



BEDFORDSHIRE POLICE

**Serving Communities and
Making them Safe from Crime**

2008-2009 ANNUAL POLICING PLAN



FOREWORD BY THE CHAIR OF THE POLICE AUTHORITY

This year, following a disappointing report on Bedfordshire Police by Her Majesty's Inspectorate of Constabulary (HMIC), the Authority agreed to increase the policing precept by 9.6% as a one-off investment in the Force to provide the Chief Constable with the resources necessary to facilitate performance improvements.

Consultation by the Authority had highlighted that the majority of those surveyed were prepared to pay more for an enhanced level of service.

We have therefore asked the Chief Constable to ensure that the Force focuses on improving service delivery in the areas that matter to the public. We want to see a visible police service in our local communities; an efficient response to calls for assistance; volume crimes such as burglary, robbery and vehicle crime tackled more effectively; and a robust approach to protecting people from violent crime, terrorism and organised crime.

By concentrating on these areas, the public will know their Safer Neighbourhood Team and how to contact them, which in turn will see the scourge of many communities, anti-social behaviour, addressed. Calls for assistance will be better handled, more offenders will be brought to justice – and less crime will be committed. Vulnerable people, such as those suffering from domestic abuse, younger and older people and people from minority groups, will be better protected, while major crime and critical incidents will be tackled more effectively.

We understand that the police cannot achieve all this in isolation, which is why we are driving a partnership and collaboration agenda that will deliver a cohesive approach to local issues, designed to improve the quality of life for our communities. The collaboration on the Major Crime Unit with Hertfordshire Constabulary is an excellent example of sharing resources to the benefit of all concerned.

In the coming year every avenue will be explored to see where, as the Police Authority, we can influence the way in which the Force works to make a real difference.

We, like the public we are here to represent, want to see sustained improvements and we will support every effort to achieve those improvements. As the Force's 'critical friend' we will also challenge and scrutinise every area of activity to drive this improvement programme forward. Our overall priority is to ensure the provision of a high quality local policing service that meets the needs of local people.

This Annual Policing Plan is the first step of a three year strategy designed specifically, in consultation with the Force, to effect the improvements that the public deserve.



A handwritten signature in blue ink, appearing to read 'Peter Conniff' followed by a stylized flourish.

Peter Conniff
Chair of the Police Authority

FOREWORD BY THE CHIEF CONSTABLE

OUR PURPOSE: TO SERVE COMMUNITIES AND MAKE THEM SAFE FROM CRIME

This Policing Plan represents what we aim to deliver and how we will use resources in the first year (2008-09) of achieving our Strategic Plan 2008-11. Last year was a challenging year for Bedfordshire Police but the passion and determination of our people to deliver and improve services means we enter 2008-09 with a new confidence and optimism.

Our new statement of purpose will underpin everything we do leading to four key outcomes for the people of Bedfordshire and Luton:

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

Over the last three years we have been building a solid foundation to meet the challenges facing us. We need to consolidate the progress made to date and make further changes and improvements to ensure we serve the communities of Bedfordshire and Luton and make them safe from crime in the best possible way we can. Our actions and the indicators of success to deliver our core policing services over the coming year are presented in this Plan.

Our objectives to deliver our four Core Services are:

- **Neighbourhood Policing:** To provide a visible and accessible local policing service, working with communities to identify and solve local problems especially anti-social behaviour;
- **Incident Response:** To provide a timely and quality response to calls for service;
- **Crime Management:** To prevent, reduce and investigate domestic burglary, robbery, vehicle crime and other volume crimes;
- **Protective Services:** To protect the public from violent crime, organised crime and terrorism.

Policing is a complex business with the modern service dealing with everything from anti-social behaviour through to counter-terrorism. Against this background we will endeavour to achieve our objectives and deliver a service that the Force and the public can be proud of.



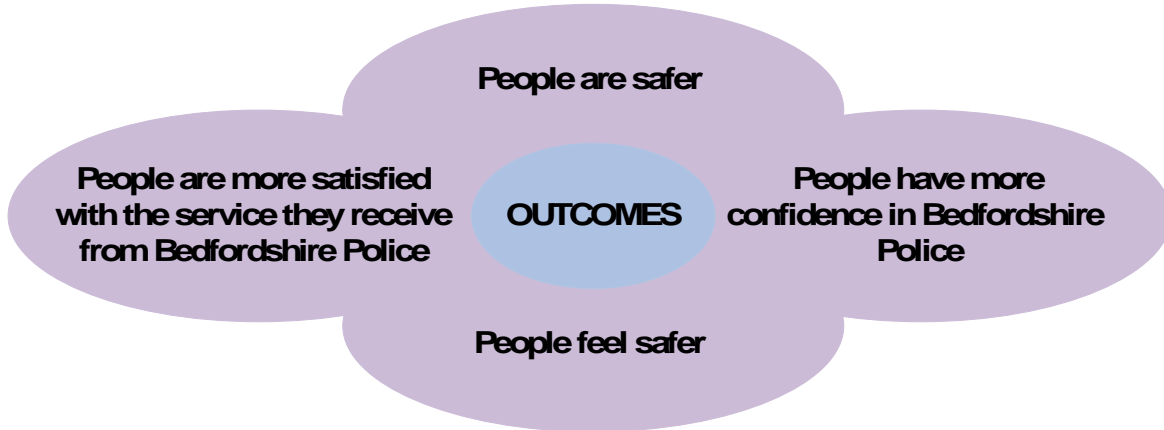
A handwritten signature in black ink, which appears to read 'G Parker'.

Gillian Parker QPM
Chief Constable

OUR PURPOSE AND OUTCOMES

TO SERVE COMMUNITIES AND MAKE THEM SAFE FROM CRIME

Our Purpose guides and directs all that we do. It's *what we stand for*. It steers our activities to deliver our four outcomes:



The critical elements of our 'Purpose' are:

Communities. Our purpose provides a clear focus on why we exist and our role in the communities of Bedfordshire. We aim to be highly regarded by the communities, delivering policing services of the highest possible standard.

Serve. We are here to serve. Being responsive to the different needs of our communities' demands openness and sensitivity. We will proactively listen and work closely with communities. This is embodied in the way our Safer Neighbourhood Teams engage with local people.

