police reform. In this coming year we face a general election and an Authority inspection.

The current economic climate will undoubtedly mean a review of police funding and, with a considerable funding shortfall, the Police Authority will have to look at rationalising activity and ensuring we are maximising our use of resources. It is therefore vital that the Authority continue to concentrate on those areas of business that can bring the maximum benefits for local people.

Our four key themes will remain at the centre of our three year rolling plan and to focus our activity we have prioritised the following:

- **Managing Performance**
  - Improve the monitoring of the Policing Pledge
  - Develop a report card for overall performance
  - Locate a Lead Member in each Basic Command Unit
  - Develop a comprehensive Member Development Strategy
  
- **Community Engagement**
  - Improve our understanding of local communities
  - Engage more effectively with young people
  - Improve our engagement with the rural communities by engaging with parish councils
  
- **Equality, Diversity and Human Rights**

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<sup>3</sup> See Annual Audit Letter (November 2009)

- Impacting our strategies and policies for adverse impact
- Embed equality and diversity within the Authority's committee structure
- Monitor and scrutinise the performance of Bedfordshire Police in delivering their Single Equality Scheme and implementing the new Equality Standard

- **Partnership Working**

- Understand the costs and benefits of partnership working
- Encourage joint partnership strategic planning
- Having the right people at the right partnership meetings

### **Implementing the 2010-13 Plan**

A high level action-plan structured around the six principles of good governance has been developed to show how, when and who will have the responsibility for delivering the improvements we wish to make to our business over the coming year.

Progress against the action-plan will be monitored through the relevant committee with the Audit and Business Assurance Committee receiving a bi-annual report on overall progress.

Our successful outcomes will be:

- Through actively engaging with our communities to build trust and confidence we will aim to meet the new confidence target set by the Home Office for Police and local councils from 45.9% in 2008/9 to 50% in 2009/10 (*Responsibility of Performance Committee*)
- To demonstrate to the community that Bedfordshire Police Authority is an effective Authority by achieving an overall score of 'performing well' as and when the Police Authority undergoes the HMIC/Audit Commission Police Authority Inspection process (*Responsibility of Audit & Business Assurance Committee*)
- To ensure that the people of Bedfordshire are provided with a value for money policing service by achieving 'Level 3' in the Audit Commissions inspection of our Use Of Resources which, in turn, will contribute to the Comprehensive Area Assessment (*Responsibility of Finance and Audit and Business Assurance Committee*)
- To evidence the way local people have been able to influence and shape local policing priorities through increasing the profile of Bedfordshire Police Authority within all our communities (*Responsibility of Community Engagement Committee*)

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### Theme 1: Organisational Purpose

#### Objective 1.1: Being clear about the Authority's purpose and its intended outcomes for citizens and service users;

PASA Standard	HMIC/Audit Commission Framework	Lead responsibility	Action	Priority (High, medium, low)	Timescale	Other strategic documents	Comment
1a The Authority agrees and regularly reviews a statement of the Authority's vision and values	Framework One (1.1, 1.2)	Performance Committee	PA Annual Performance/Business Plan Review	Low	January 2011	Business Plan	PA Self-assessment exercise
1.1b The Authority undertakes environmental scanning to identify local and national expectations	Framework One (2.1)	Performance Committee	Further improve environmental scanning to support strategic planning process	High	From April 2010		Identify information required and identify relevant partner information. Explore Force environmental scanning function

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## 1: Organisational Purpose

**Objective 1.2: Making sure that a high quality police service is provided and that taxpayers receive value for money;**

PASA Standard	HMIC/Audit Commission	Lead responsibility	Action	Priority (High, medium, low)	Timescale	Other strategic documents	Comment
1.2a The Authority understands how the quality of policing services is determined and can demonstrate how	Framework Two (2.2)	Performance Committee/Community Engagement	Develop Report Card for performance reporting. PREVENT and Policing Pledge	High	May 2010	Annual Policing Plan	
	Framework Two (2.2)	Performance Committee	Force Strategies and action plans to be evaluated to see if they have made a difference	High	October 2010	Annual Policing Plan	Possibly look at the Protective Services Improvement Plan
1.2b The Authority understands how value for money is determined and can be demonstrated	Framework Four (4.3)	Committee Chairs	More use to be made of benchmarking	High	On-going		Financial benchmarking Raise at agenda sets
	Framework Two (2.3)	Performance Committee	Explore ways to improve role of the PA in target setting  The PA ensures that the force's use of resources reflect supply and demand profiles (scrutiny)	High	From April 2010	Annual Policing Plan	Can u manage it training

