



2010-2011 ANNUAL POLICING PLAN



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Bedfordshire Police Authority is an independent organisation. It has a duty to ensure that the local police service is efficient and effective.

CHAIR OF THE AUTHORITY, PETER CONNIFF, INTRODUCES THE 2010-11 ANNUAL POLICING PLAN FOR BEDFORDSHIRE AND LUTON.

This year the Police Authority has, more than ever before, had to take into account the challenges posed by the economic climate which look certain to have an impact on all public sector organisations over the coming years. The Authority is working with the Force to identify all possible areas for efficiency savings while maintaining service delivery.

As you will see throughout this plan, we remain committed to the provision of a robust, resilient and efficient police service that meets the needs of local communities. This is why our budget for the coming year focuses on sustaining frontline services and allows investment in key areas which are of greatest importance to the public.

With this in mind, we are pleased that crime in Bedfordshire is continuing to fall and the Authority has set tough targets in priority areas for the Force in the coming year to drive further improvements. However, we know it is equally important that people receive a quality service if they need to contact the Police and increased emphasis has been placed on the need to meet the standards of the Policing Pledge.

We will also continue to develop our work with partners, building on the foundations in place, to provide a cohesive solution to neighbourhood issues. We are seeking to eliminate any duplication of services and provide a more streamlined approach to problem solving. This has particular relevance in the protection of vulnerable people, such as victims of abuse, where multi-agency teams are working together in a coordinated manner to give victims the best support.

We have also approved the redirection of resources to address organised criminality, protecting people from the organised crime associated with burglary, vehicle crime and drug and knife crime.

Collaboration with other Forces, in which Bedfordshire is an acknowledged pioneer, remains pivotal as we seek to improve performance and make greater use of our resources. In the coming year the Authority will explore options for change to ensure that the frontline police service delivered today can be maintained and improved in future years. As part of these considerations the Authority will review a business case for voluntary merger with Hertfordshire Constabulary. The Authority will be particularly keen to understand the implications on the policing service that local Bedfordshire residents and the communities in which we live would receive as well as the financial implications. No decision will be made by the Authority without consulting extensively across the whole of Bedfordshire, including Luton, to establish whether local people support the proposal.

With the Chief Constable, we are working to cut the red tape still further, make the very best use of every resource we have and ensure that the needs of local residents shape everything we do. I am pleased to see that this plan reflects the views provided in our consultation, highlighting that local people can feel confident that they really do influence policing.



A handwritten signature in blue ink, appearing to read 'Peter Conniff'.

Peter Conniff
Chair of the Police Authority

KEYNOTES BY CHIEF CONSTABLE GILLIAN PARKER

The key message I want to deliver is about confidence. I want people to live in communities which are confident that they are safe from crime. I want people to be confident in their local police service and I want our police officers and staff to be confident about the service they are giving and the support they get from the Force.

The local confidence surveys we ran in early 2010 to measure public confidence showed that 69% of the respondents to the survey agreed that “the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area”. We are very pleased with this response, but we are not complacent, and recognise that work still needs to be done, particularly to engage better with some sections of the community.

The dedication of everyone working for Bedfordshire Police shows in the way our performance has improved over the last year. For the period from April to December 2009 burglaries have fallen by 15%, robberies by 33% and vehicle crime by 20%, compared to the same period a year before. Overall crime fell by 8% over the same period. Our locally based teams, supported by central police functions, work with local people and partners to address concerns and build local confidence and satisfaction. Dealing with anti-social behaviour remains the most common local priority. Other common priorities include alcohol misuse, speeding and inconsiderate parking. Thanks to the hard work of our local teams and partners fewer people are perceiving anti-social behaviour to be a big problem in their local area than a year ago.