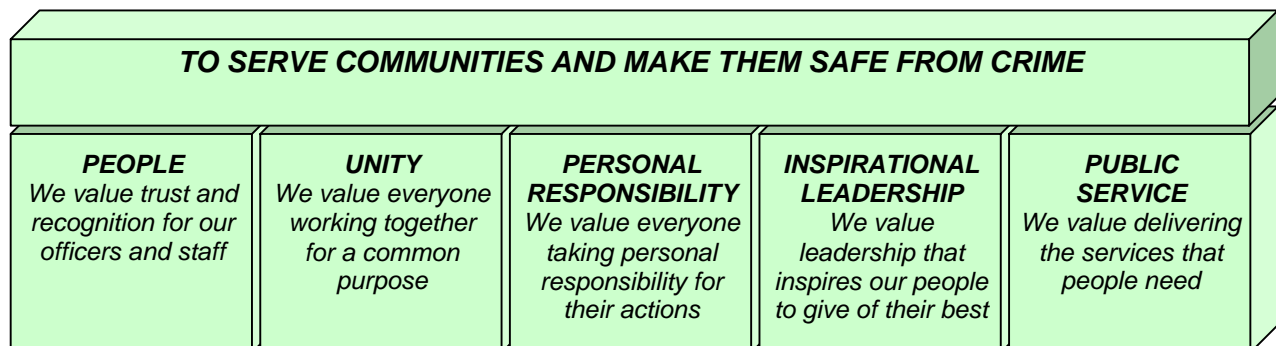
Safe. People and communities share the goal of living in a safe environment; to be safe and feel safe at home, at work, in school, in public and on the roads. People need reassurance that the police will be there in times of crisis, be confident in our ability to help protect them, and to be satisfied with what is delivered.

Crime. We recognise that crime and disorder, and the fear they cause, are a community priority. We know that without safety from crime communities will not be able to grow, prosper and achieve their potential.

Every member of Bedfordshire Police service knows that their job is **to serve communities and make them safe from crime.**

OUR VALUES

Our Purpose stands on deeply held Values that motivate us to constantly seek to improve our service and performance.



THE POLICING ENVIRONMENT: LOCAL CONSULTATION AND ENGAGEMENT

Community Engagement: Listening to the Public

The joint Bedfordshire Police and Police Authority Community Engagement Strategy aims to provide effective ways for local people to understand and influence the policing decisions and policies that affect them, and to hold the Police to account for the service provided. The Authority and Force regularly consult individuals and groups across Bedfordshire and Luton.

Police Authority Consultation during 2007-2008

Various methods are used to obtain representative views from a diverse range of communities. Through different activities, the Police Authority obtained the views of over 5,000 Bedfordshire and Luton citizens in the last year.

Police Authority consultation in 2007-2008 included the Annual Council Tax Survey, seeking views on how the public wishes to be kept informed, local crime and disorder issues, and general views on the policing service. The survey was distributed to every household in Bedfordshire and Luton, and was also published online in e-format.

Working with the Force and other partners, the Police Authority recruited a 5000-strong citizen panel in Bedfordshire County, comprising individuals of diverse age, ethnicity, physical ability, postcode and religious viewpoint. So far the panel has been consulted on issues including Police Community Support Officers (PCSOs), proposed policing targets, budget allocation, perceptions of crime and disorder and local policing priorities. The Authority and Force are in discussion with Luton Borough Council and Fire and Health Services, to recruit a similar citizen panel in Luton. It has engaged with local business owners and is developing a forum event to seek the views of its disabled citizens. The Police Authority has also joined with Mid Bedfordshire District Council to ask young people how they feel about policing, and the crime and disorder issues in their area.

Luton has a long history of successful public consultation events; local area forums enabling local citizens and businesses to directly engage with their neighbourhood policing teams and other public service providers. We are now developing a similar scheme across Bedfordshire County. One of the first events took place in Biggleswade. Local citizens gave public service providers a localised view of the crime and disorder issues affecting them. These events are aimed at identifying issues requiring immediate local response, giving local people the opportunity to engage in problem-solving activities, and directly reporting back to local people on how local issues are being tackled. We will continue to work with partners to develop an ongoing series of forums across the County.

Community Safety Partnerships and Local Area Agreements

The Authority and Force are statutory members of four local Community Safety Partnerships (North Bedfordshire, Mid Bedfordshire, South Bedfordshire and Luton) comprising local public service providers from across the region. Partnership priorities are set following production of a strategic assessment and outlined in a partnership plan. Local Area Agreements (LAAs) set out priorities in the area of safer and stronger communities. The current Luton LAA expires in March 2009. A new Bedfordshire LAA (comprising the three districts) covers the period from April 2008 to March 2011. The Community Safety Partnerships are the vehicles through which the LAA safer theme priorities and the partnership plan priorities are delivered. The following table shows the LAA objectives that are relevant to policing:

Bedfordshire LAA (covering North Beds, Mid Beds and South Beds)	Luton LAA
<ul style="list-style-type: none"> • Reduce the serious acquisitive crime rate • Reduce the re-offending rate of prolific and priority offenders • Reduce repeat incidents of domestic abuse • Increase the number of drug users in effective treatment 	<ul style="list-style-type: none"> • Reduce the fear of crime by reducing crime, the harm caused by illegal drugs, and domestic burglaries • Build respect in communities and reduce anti-social behaviour • Tackle the problem of violent crime and harassment, including assaults, robberies and repeat incidents of domestic abuse

Safer Neighbourhood Teams

In addition to formal consultation events, Safer Neighbourhood Teams (SNTs) actively engage with local people daily. The rollout of SNTs in Bedfordshire and Luton has served to noticeably increase the local visibility of police officers and PCSOs. SNTs have given a face and name to your local policing service. SNTs are an important way for Bedfordshire Police to keep updated on local issues and the needs of local citizens. We consider SNTs to be the cornerstone of local public engagement. For information on your local SNT, including contact details, see the Bedfordshire Police website, look out for flyers and leaflets in your local area or visit your local police station.

Your Priorities

There is a high level of interest in policing issues indicating local people are keen to engage with their policing service and wish to help shape the way local police and partners tackle crime and disorder. Although different priorities exist between various communities of Bedfordshire and Luton, all would like to see a continued increase in the visibility of their police and PCSOs, especially in town centres. Other key priorities for all are to increase the arrest rates for domestic abuse cases, and to reduce the number of repeat offences.

Luton citizens' priorities reflect the urban area's fast paced and highly diverse mix of communities. People are keen to see priority targets for tackling overall crime and anti-social behaviour in areas close to the town centre. Recent years have seen a reduction in the level of overall crime in Luton, but we agree that further work needs to be done to reduce the fear of crime and disorder. In this regard partnership involvement is key.

The people of Bedfordshire County have identified domestic burglary, criminal damage and speeding/traffic offences as top priorities. Partnership working will once again be key to delivering against these priorities. In 2008-2009, the Force plans to initiate a variety of localised and countywide schemes to directly tackle domestic burglary.

Although technically falling under neither crime nor disorder, much consultation has highlighted the issue of young people hanging around as an issue for the Authority and Force to consider in its work with partners.

Assessment of Local Intelligence

Intelligence is regularly assessed, both at community level and for the Force as a whole. This helps to identify key trends and developments in criminal activity, raising issues for special attention. The latest assessment identifies house burglary, personal robbery, theft from motor vehicles, theft of motor vehicles and violent crime (including knife crime) as key crimes affecting local communities. Key crime areas identified at forcewide level are counter-terrorism, serious and organised crime (including supply of class A drugs), domestic abuse, human trafficking, illegal immigration and criminal use of firearms.