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		Human Resources Committee	PA uses HR and workforce responsibilities to probe use of resources reflect supply and demand profiles (scrutiny)				
		Finance Committee	Efficiency targets to exceed the previous year and reflects the scale of the budget challenge			Efficiency Plan	
		Finance Committee	PA realigns efficiency targets during the year if required  Collaboration – the PA is aware of, and resists, 'net donor' arguments that might frustrate collaboration				

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### Theme 1: Organisational Purpose

**Objective 1.3: Being clear about how the Authority makes a difference to the policing to the communities it serves;**

PASA Standard	HMIC/Audit Commission	Lead responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
1.3a The Authority can demonstrate how it makes a difference to the policing of the area it serves through its work with its Force, its partners and communities.	Theme across all four frameworks	All Chairs/ Chief Executive/ Treasurer	Review committee structure – working group to be established	High	April 2010		Consider once the review of committee effectiveness has been completed

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### Theme 2: Defined Functions and Roles

#### Objective 2.1: Being clear about the statutory functions of the Authority;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
2.1a The Authority can demonstrate that it understands its role and statutory functions.	Framework Two (2.3)	Performance Committee	Member Roles and responsibilities to be clearly defined and understood.	High	April/May 2010		Performance Management Role  Consider role of Non Executive Director in more detail Continue to take opportunity to include in any member training
	Framework Three (3.5)	Community Engagement Committee	Continue to enhance Partner knowledge around the distinction between Force and Authority Continue to reinforce the difference in roles to Communities & Force	High	On-going Training session for senior officers to be arranged April 2010	Partnership Strategy	Partner news  Training session for senior officers in Force  Use engagement events

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2.1b	The Authority and Chief Constable work together with due regard to their respective statutory roles and responsibilities for the benefit of the communities they both serve.	Framework One	Full Police Authority/ Chief Executive/ Treasurer	Annual review of scheme of delegation	On-going	On-going		
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### Theme 2: Defined Functions and Roles

#### Objective 2.2: Holding the Chief Constable to account and being clear about the responsibilities of Members, Police Authority staff and Force officers and staff under the direction and control of the Chief Constable;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Completion	Other strategic documents	Comment
2.2a The Authority can demonstrate that it works with the Chief Constable to develop strategic and other plans to deliver policing that meets community needs, taking into account	Framework One (1.1)	Performance	Joint strategic planning workshops with Force and Partners	High	November 2010	Partnership Strategy	Quarterly dates to be set. Horizon scanning and scenario planning
			Develop robust target setting process	High	March 2010 and then ongoing	Annual Policing Plan	Consultation to be factored in and evidence of targets being adjusted through the year
			Evidence of application of a threat and risk assessment model to strategic	Medium	September 2010	Strategic and Annual Policing Plan	Working group will progress for long term strategic direction

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available resources			planning				
2.2a -	Framework One (1.4)	Community Engagement Committee	Strategic Planning to link better with needs of individuals and communities	High	September 2010	Community Engagement Strategy	Evidence and analysis of local community priorities to be considered as part of planning process. Better understanding and use of community profiles, use results of customer segmentation and customer insight research
			Plans to reflect priorities of different communities	High	October 2010	Community Engagement Strategy	Report of Force SNT engagement and local priorities to be presented to October CE Committee – Committee Work-Plan  Evidence base for priorities to be considered by Police Authority as part of plan development and use of survey results
			External consultation taken place to inform decision-making and policing priorities	High	On-going	Community Engagement Strategy/Plan	PA Survey's to include questions on policing priorities – Citizens Panel etc.  White Paper initiative and Lead Member at BCU level – to meet with local communities
2.2b The Authority secures an efficient and	Framework Four (4.3)	Audit and Business Assurance	Planned reviews	High	March 2010	Vfm and Efficiency plans	Programme of reviews to be identified – paper to May Finance Committee and undertaken by responsible committee