Value for Money remains an important theme this year. Tighter public finances require different ways of thinking to maintain our services and improve in key areas. We are running a major review of processes across our services, to eliminate waste, improve efficiency and make more officers available to tackle the biggest threats and risks that we face. National events and our own intelligence analysis show that serious and organised crime is a key threat, and an issue that drives many other crimes. To meet this threat we are dedicating more money and people to address the harm caused by organised groups and gangs operating in Bedfordshire and other counties. The need to protect vulnerable people from harm is another key threat. We are putting more resources into protecting vulnerable children and adults, so that people feel more confident to talk to the police. In both of these key areas we are working ever more closely with other police forces and other local services, so that victims of crime and its after effects can have the confidence that they will receive the help that they need, from whatever source it is needed.

Our success will be evidenced by the four key outcomes, for which we continue to set improvement targets:

- **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.**

This Annual Plan shows what we and our partners are doing differently this year to deliver our outcomes and our overarching purpose:

TO SERVE COMMUNITIES AND MAKE THEM SAFE FROM CRIME



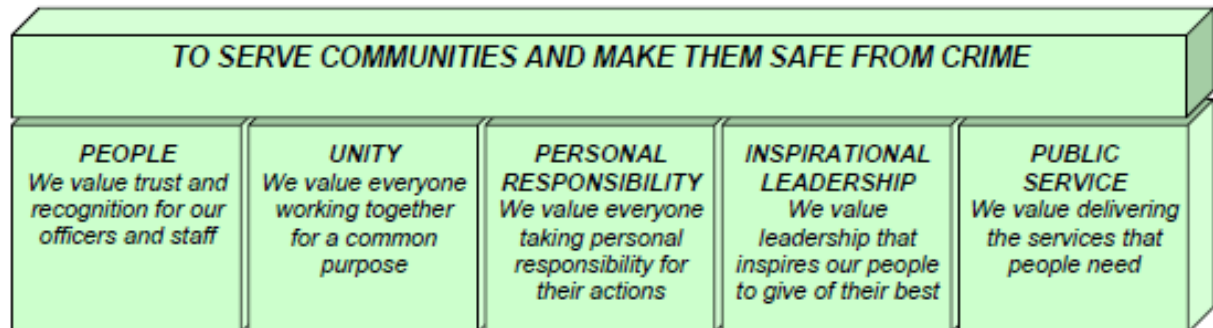
A handwritten signature in black ink that reads "G Parker". The signature is written in a cursive, flowing style.

Gillian Parker QPM
Chief Constable

OUR PURPOSE

Our purpose is **to serve communities and make them safe from crime.**

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



OUR VISION

Our vision is **to be an organisation that inspires trust and confidence, that listens, responds and meets the needs of individuals and communities.** It will be delivered through a number of **Strategic Priorities.**

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

- Trusted policing teams in every neighbourhood
- Increased confidence, satisfaction and feelings of safety
- Community priorities, reduced crime and anti-social behaviour through work with partners

To ensure that our services are viewed from the individual's perspective, and that our staff respond to our different communities' expectations, when dealing with crime and incidents. In order to deliver:

- Increased confidence and satisfaction across all communities

To ensure we have in place the right processes that identify the most serious threats to the public and the capacity and capability to respond appropriately to deal with the risks. In order to deliver:

- Reduced crime levels
- Increased confidence in the Force's ability to tackle issues such as terrorism and serious and organised crime
- Protection to vulnerable people such as children and victims of domestic abuse

To ensure we have in place the right workforce make-up and the right combination of skills, technology, equipment, people and flexibility to tackle our responsibilities as a police service. To ensure that we are:

- An employer of choice, offering opportunities to members of all communities
- Encouraging people to excel in their work
- Representative of the communities we serve
- Consistently improving our business processes through a relentless examination of the way we work

To ensure people see us working with partners and with other police forces, making the best use of public money and improving services together. In order to:

- Maintain and improve frontline service
- Deliver a co-ordinated partnership service using pooled resources

To ensure people see us using people, budgets and all other resources wisely to deliver a value for money service. in order to deliver:

- Increased confidence that we are using resources more effectively and productively
- Increased capacity, capability and confidence in priority areas

Our Vision and Strategic Priorities reflect the Home Secretary's Strategic Policing Priorities for 2010-11:

- Continuing to increase public confidence that the police and councils are dealing with local crime and anti-social behaviour priorities.
- Tackling youth crime and drug and alcohol-related offending.
- Joint working between police forces, law enforcement agencies and the community to tackle serious organised crime, terrorism and violent extremism.
- Ensuring value for money.