Consultation in the year ahead

This year the Authority and Force will continue to engage with the people of Bedfordshire and Luton. With the development of countywide area forums, citizens will be invited to bring a very localised viewpoint directly to the public service providers who can make a difference. Public participation in these events is crucial, so look out for flyers and leaflets advertising forum events in your area. The Authority and Force will also continue to work with partners in Bedfordshire and Luton to maintain diverse citizens panels to consult on a variety of policing issues. We are also keen to seek the views of more young people via the Bedfordshire Youth Parliament, schools, and through partner engagement.

The Police Authority already publishes its Policing Plan Questionnaire online. (For more details visit the website, www.bedfordshirepoliceauthority.co.uk). In 2008-2009, the Authority will be expanding this facility to include more surveys that will allow individuals, business owners and partners/service providers the opportunity to continuously feedback on the issues that matter to them.

The **Independent Advisory Group (IAG)**, which represents a wide range of diverse community interests, provides advice to both the Authority and the Force.

The **Citizen Focus Division** uses focus groups and surveys to identify and understand how we can improve confidence in Bedfordshire Police and individuals' experience when they use our services.

THE NATIONAL PICTURE: NATIONAL COMMUNITY SAFETY PLAN 2008-2011

The **National Community Safety Plan 2008-2011** presents the Government's 4 national priorities for policing for the three year period, as captured in **Public Service Agreement (PSA) 23 (Make Communities Safer)** and **PSA 26**.

- PSA 23, Priority Action 1: **Reduce the most serious violence**, including tackling serious sexual offences and domestic violence.
- PSA 23, Priority Action 2: Continue to make progress on **serious acquisitive crime** through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug-misusing offenders.
- PSA 23, Priority Action 3: Tackle the **crime, disorder and anti-social behaviour issues of greatest importance in each locality**, increasing **public confidence** in the local agencies involved in dealing with these issues.
- PSA 26: Reduce the risk to the UK and its interests overseas from international **terrorism**.

Other national policing related issues to be delivered in partnership are captured in PSA24 and PSA25.

- PSA 24: Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.
- PSA 25: Reduce the harm caused by alcohol and drugs.

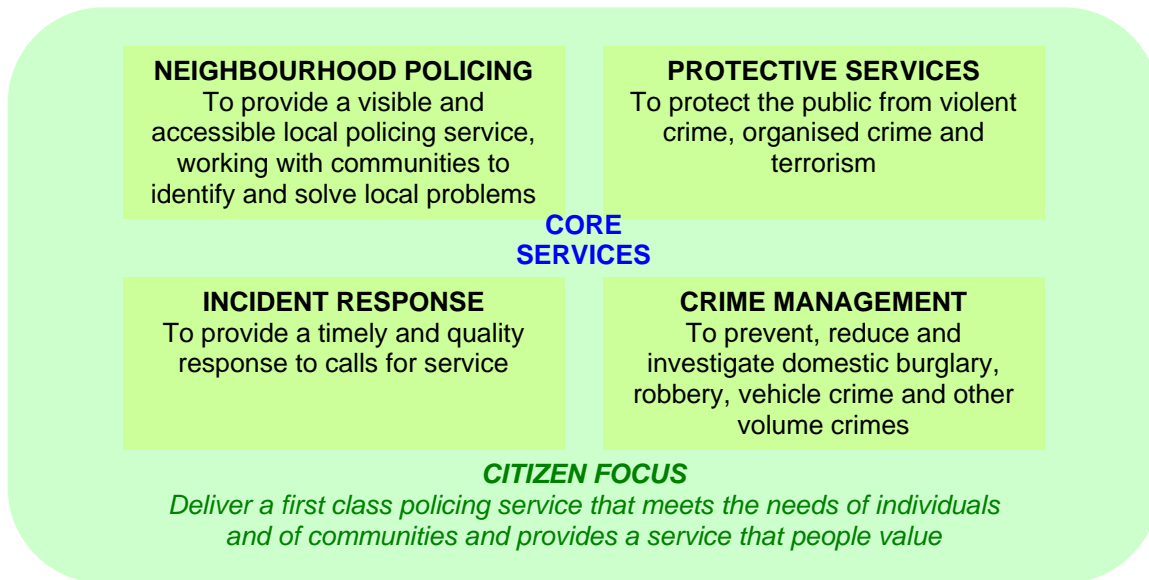
The National Community Safety Plan presents the Home Secretary's **key strategic priorities** for the Police Service for 2008/09:

1. Reduce crime in line with the national PSAs (23 and 25 (Reduce the harm caused by alcohol and drugs)) including focussing on more serious violence (particularly involving the use of firearms and other weapons), serious acquisitive crime (particularly prolific and other priority offenders and drug misusing offenders), alcohol related crime and disorder, and anti-social behaviour.
2. Increase public confidence in and satisfaction with the police through an emphasis on the quality of service provided to the public.
3. In line with PSA 24, work in partnership to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.
4. Work jointly to ensure that adequate capability and capacity exists across England and Wales to deliver effective policing to tackle serious and organised crime and provide other protective services.
5. In respect of counter-terrorism and violent extremism in line with CONTEST (the government's long-term strategy for countering international terrorism) and the counter-terrorism PSA 26, work with and through local communities as appropriate to disrupt terrorists and their operations; protect key sites and people going about their daily lives; deter those who facilitate terrorism; stop people from becoming or supporting terrorists or violent extremists; and be prepared to respond to a terrorist attack and its consequences.
6. The tougher financial settlement for the Comprehensive Spending Review (CSR) period requires both police authorities and forces to make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity. The Police Service should see resource management as a core responsibility of delivering sustainable improvement.

CITIZEN FOCUSED CORE SERVICES: OUR OBJECTIVES

We deliver four core services. In delivering these we will focus on the areas of greatest need highlighted by the public. Individual actions and action plans describe what we are doing in 2008-09 to deliver and improve each of our core services. An objective is set for each core service area.

A **Citizen Focus** approach provides the basis for delivery of our four core services. Citizen Focus is about putting people at the heart of our service, working with individuals and communities, improving satisfaction and keeping victims of crime and anti-social behaviour informed. We will continue to deliver our services in line with the National Quality of Service Commitment and codes of practice relating to victims and witnesses. In April 2008 Her Majesty's Inspectorate of Constabulary carried out an independent Citizen Focus assessment. The findings, available from late summer 2008, will guide continuing improvements.



Customer Services

Dedicated customer services personnel deliver local services under the direction of the Citizen Focus Division. Other officers based in the Professional Standards Department handle complaints. This year we will be implementing the recommendations of the Taylor Report, to encourage reporting of misconduct, resolve complaints in a timely and equitable manner and increase the proportion of complaints resolved through local action. We will utilise complaints and feedback information to enhance customer service improvement. Improving the quality and accessibility of our front counter service is also important to us.