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<p>effective Police Force, holding the Chief Constable to account for the exercise of his/her functions and those of persons under his/her control</p>							
	<b>Framework Two (2.1)</b>	Performance Committee	Force Improvement Plans, including HMIC action plans to have improved timelines	Medium	2011 and 2012		<p>Committee Chairs to be reminded and raised at agenda setting meetings – particularly relevant for Performance Committee</p> <p>Consider as part of performance data review</p>
	<b>(2.2)</b>	All committees	Additional training for Police Authority Members in performance management	High	March 2009 and ongoing	PA Training Plan	Some members trained in NPIA/APA Can u manage it.
	<b>(2.2)</b>	All committees	Members involved in performance management should have a role profile	High	May 2010		
	<b>(2.2)</b>		Role profile should be well documented and understood	High	May 2010		Profile issued each year to members of Performance Committee

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	(2.2)	Community Engagement	Further develop a 'reality checking' programme for all Members	High	September 2010	Community Engagement Plan	Discussions to take place with Force Executive  Dip-sample Stop & Search, mystery shopper's front office enquiry desks
	(2.3)		Training for Members in monitoring Policing Pledge	High	May 2010	Annual Policing Plan	Training delivered once reporting format developed and agreed
		Human Resources/Performance Committee	Members should be involved in assessing the level of risk and demand and evidence of scrutiny related to force deployment	High	May 2010		Review HR Committee monitoring report

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other Strategic Documents	Comment
2.2b continued	(1.3)	Human Resources Committee	Human Resources – Monitor Workforce Modernisation programme	High	May/June 2010	Annual Policing Plan	Strategic Planning working group to review to feed into HR strategy thereafter.

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			PA Members to have consistent knowledge of HR Policies/Training	High	May 2010		Work-Plan – Possible overview to come to HR Committee
			Workforce monitoring to take into account community profiling	High	December 2010	Community Engagement Strategy  Force Positive Action Strategy	Employment targets to be set by Police Authority in March 2010
			HR Committee to develop succession plan for Chief Officers and JD to be linked to strategic vision and values	High	Summer 2010	Strategic/Annual Policing Plans	Delegated to Appts Panel. Panel to be made up of all Chairs
			Recruit Chief Officers	Medium	Autumn 2010		Appointment Panel Possible interview training for Members
			Develop process for review of PDR of the Chief Constable	High	Summer 2010		Awaiting national guidance

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### Theme 2: Defined Functions and Roles

#### Objective 2.3: The Authority is clear about its role and responsibilities in working with other partners;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
2.3a The Authority ensures that policing is appropriately delivered in partnership with others and is underpinned by a common vision of their work that is understood by all parties.	Framework Three (3.5)	Community Engagement	Implement Partnership Strategy action plan	High	On-going	Partnership Strategy	Partnership action plan to be incorporated in Committee Workplans plus an annual review

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
2.3a continued	Framework Three (3.5)	Community Engagement Committee	Consider ways of using Partnership performance data	High	May 2010	Partnership Strategy	Improve governance arrangements for CAA.  Partnership performance report card?
2.3b The Authority ensures it complies with all other	Framework Three (3.4)	Race, Equality and Diversity Panel	Implement SES Implementation Plan	High	By March 2011	Single Equality Scheme	Programme of impact assessments to be put into committee work-plans  Annual PA report on progress to September PA