Equality and Diversity

The policing service we provide must be fair and seen to be fair to all, in whatever capacity we are called upon. Ethical and professional practice is supported by training and development programmes to promote equality and diversity both to the public and to our own officers and staff. We maintain a comprehensive Race and Diversity Strategy, drawing together the six equality schemes of race, gender, age, disability, faith and belief and sexual orientation. Specific Equality and Diversity training further enhances our commitment to equality and fairness in service delivery. We actively focus on tackling 'hate crime', where the offender's prejudice against a group of people is a factor.

Leadership

Leadership development will form a key part of our Learning and Development Strategy. Police leaders are results-orientated, innovative, fair, passionate about policing and responsive to change. These qualities promote excellence and all of us are capable of displaying them in everything we do. The community expects Bedfordshire Police to demonstrate leadership in fulfilling our full range of core functions. We will achieve results through leaders who:

- promote a citizen-focused approach;
- demonstrate and encourage ethical behaviour;
- accept accountability for organisational performance;

- conduct themselves in a fair, firm and decisive manner;
- are responsive to the needs, welfare and safety of others;
- demonstrate and encourage a communication style which is clear, open and timely;
- encourage and reward innovation and initiative;
- foster teamwork and co-operation.

Key Areas of Core Service Delivery

Key areas covered in our core services represent the areas of greatest need highlighted by the public. The table below outlines our objectives, priorities and partnership activities in each core service area. All of these activities will work together to achieve our four key outcomes:

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

	Neighbourhood Policing (NP)	Incident Response	Crime Management	Protective Services
Objectives	To provide a visible and accessible local policing service, working with communities to identify and solve local problems	To provide a timely and quality response to calls for service	To prevent, reduce and investigate burglary, robbery, vehicle crime and other volume crimes	To protect the public from violent crime, organised crime and terrorism
Priorities	<ul style="list-style-type: none"> • Providing Safer Neighbourhood Teams to every area • Being visible and accessible to local people • Preventing and reducing anti-social behaviour 	<ul style="list-style-type: none"> • Delivering accessible contact services • Providing effective responses to routine and emergency calls 	<ul style="list-style-type: none"> • Reducing crime • Investigating volume crimes • Bringing offenders to justice 	<ul style="list-style-type: none"> • Protecting vulnerable people • Investigating major crimes • Managing critical incidents • Providing firearms response • Contingency planning
Partnership Working	<ul style="list-style-type: none"> • Joint delivery of neighbourhood services • Joint neighbourhood problem solving • Exploring Neighbourhood Management initiatives • Effective community engagement • Anti-Social Behaviour partnership working 	<ul style="list-style-type: none"> • Incident response IT systems collaboration with other forces • Working with agencies to manage down demand 	<ul style="list-style-type: none"> • Delivering LAA priorities in relation to reduction of acquisitive crime • Community Safety Partnerships • Providing accessible drug and offender referral schemes • Working effectively with Criminal Justice agencies • Utilising Safer Schools and Youth Offending partnerships 	<ul style="list-style-type: none"> • Child / Adult protection partnerships (e.g. Local Safeguarding Children Boards, Multi Agency Risk Assessment Conferences for domestic abuse, Multi-Agency Public Protection Arrangements for violent offenders, etc.) • Collaboration with regional police forces • Local Resilience Forum to plan responses to terrorist incidents and major emergencies • Counter-Terrorism partner agencies • Road Safety partnerships

	Neighbourhood Policing (NP)	Incident Response	Crime Management	Protective Services
2008-09 Activities – Overview	<ul style="list-style-type: none"> • Embed NP processes and service delivery • Introduce NP Analytical capability • Minimise abstractions from NP • Increase partnership Problem Solving activity 	<ul style="list-style-type: none"> • Conduct a 'Fundamental Review' of Contact Management • Collaboration with regional forces on replacement Incident Response System (Command & Control) 	<ul style="list-style-type: none"> • Professionalise the Investigation Process • Implement the findings of a 'Fundamental Review' of Criminal Justice • Increase Offender Management capability 	<ul style="list-style-type: none"> • Collaboration with regional forces in Serious and Organised Crime, Counter-Terrorism, Strategic Roads Policing, Dogs, Firearms, Contingency Planning and Public Order • Increase resources in Protecting Vulnerable People • Increase provision in specialist training

NEIGHBOURHOOD POLICING

Objective	To provide a visible and accessible local policing service, working with communities to identify and solve local problems
Priorities	<ul style="list-style-type: none"> • Providing Safer Neighbourhood Teams to every area • Being visible and accessible to local people • Preventing and reducing anti-social behaviour
Areas of focus from consultation	<ul style="list-style-type: none"> • Reduce level and perception of anti-social behaviour (Luton LAA, Authority/Force consultation) • In partnership, tackling the issue of young people hanging around (Authority/Force consultation) • Improve Neighbourhood Policing services provision (Her Majesty's Inspectorate of Constabulary)

Our Actions and Indicators of Success

NEIGHBOURHOOD POLICING
<p>BUSINESS AS USUAL:</p> <ul style="list-style-type: none"> ▪ Safer Neighbourhood Teams ▪ Being responsive to the needs of neighbourhoods in delivering services jointly with partners ▪ Mobile Data services to enable staff to spend as much time as possible in the neighbourhoods they are serving ▪ Neighbourhood Management integrated with Neighbourhood Policing
<p>AREAS TO STRENGTHEN:</p> <ul style="list-style-type: none"> ▪ Embedding Neighbourhood Policing Service Delivery ▪ Increased working with partners on Neighbourhood Problem Solving ▪ Minimising abstractions from Safer Neighbourhood Teams ▪ Increasing Communication and Engagement Activities ▪ Improved analytical capability for Neighbourhood Policing ▪ Physical estate / accommodation aligned to meet the needs of neighbourhoods with increased accessibility to Safer Neighbourhood Teams ▪ Increasing accessibility to regular local crime information
<p>AREAS OF INVESTMENT:</p> <ul style="list-style-type: none"> ▪ Increased analytical capability for Neighbourhood Policing to enhance the ability to direct resources to areas of need and gather increased intelligence. ▪ Enhanced communications function providing greater effectiveness in community engagement. ▪ Increase in the number special constables delivering neighbourhood policing to widen deployment opportunities. ▪ Increased officer presence in areas of higher demand.
<p>INDICATORS OF SUCCESS:</p> <p>For details about our targets and performance indicators please see our 'Annual Policing Plan: Performance and Targets for 2008-09' document, available on our website or on request.</p>

Safer Neighbourhood Teams: We want to provide the communities of Bedfordshire with a policing service which is accessible and which responds to the needs of local people. Every area in the county now has a dedicated neighbourhood policing team, providing locally tailored and responsive policing services. Team members are dedicated to their area, building up their local knowledge and contacts. This will make neighbourhood policing a central means for gathering local intelligence and for consulting with and engaging the community. They will also be the principle mechanism by which we deliver local information to

communities. We have allocated 107 police officers and 122 PCSOs, supplemented by members of the Special Constabulary, to 35 Safer Neighbourhood Teams providing a visible and accessible service across the communities of Bedfordshire and Luton.

Neighbourhood Policing Service Delivery: We will be working over the next year to further improve the local service delivered by each Safer Neighbourhood Team, making sure that local officers and PCSOs spend as much of their working time as possible with their team and on their neighbourhood, rather than being called away to other duties. In April 2008 Her Majesty’s Inspectorate of Constabulary carried out an independent assessment of Neighbourhood Policing capability. The assessment’s findings, available from late summer 2008, will inform our ongoing improvement activities.

Neighbourhood Problem Solving. The community expects crime and disorder problems to be prevented and tackled if they occur. Problem solving begins at the local level where our people work with the community and partners to identify issues, develop and implement appropriate strategies and achieve and evaluate results. Engagement with the community and joint partnership approaches are critical to making problem solving a success. Partnership work will be undertaken to integrate problem solving into everything we do. We will make a full contribution to local strategic partnership arrangements.

INCIDENT RESPONSE

Objective	To provide a timely and quality response to calls for service
Priorities	<ul style="list-style-type: none"> • Delivering accessible contact services • Providing effective responses to routine and emergency calls
Areas of focus from consultation	<ul style="list-style-type: none"> • Increase visibility of police officers and PCSOs, especially in town centres (Authority/Force consultation)

Our Actions and Indicators of Success

INCIDENT RESPONSE
<p>BUSINESS AS USUAL:</p> <ul style="list-style-type: none"> ▪ Quality Call Handling services dealing with 999 and other calls for service ▪ Provision of Mobile Data services to all patrol and response staff to ensure accurate and timely information is available to make decisions ▪ Responding promptly to calls for assistance ▪ Visible and targeted policing services ▪ Optimising the supply of resources against demand from the community ▪ Standardised Tasking & Co-ordination through continued development of the National Intelligence Model
<p>AREAS TO STRENGTHEN:</p> <ul style="list-style-type: none"> ▪ Fundamental Review of all areas of Contact Management to deliver a citizen focused service ▪ Improved Incident Management systems and processes including collaboration with regional forces on a common Command and Control IT System ▪ Enhance accessibility of policing services to the community by providing enhanced online services ▪ Utilise information/intelligence to deploy resources targeting crime hot-spots and peak policing demand ▪ Enhancing application of intelligence-led policing through training and education
<p>AREAS OF INVESTMENT:</p> <ul style="list-style-type: none"> ▪ Increase in the number special constables delivering this core service to widen deployment opportunities. ▪ Increased workforce numbers to add resilience across the Force to protect the resources providing this core service.
<p>INDICATORS OF SUCCESS:</p> <p>For details about our targets and performance indicators please see our ‘Annual Policing Plan: Performance and Targets for 2008-09’ document, available on our website or on request.</p>

Call Handling: The Call Handling Centre is the first point of contact many people have with the police service. It works to the National Call Handling Standards and has consistently exceeded both national and local targets. Call Handling staff now make call backs to people reporting crime or anti-social behaviour incidents within 48 hours of the initial contact by the customer to give reassurance, offer advice and keep customers updated. The Call Handling Centre uses a specialist IT system to log and manage our response to incidents and crimes. We are working with other police forces to explore new cross-force systems that will improve our incident management capability.

Contact Management: Call Handling is only one way in which people are in touch with the police. Contact is also made through, among others, enquiry offices, neighbourhood policing teams, response officers, crime recording, detectives and special constables. We will be conducting a fundamental review of contact management as a single theme.

Demand Management: Our officers face increasing demands to respond to routine and emergency calls. We will ensure that our resources are deployed in an optimised manner. Resources include police officers, police staff, special constables, volunteers, PCSOs and partners (e.g. street wardens). We will also work closely with partners and businesses to deter crime and manage down demand; for example working with local pubs and bars to reduce alcohol-related crime and disorder. Through information technology we will ensure that we continue to increase the availability of officers and staff deployed to the frontline by managing their time and information better.

CRIME MANAGEMENT

Objective	To prevent, reduce and investigate burglary, robbery, vehicle crime and other volume crimes
Priorities	<ul style="list-style-type: none"> • Reducing, investigating and bringing offenders to justice for Serious Acquisitive Crimes (i.e. burglary, robbery and vehicle crime) • Reducing, investigating and bringing offenders to justice for Serious Violent Crimes • Providing accessible drug referral schemes • Providing accessible offender referral schemes
Areas of focus from consultation	<ul style="list-style-type: none"> • Reduce Serious Acquisitive Crimes (Bedfordshire LAA, Luton LAA, Authority/Force consultation) • Reduce speeding/traffic offences (Authority/Force consultation)

Our Actions and Indicators of Success

CRIME MANAGEMENT
<p>BUSINESS AS USUAL:</p> <ul style="list-style-type: none"> ▪ Drug referral schemes ▪ Focus on serious acquisitive crimes as identified in LAA local priorities ▪ Effective contribution of forensic techniques and scenes of crime officers to increase detections ▪ Use of Mobile Data services to improve crime management and investigation ▪ Continue to drive successful programmes for tackling prolific and drug-misusing offenders in particular in the DIP and PPO programme ▪ Safer Schools Partnerships ▪ Continue Youth Strategy, working with strategic partners to deter young people from offending lifestyles ▪ Working with partners to design and implement strategies to tackle youth crime ▪ Continue to implement the Crime Investigation Service Improvement Plan
<p>AREAS TO STRENGTHEN:</p> <ul style="list-style-type: none"> ▪ Volume Crime Investigation processes ▪ Offender Management ▪ Professionalising Investigation ▪ Keeping people informed of the progress of investigations ▪ Professionalising Criminal Justice through a Fundamental Review ▪ Work with criminal justice partners to ensure processes maximise detections ▪ Develop and enhance strategic partnerships to plan for and deploy resources to prevent and reduce crimes against people and property, and reduce crimes involving drug activity
<p>AREAS OF INVESTMENT:</p> <ul style="list-style-type: none"> ▪ Additional Police Officer posts dedicated to providing a consistent and effective approach to offender management and better use of forensics in the investigation process. ▪ Provision of dedicated staff to assist in the collection and analysis of evidence and in particular CCTV evidence. ▪ Increase in the number of special constables delivering this core service. ▪ Enhanced capability to obtain forensic evidence from footwear impressions to improve detections. ▪ Increased supervisory capability in Criminal Justice to introduce more effective and efficient processes.
<p>INDICATORS OF SUCCESS: For details about our targets and performance indicators please see our 'Annual Policing Plan: Performance and Targets for 2008-09' document, available on our website or on request.</p>

Drug Referral Schemes: Drug referral schemes are run in partnership with the Bedfordshire Drug Action Team and Luton Drug Action Team. Crimes such as burglary, robbery and shoplifting are commonly

committed to fund drug addiction. A scheme is running to test offenders arrested for these crimes for drugs. If an offender tests positive they are legally required to be assessed by a drugs worker and are referred to drug treatment programmes. Successful actions across the County mean it is no longer as easy to buy heroin and crack cocaine on the streets resulting in an increase in the number of drug addicts seeking treatment.