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statutory functions.							
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PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Completion	Other strategic Documents	Comment
2.3b continued	Framework One and Three (4.3, 1.4)	Equality and Diversity Panel	Training in Human Rights for all Members and Staff	High	By December 2011	PA Training Plan	
		Equality and Diversity Panel	Consider dip-sampling of Stop & Search forms	High	September 2010	Single Equality Scheme	Changes in Stop & Encounter makes this important  Consider as part of the reality checking programme
		Equality and Diversity Panel	Work with Force on implementing the Equality Standard	High	Post April 2010 and ongoing	Single Equality Scheme	
		Community Engagement	Support/challenge the Force to undertake community profiling and engagement with BME/Vulnerable/Hard to reach Groups	High	June 2010	Community Engagement Strategy	Force Report to Community Engagement Committee – Committee Work Plan
		Human Resources Committee/Chief Executive/Treasurer	Annual H & S report	High	July 2010	Health & Safety Policy	Joint report to HR Committee based on H & S checklist

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### Theme 3: Promoting and Demonstrating Values

#### Objective 3.1: Putting organisational values into place;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic plans	Comment
3.1a The Authority develops, actively promotes and maintains high standards of conduct, and ensures that its work is underpinned by ethical values and a climate of openness, support and respect.	Framework One (1.6)	Audit and Business Assurance	Review Whistle-Blowing Policy and adapt for PA use	Medium	Autumn 2010		Anti-corruption strategy to be included

### Theme 3: Promoting and Demonstrating Values

#### Objective 3.2: Individuals, whether members of staff, behaving in ways which uphold and exemplify effective governance;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
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3.2a The Authority ensures that standards of conduct and personal behaviour expected of members and Authority staff are defined, communicated and enforced.	Framework One (1.6)	Standards Committee	Role of Standards Committee to be strengthened	Medium	By December 2010	Code of Conduct Ethical Governance Policy Single Equality Scheme PDR Policy	Review of Terms of Reference Review Impact Assessments Oversight of PDR process Chair of Standards to agree terms of reference with Ch Exec
			Raise awareness of role of Standards to all Members	Medium	By December 2010	PA Training Plan	
			Process in place to identify and investigate non compliance with the Code of Conduct and demonstrate organisational learning	Medium	By December 2010	Code of Conduct	
		Chief Executive/ Treasurer  Community Engagement/Compl aints and Professional Standards	Gain clarity concerning complaints received by the Authority and use information as a mechanism to engage and to	High	By May 2010		2009 White Paper – PA will have a bigger role in managing complaints – need to understand what this means for us.  Terms of Reference to be amended and approved by PA in May

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			improve service delivery				
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### Theme 4: Informed, Transparent Decisions and Managing Risk

**Objective 4.1: Being rigorous and transparent about how decisions are taken;**

**Objective 4.2: Using good quality information, advice and support to assist decision-making**

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
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4.1a The Authority has in place formal mechanisms to take required decisions which are widely communicated, and which include effective audit arrangements and access to up to date information to support decision making.	Framework One (1.5)	Chief Executive/ Treasurer  Audit/Business Assurance Committee	All Committees to have annual work-plans and benchmarks set to demonstrate added value	High	By May 2010	Single Equality Scheme  Vfm strategy	Benchmarks to be developed following the review of committee effectiveness
		Chief Executive/ Treasurer	Annual Review of Committee Effectiveness	On-going	On-going	On-going	

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other Strategic Documents	Comment
	Framework One (1.5)	Chief Executive/ Treasurer	Enhance policy briefings	High	On-going		
		Chief Executive/	Develop	High	2010 and on-going		

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		Treasurer	catalogue of independent advice & improve the use				
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### Theme 4: Informed, Transparent Decisions and Managing Risk

#### Objective 4.3: Making sure that an effective risk management system is in operation;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescale	Other strategic documents	Comment
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4.3a The Authority can demonstrate how it manages risk effectively.		Audit and Business Assurance Committee	Authority to work towards Risk Enabled status through embedding risk management strategy across the Authority and Force	High	On-going	Risk management Strategy	A & BA to approve committee reporting framework.  Committee workplans to reflect  Training for all members  Lead member identification informed by risk register
			Use of strategic assessment to develop business continuity plans	High	On-going		Annual Review of Business Continuity Plans – Committee Work Plan
		Performance Committee	Regular review of business planning and evidence of appropriate reprioritisation of activity	High	On-going	Annual Policing Plan Targets  Financial Plan  Efficiency Plan	Would this require a half-yearly report to Performance Committee – progress against APP
		Audit & Business Assurance Committee/Chief Executive/ Treasurer	Training for member in 'risk tolerance' and understanding implications of moving resources to mitigate risk	High	On-going	PA Training Plan  Annual Policing Plan	Lead member training

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			<p>Assessment is made of threat and risk and the resource requirement stated</p> <p>PA is clear on lower priority work and can evidence 'hard choices' – there is some communication to stakeholders</p> <p>Community priorities are identified and understood and integrated with threat and risk assessment</p>				
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### Theme 5: Capacity and Capability

#### 5.1: Planning for meeting the Authority's own priorities, functions and roles;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
5.1a The Authority can demonstrate that it plans for how it will deliver its own		Chief Executive/ Treasurer	Progress on Business Plan to report to Audit Committee bi-annually and reviewed annually	On-going	March 2010 September 2010	Business Plan	Committee Work Plan
		Chief Executive/	Prepare for HMIC/AC Police	High	June 2010	Business	

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role and functions for the benefit of its communities.	Treasurer	Authority Inspection			Plan	
	Chief Executive/ Treasurer	Review resources and resilience within the Authority	Medium	2010 and on-going	Business Plan/Budget	Reviewed as part of PA self-assessment process and staff PDR process
5.1a - continued	Chief Executive/ Treasurer	Explore collaboration opportunities and shared service with other Police Authorities and Local Authorities	Medium	2010	Partnership Strategy	Environmental scanning to understand our communities

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
5.1b The Authority can demonstrate that it plans and makes appropriate allocation and use of funding to deliver its		Chief Executive/ Treasurer	Business Plan to link to financial planning	Medium	March 2011	Business Plan/Financial Plan	Part of the review and planning process
		Human Resources Committee/ Chief Executive/ Treasurer	Member and Staff Training Plan: Human Rights, Strategic Questioning,	High/Medium	By January 2011	Training Plan	Training Plan developed and prioritised post Member/Staff PDR. Training planned over 12 month period

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own role and functions.			Performance management				To be developed with Chair/Vice Chair and Chair of Audit  Approved by HR Committee
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### Theme 5: Capacity and Capability

**Objective 5.2: Ensuring that members and the Executive Team have the necessary skills, knowledge and experience;**

**Objective 5.3: Developing the capability of members and the Executive Team and evaluating their performance both individually and as a group;**

**Objective 5.4: Striking a balance between continuity and renewal**

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
5.2a The Authority can			Review	Medium	On-going		

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demonstrate that it has the capacity and capability to fulfil its role and functions.		Audit and Business Assurance Committee Chief Executive/ Treasurer	Authority's Risk Register				
			Attendance at training events to be recorded	Medium	Post April 2010	PDR Scheme/Vfm strategy	Process developed for systematic feedback from Members
			Clarity of roles between Chief Exec; Chair; PA Members	Medium	December 2011 – possibly APA review in 2012		Scheme of Delegation/Members Allowance
		Chair of Police Authority/Chief Executive Treasurer	Develop Member Development Strategy	High	First stage completed by March 2011	PDR Scheme Vfm Strategy	This project will be in stages so milestones required
		Chief Executive/ Treasurer	Review and revise Staff PDR scheme	High	September 2010		Consider undertaking a team MBTi before June – consultation on scheme post July

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Timescales	Other strategic documents	Comment
5.2b The Authority can demonstrate		Chief Executive/	Ensure all members have	Low	March 2011		All part of Asset Management and reviewed with Business Plan planning

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that it has the physical resources to deliver its role and functions and that these are regularly reviewed.	Treasurer	access to IT				process – linked to 5.1
	Chief Executive/ Treasurer	Develop IT to enable flexible working for staff	Low	March 2011	Flexible Working	As above
	Chief Executive/ Treasurer	Review staff accommodation arrangements	Low	March 2011		As above