Volume Crime Investigation: We are focusing on professionalising the investigation process to improve our investigative capabilities and raise our detection rates for volume crime, in particular serious acquisitive crimes. We have a number of activities aimed at improving the end-to-end crime management processes. In addition all our detective and investigating officers are receiving nationally accredited training in investigation skills.

Offender Management: Management of our Criminal Justice services has now been centralised. This will enable us to implement the findings of a fundamental review of Criminal Justice currently being undertaken. We are also looking to increase our Offender Management capability across the service and work with local partners to improve offender referral schemes.

Supporting Victims and Witness: We will ensure that victims and witnesses are dealt with professionally and are confident in Bedfordshire Police's actions. In particular we want to improve the ways in which we keep people informed of progress. We will work with partners to ensure that victims and witnesses remain supportive of and confident in the criminal justice system.

PROTECTIVE SERVICES

Objective	To protect the public from violent crime, organised crime and terrorism
Priorities	<ul style="list-style-type: none"> • Protecting vulnerable people • Investigating major crimes • Serious and organised crime • Managing critical incidents, contingency planning and providing a firearms response • Strategic Roads Policing • Counter-Terrorism
Areas of focus from consultation	<ul style="list-style-type: none"> • Reduce repeat incidents of domestic abuse (Bedfordshire LAA, Luton LAA, Authority/Force consultation) • Improve capability to deliver enhanced services to vulnerable children and adults (Her Majesty's Inspectorate of Constabulary) • Improve Protective Services capacity and capability in line with risks and threats (National Priority)

Our Actions and Indicators of Success

PROTECTIVE SERVICES
<p>BUSINESS AS USUAL:</p> <ul style="list-style-type: none"> ▪ Ongoing Threat Assessments and Collaboration in Protective Services areas ▪ Major Crime Investigation delivered collaboratively with Hertfordshire Constabulary ▪ Homicide Reduction Strategy with a focus on reducing weapon-enabled crime ▪ Counter-Terrorism activities in line with CONTEST ▪ Work with national/local stakeholders and private sector to reduce vulnerability to emergencies and terrorist incidents ▪ Take part in national and local exercises testing capabilities to respond to terrorist incidents and major emergencies ▪ Critical Incidents and Contingency Planning: maintaining an effective capability to prevent, prepare for, respond to and recover from emergencies and terrorist incidents ▪ Strategic Roads Policing / Keeping Roads Safe: Working with strategic partners to reduce the number of fatal / serious road crashes and reducing the impact of alcohol, drugs, seat belts, speeding and fatigue in crashes ▪ Engaging in multi-agency information sharing (MAPPA; MARAC; LSCB) ▪ Multi Agency Risk Assessment Conferences (MARACs) to identify and intervene early with victims and perpetrators of domestic abuse ▪ Use of Proceeds of Crime Act to seize assets from criminals

AREAS TO STRENGTHEN:

- Protecting Vulnerable People:
 - Analytical capability in Protecting Vulnerable People to increase proactive work
 - More effective partnership response to domestic abuse and serious sexual violence
 - Improve reporting and analysis of domestic abuse with a focus on reducing repeat victimisation
 - New improved IT capabilities to support Domestic Abuse investigation
- Serious and Organised Crime
 - New improved IT capabilities to support Serious and Organised Crime capabilities
- Collaboration with regional forces in Serious and Organised Crime, Counter-Terrorism, Strategic Roads Policing, Dogs, Firearms, Contingency Planning and Public Order
- Provision of specialist training

AREAS OF INVESTMENT:

- Additional police officers within the Sexual Offenders Management Team to provide for more manageable workloads for officers working in the critical function.
- Provision of additional specialist training within Protective Services to increase capability and efficiency.
- Increase the number of special constables delivering protective services to widen deployment opportunities.
- Provision of funding for set-up costs associated with the drive to collaborate with other forces and partners for effective and efficient service delivery.
- Increased police officers in the area of Domestic Violence to reduce repeat victimisation and provide a more resilient investigative capability.
- Additional police constables to deal with vulnerable high risk missing persons, particularly children.
- Provision of additional resources, including intelligence analysis, within the Public Protection Unit to identify high risk cases / trends to enable the area to be more proactive.
- Additional police officers to enhance proactive, preventative and specialist investigative capability for rape offences.
- Provision of dedicated secure Special Branch accommodation to allow closer working with partners and aid the covert nature of the role.
- Increased staff to enhance intelligence gathering and analytical resilience in serious and organised crime, particularly to integrate financial intelligence into police intelligence.

INDICATORS OF SUCCESS:

For details about our targets and performance indicators please see our 'Annual Policing Plan: Performance and Targets for 2008-09' document, available on our website or on request.

Threat Assessment and Collaboration: We have undertaken local assessments into the levels of threat and capability we have in the Protective Services areas. We have then prioritised areas where we need to increase our capacity and capability internally (e.g. Protecting Vulnerable People) and also areas where we will work with regional forces. The outcomes of this assessment process are captured in our Protective Services Improvement Plan. In particular we have identified the areas of Counter-Terrorism, Firearms, Dogs, Contingency Planning and Strategic Roads Policing where we will look to collaborate with Hertfordshire Constabulary. We are additionally looking to collaborate on Serious and Organised Crime with forces across the region.

Major Crime Investigation: In November 2007, in collaboration with Hertfordshire Constabulary, we launched the joint Bedfordshire and Hertfordshire Major Crime Unit (BAHMCU). This brings increased resources and expertise to the investigation of murders in both counties. It also allows us to 'protect' our resources to deliver neighbourhood policing, volume crime and incident response – in the past we had to take people off these areas to investigate major crimes. The unit has already successfully investigated a number of murders in both counties. Over the next year the BAHMCU will increase the level of proactive work and in particular work on homicide reduction strategies with a focus on knife and gun crime. In February 2008 Her Majesty's Inspectorate of Constabulary carried out an independent assessment of the new unit, and our wider major crime capabilities. We will receive the assessment's findings this summer, and are committed to addressing any areas for further improvement raised.

Counter-Terrorism: The threat of terrorism persists. Preparedness and the capability to provide a response are critical to the safety and security of our community. We continue to work with other police forces and national security agencies to strengthen our counter-terrorism capabilities. Joined up approaches to counter-terrorism are being discussed at a national level. We support CONTEST, the government's long-term strategy for countering international terrorism.

Critical Incidents and Contingency Planning: A dedicated unit prepares plans for managing critical incidents, large scale emergencies and public order incidents. These plans are subject to a rolling programme of review and update. We share a 'business continuity' specialist with Hertfordshire Constabulary helping us plan for normal operations to continue in the face of such large scale disruptions. Her Majesty's Inspectorate of Constabulary will be assessing the unit in the autumn of 2008, and we are committed to addressing any areas for improvement raised. Standing firearms teams are ready to provide round-the-clock armed response to critical incidents throughout the county, as well as running pre-planned

prevention operations. We work closely with other forces in the region to give mutual support at times of exceptional demand. The Bedfordshire and Luton Local Resilience Forum brings together the emergency services, local authorities, National Health Service and other agencies which are required to respond to any major emergency. The organisations work together to ensure that plans are in place and regularly tested and updated.

Protecting Vulnerable People: A dedicated Public Protection Unit was launched in April 2007, bringing our domestic abuse, child protection, missing persons and sex offenders services under a single management structure. Her Majesty’s Inspectorate of Constabulary assessed our capabilities in May 2007, identifying a number of areas for improvement, particularly in our domestic abuse capabilities. Many of these issues have already been addressed, and remaining improvements will be put in place during the coming year. An increase in specialist resources and training is one of the results. We will also continue, in partnership with other agencies, to improve support to vulnerable victims, including those who are targets of rape, hate crime and domestic abuse.

Serious and Organised Crime: Dedicated units investigate drugs, fraud and other serious crime. The Force’s Strategic Assessment uses intelligence to identify Organised Crime Groups operating in the county. Once identified plans are then put in action to disrupt and dismantle them. With the new Major Crime Unit now running, serious and organised crime officers are rarely abstracted from their regular duties, as has happened in past years. Forces in the region are currently looking at opportunities for collaboration to improve capabilities in aspects of serious and organised crime. Her Majesty’s Inspectorate of Constabulary assessed our serious and organised crime capabilities in November 2007. We will receive the assessment’s formal report this summer, but are already implementing identified improvements.

Asset Attack and Asset Recovery: Criminals have no regard for the harm they cause to our communities. They are motivated by profit and wealth accumulation, their assets and money are their lifeblood. The Proceeds of Crime Act provides opportunities to deter, detect and disrupt criminals through cash seizures and asset confiscation, to attack the proceeds of their crimes. The outcome is the removal of these criminal assets. Asset recovery is one of our key tools in the fight against Crime and Terrorism.

RESOURCE MANAGEMENT

Objective	To manage resources (people, finance, knowledge, technology, infrastructure, equipment) to support, maintain and continually improve the delivery of our Core Services
Priorities	<ul style="list-style-type: none"> • Ensuring we have the best people, with the right skills in the right place at the right time • Improving interactions between people, knowledge, technology, infrastructure and equipment resources

Supporting the Frontline

All Business Support Functions have been brought together under the Corporate Services Directorate, supporting operational staff to deliver the core services. Deploying a limited amount of resources to meet operational needs is a constant challenge. We will be engaging more with our people on how we can use resources more wisely and meet national Efficiency and Productivity targets.

INDICATORS OF SUCCESS:
For details about our targets and performance indicators please see our 'Annual Policing Plan: Performance and Targets for 2008-09' document, available on our website or on request.

To support the frontline we are continuing to rollout mobile data technology to frontline officers. This enables them to access information remotely, thus reducing the need to return to the police station.

People Services: Supporting Our People

The purpose of People Services is to work with others to have the best people with the right skills in the right place at the right time. We will achieve this over the next twelve months by getting the basics right:

- Recruiting and retaining the best people, including part-time and other flexible working options;
- Developing our people, including innovative approaches to workforce planning;
- Improving attendance to increase availability of frontline officers;
- Supporting performance, providing practical guidance and coaching to managers on performance management;
- Proactively building organisational capability to respond to future workforce challenges;

- Improve service delivery through a more professional and sustainable human resource function.

Training and Development

Training activities are driven by current and emerging organisational needs, as defined by the Force Strategy, aligned to our purpose and values. We are conducting a fundamental review of our training and development services to ensure they are contributing to improved frontline services. Specific training activities are in place to raise people's investigation and problem-solving capabilities, and to develop future police leaders. Ongoing education and training reinforces the value we place on cultural diversity.

Information Management

We will continue to develop our information management capability to ensure compliance with the Management of Police Information (MOPI) Code of Practice and also exploit opportunities through the IMPACT programme. We will ensure staff understand the importance of enhanced data quality on information and intelligence systems. A critical aspect is effective sharing of information with partners and stakeholders to enhance policing outcomes.

Communication

To support our internal communication and provide better ways to engage with communities we will be re-launching our Intranet and Internet sites. We are also embarking on a programme to effectively communicate our purpose and our supporting values with all police officers and staff. We are providing additional staff and a publicity budget to strengthen internal and external communications with a focus on developing a corporate brand.

Collaboration

Bedfordshire Police is an active participant in Regional developments to expand collaboration between the counties of the Eastern Region and beyond. Since the summer of 2006, the six police authority Chairs, Chief Constables and Chief Executives have been meeting on a regular basis to shape the Regional Collaboration Strategy.

The drive is for Regional collaboration developments that will continue to narrow high need protective service gaps and that will deliver service improvements and efficiency savings.

In addition we are exploring opportunities to improve other services and efficiency through collaboration with other police forces. We are working with Essex, Cambridgeshire and Hertfordshire police services to deliver collaborative IT functions, to support frontline service delivery. Collaboration to deliver improved Forensics capabilities is also continuing. A collaborative procurement initiative will deliver savings across the seven participating forces (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk, Suffolk and Kent). Discussions continue with forces in the region to examine options for collaboration in other support service areas.

FINANCE, EFFICIENCY AND PRODUCTIVITY

2008-09 Revenue Budget

Following the HMIC assessments of Force performance in 2006-07, existing resources have, during the last year, been diverted to those areas highlighted by HMIC as 'poor'. However, due to limited resources, the ability to sustain performance balanced across all core service areas (neighbourhood policing, incident response, crime management and protective services) is not achievable.

The Government's announcement of three-year financial settlements allows us to carry out detailed financial planning for the next three financial years. Therefore in considering the 2008-09 budget the Police Authority and Force have been able to focus on sustaining improved performance over the medium to long-term. The budget also considers the need to re-build reserves, particularly as the Authority embarks upon its largest ever capital scheme, that of replacing Greyfriars Police Station, due to the impending Bedford town centre redevelopment.

Also at the forefront of the Authority's mind was the impact on local taxpayers, as the level at which central Government funding has been fixed is below the level we should receive via the national funding formula.

Taking all these issues into consideration, the Authority set a budget for 2008-09 of £96.056M, which equated to a Council Tax increase of 9.6% (or a 5.3% increase in the overall budget). This one-off increase will allow sustainable investment in key improvement areas such as domestic violence and sex offender

management. Investment in managing prolific and persistent offenders (in areas such as domestic burglary and vehicle crime) will also provide for increased partnership working with local authorities, prisons, health services and the Crown Prosecution Service.

This budget provides for 1,274 police officers, the highest number in Bedfordshire Police's history. This will not only address the shortcomings highlighted in the HMIC's assessments but also provides a sustainable police force that delivers the level of service the taxpayers and wider communities of Bedfordshire and Luton deserve.