### Theme 6: Engaging Stakeholders

#### Objective 6.1: Formal and informal accountability relationships are understood

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium,	Completion	Other strategic documents	Comment
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6.1a The Authority understands to whom they are accountable and for what they are accountable and this is made known to the communities they serve.	Community Engagement Committee	Improve public attendance at Police Authority meetings	Medium	December 2011	Community Engagement/Communications Strategies	Part of White Paper and making the PA more visible. Consideration required as to how we proceed with this to be effective
	Community Engagement Committee/Public Relations & Marketing Consultants	Raise Police Authority profile within all communities.	High	On-going	Community Engagement Plan/Marketing Plan/ Communications Plan	

### Theme 6: Engaging Stakeholders

#### Objective 6.2: Active and planned approach to dialogue with and accountability to the public;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Completion	Other strategic documents	Comment
6.2a The Authority ensures arrangements are in place to enable		Community Engagement Committee	Revise community engagement plan	High	April 2010	CE Strategy	Plan to reflect priorities identified by PA – Rural/Parish and Young People  Evaluate SNT engagement

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effective engagement with all sections of the community.			Work with partners to ensure arrangements are in place for the Citizens Panel	High	June 2010	Partnership/Community Engagement Strategies	forums Review the effectiveness of the Blue Light Survey
			Possible consultation exercise for further collaboration merger	Medium	June/July 2010		Consider methodology for robust consultation
			Identify and profile communities	High	December 2010	Community Engagement Strategy	Ideally work required by end of year to inform strategic planning. Could this be a partnership initiative?
6.2a continued	-		Analytical basis for assessing & understanding views and needs of public	High	October 2010	Community Engagement strategy	Consider use of provider to undertake this work particularly work undertaken outside the Citizens Panel  Force also to provide information from SPARKS to inform strategic planning

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			Act on community concerns by setting priorities that reflect local need	High	December 2010	Community Engagement Strategy	To inform the strategic planning process  Ensure Forums are up and running in all areas  Continue to promote and monitor the delivery of the policing pledge
		Performance Committee	Prioritise public confidence when determining policing priorities	High	On-going	Annual Policing Plan	Linked with all of the above  Gain understanding of what drives confidence for communities  Use of Local Confidence Survey Results
		Community Engagement Committee	PA ensures that comprehensive account is taken of the impact that policing operations may have on specific communities (CONTEST)	High	On-going	Community Engagement Strategy  Critical Incident Policy  Lead Member Scheme	Oversee Force Communications and Community Engagement Strategies  BCU PA Member meet to meet with communities

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		Community Engagement/ Performance Committees	Monitor and scrutinise the Policing Pledge	High	May 2010	Annual Policing Plan	Draft format developed and presented to Performance Committee in May 2010
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### Theme 6: Engaging Stakeholders

#### Objective 6.3: Engaging effectively with institutional stakeholders;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium, low)	Completion	Other strategic documents	Comment
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## Bedfordshire Police Authority – 2010/11 Business Plan

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6.3a The Authority ensures arrangements are in place to enable effective engagement with partners, stakeholders, other organisations and bodies.		Community Engagement Committee	PA to know and understand the objectives of partners and to ensure they are aligned with policing plans	Medium	December 2010	Partnership Strategy/Annual Policing Plan	Improve engagement and consultation with partners and link to joint strategic planning.
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### Theme 6: Engaging Stakeholders

#### Objective 6.4: Being clear about the relationship between the Authority and the public;

PASA Standard	HMIC/Audit Commission	Lead Responsibility	Action	Priority (High, medium,	Completion	Other strategic documents	Comment
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## Bedfordshire Police Authority – 2010/11 Business Plan

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				low)				
6.4a	The Authority ensures that relevant information is published to inform the public.	Community Engagement Committee  Performance Committee	Actively promote crime /performance information	High	On-going	Communications Strategy/Community Engagement Strategy	Crime Mapping Stop & Search Policing Pledge Performance Data	
6.4b	The Authority can demonstrate that it communicated effectively	Community Engagement Committee	Develop performance indicators	High	April 2010	Communications Strategy	Undertake benchmarking exercise  Consider use of focus groups	