The details of the core services above show how the specific areas of investment will impact on force performance and the delivery of the four outcomes:

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

The following tables provide a breakdown of costs the Force expects to incur over the forthcoming year as well as provides details of how the actual budget is funded.

Breakdown of Expenditure	08-09 (£M)	08-09 (%)	07-08 (£M)
Police Officers	51.0	47	49.8
Police Staff	27.3	25	24.9
Pensions	10.6	10	10.0
Other Staff Costs	3.1	3	3.0
Supplies & Services	8.6	7	7.8
Agency & Contracted Services	2.8	3	2.8
Transport	2.4	2	2.3
Premises	2.5	2	2.3
Capital Finance Charges	0.8	1	0.5
TOTAL	109.1	100%	103.4

Breakdown of Funding	08-09 (£M)	08-09 (%)
Specific Police Grant	40.1	42
Business Rates	24.9	26
Revenue Support Grant	3.5	4
Council Tax	27.6	28
SUBTOTAL	96.1	100%
Income	13.0	
TOTAL	109.1	

Future Outlook

As already mentioned the Authority continues to receive central Government grants at a lower level than it should receive through the national funding formula. Coupled with changes in legislation and nationally led initiatives imposing new requirements on the service, the increased financial pressure will mean that the Authority and Force have to continue to make some difficult decisions over coming years. The investment in 2008-09 reduces some of these future pressures as it will assist in providing more resilience to deal with such national and local changes.

The Government announced increases of 3.3% in Government Grant for both 2009-10 and 2010-11 (the second and third years of the three-year settlement). However, if Council Tax is maintained at the 2008-09 level this actually equates to an overall increase of 2.5% per annum. With current pay awards centring around the 2.5% level and pay making up around 85% of the Force budget, this level of increase is unlikely to be sufficient to fund increases that can be expected from inflation, new legislation, nationally imposed changes and the costs associated with changes in criminality.

The Authority, however, will strive to continue to ensure that it provides a service that offers value for money and in doing so will look to achieve the Government target of 9.3% efficiency and productivity savings over the next three years.

2008-09 Efficiency/Productivity Savings

Efficiencies will centre around better use of IT to enhance productivity (building on initiatives such as mobile data), streamlining budgets through more efficient procurement, better utilisation of personnel and

collaboration with other forces and partners. The areas of efficiency expected to be achieved in 2008/09 are as follows:

Workforce Modernisation		£m
PCSOs	Investing in PCSOs has increased the visibility and accessibility of our Police Officers allowing them to be utilised for neighbourhood policing and other functions.	0.289
Protective Services	Reinvesting in priority areas such as Domestic Abuse, Public Protection and Sexual Offences Management in line with the Strategic Plan.	0.100
Productive Time		£m
Criminal Justice	Productivity savings arising from centralisation of the Criminal Justice function.	0.200
Income Generation	Additional income is being derived due to the police powers being extended to allow for uninsured cars to be removed from the road and disposed of.	0.025
Aligning Resources with Demand	A more effective deployment of resources for the day to day policing of Luton Airport and the undertaking of safety camera enforcement	0.500
Management and use of Operational Information		£m
Mobile Data	Use of Blackberries to access IT systems and information remotely will increase patrol officers' visibility and accessibility, and their time spent out of station.	0.116
Airwave	Efficiencies through better use of the airwave radio system and its maintenance.	0.050
Procurement and Commercial Practice		£m
IS/IT Maintenance	Implementation of the national system for Case & Custody has led to a reduction of the ongoing IS/IT maintenance costs to the Force.	0.250
Procurement Efficiencies	Saving through changes in practice, such as laser printers replacing inkjet printers, digital cameras for Scenes of Crime Officers, introduction of procurement cards and changes to the way we procure desktop computers. Other savings have been achieved through procurement of the Livescan fingerprint system, repairs and maintenance, Management of Police Information and police advertising.	0.465
Corporate Management, HR and Finance		£m
Corporate Services Model	Efficiencies arising from the Value for Money review of support services throughout the Force and the implementation of a Corporate Services approach to delivery of back office functions such as Finance and Human Resources.	1.572
Collaboration		£m
Beds & Herts Major Crime Unit	The collaboration with Hertfordshire Constabulary on the joint Major Crime Unit will further reduce abstractions from Divisions.	0.100
Insurance Savings through Collaboration	Efficiency savings realised due to the South East Region insurance consortium and benefiting from bulk purchase of insurance premiums.	0.150
Total		3.817

In total this will provide efficiency savings of approximately 3.6% of the Authority's Gross Revenue Expenditure, towards the three-year target of 9.3% over the next three years. Future years efficiencies will be driven by value for money reviews around contact management, interpreters and doctors fees as well as collaborations with other forces, particularly in the area of Protective Services and through the streamlining of budgets by improved IT and collaborative procurement.

PERFORMANCE MANAGEMENT

Description	Provide a robust performance management framework, establishing clear standards and accountability, to enable examination of services provided to our communities
Key Areas Covered	<ul style="list-style-type: none"> • National statutory performance indicators and targets (APACS) • Local Area Agreement (LAA) performance indicators and targets • Other locally agreed performance indicators and targets • Data Quality

Our Performance Management Framework

Performance Management enables us to assess how well we are doing against our objectives and outcomes. We are developing 'balanced' Performance Management frameworks for each of our core services, including financial control, people management and duty of care indicators to ensure we are working effectively and efficiently. We continually look to improve our data quality standards to improve the accuracy of our performance management.

Performance Indicators and Targets

Our performance is assessed against a series of national and local performance indicators. Targets are set to promote performance in higher priority areas. A separate document, available on our website or on request, collates targets for 2008-09.

Assessments of Policing and Community Safety (APACS)	Local Area Agreements (LAAs)	Other local measures
The new national performance assessment framework, providing the indicators that the Home Office will use to monitor and track performance in local areas	Indicators and targets set with reference to LAA priorities	Indicators set by the Police Authority and Service with reference to other local priorities

Inspections and Audits

Inspections and Audits on specific areas of service represent another form of performance management. We are committed to addressing all recommendations and areas for improvement identified in these inspections. Her Majesty's Inspectorate of Constabulary conduct a programme of major inspections on all police forces. The following table shows the scheduled inspections in Bedfordshire.

Inspection	Date of visit	Draft reports	Reports published
Serious and Organised Crime	November 2007	April 2008	July 2008
Major Crime	February 2008	April 2008	July 2008
Neighbourhood Policing	April 2008	July 2008	September 2008
Citizen Focus	April 2008	July 2008	September 2008
Critical Incident Management, Public Order, Civil Contingencies, Emergency Planning	Oct/Nov 2008	Estimated December 2008	Estimated April 2009
Strategic Roads Policing	Estimated June 2009	Estimated August 2009	Estimated October 2009
Professional Standards Healthcheck	Estimated March 2009	Not decided on publication	
Information Management	Estimated April 2009	Estimated August 2009	Estimated October 2009

In addition the Audit Commission will be assessing our strategic resource management capability. To reinforce these external inspections we will be building our own internal inspection capability.



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