STRATEGIC PRIORITY: TO ENSURE PEOPLE EXPERIENCE AN ACCESSIBLE POLICING PRESENCE IN THEIR NEIGHBOURHOODS AND ARE ABLE TO INFLUENCE THE LOCAL POLICING SERVICE

During 2010-11 we will:	By the end of the year:
Continue to actively engage with neighbourhoods.	All areas will have appropriate community engagement mechanisms to a schedule agreed with local people, with Police Authority representation.
Launch a new Safer Neighbourhood Team IT system.	The new system will help local police teams to engage with local people to more effectively meet their specific local needs.
Upgrade the Force website.	The SNT section on the website will have details of all local meetings and up to date local crime figures.
Launch a new command and control IT system.	The new system will help the Force to respond to calls for assistance more effectively and efficiently.

Locally based policing is the mainstay of the Bedfordshire Police service. Neighbourhood teams are the critical point of contact, providing a focus for people to talk with and a link to other policing services.

Neighbourhood officers are dedicated to their 'patch', to attend local incidents, work with local partners and engage with people day-to-day. Community meetings held at regular intervals give opportunity for people to discuss issues and work with local police and partners to identify what are the key priorities for the local area.

Neighbourhood information can be viewed on the Police website, including schedules of upcoming local surgeries and priority setting meetings, who local officers are and a link to local crime figures for the area.

Dealing with anti-social behaviour is the most common local priority

Key priorities are set with the local community. While each neighbourhood is different, many clearly share similar concerns. Dealing with anti-social behaviour remains the most common local priority. Related concerns surround alcohol use and nuisance often experienced in town centres at weekends. Other common priorities include speeding, especially through villages, and inconsiderate parking. Working closely with partners

to address these concerns helps to build local confidence and satisfaction.

To make sure that policing in Bedfordshire reflects local people's views the Police Authority has consulted its Citizens Panel several times in the past year. This has confirmed that you want to see more officers in your neighbourhood, working to tackle crime and anti-social behaviour. We are pleased that more people than ever before responded to our survey about the police budget, helping us to prioritise our resources.

As part of their scrutiny responsibilities, Police Authority members have been out and about attending community meetings, checking that it is easy for people to attend and to influence local priorities. We want to widen the representation of diverse communities, to which end we will increase our communication and consultation work with Parish Councils and young people over the coming year.

Our communities are diverse and changing. Ageing populations in some parts of the county contrast with a younger populace in others, such as Luton. The main towns in particular already have a wide diversity of communities. Luton in particular has a high number of black and minority ethnic residents. We also serve significant rural communities. Significant housing and population growth is expected over coming years. Combined with continuing immigration diversity looks set to increase. We recognise that different communities and individuals hold differing perceptions and expectations of the type of police service that they need. Working with local authorities and other partners we are committed to providing services that meet these needs.

STRATEGIC PRIORITY: TO ENSURE THAT OUR SERVICES ARE VIEWED FROM THE INDIVIDUAL'S PERSPECTIVE, AND THAT OUR STAFF RESPOND TO OUR DIFFERENT COMMUNITIES' EXPECTATIONS, WHEN DEALING WITH CRIME AND INCIDENTS

During 2010-11 we will:	By the end of the year:
Continue to deliver the Policing Pledge, focusing on those areas where we have identified the need for improvement.	We will be able to demonstrate that we are meeting the standards in all areas of the Policing Pledge.
Continue to run local confidence and satisfaction surveys in co-ordination with local partners.	Changes driven by local confidence and satisfaction surveys will be implemented.
Continue to implement the national and local standards for increasing satisfaction and confidence in the police service, including a focus on increasing minority community satisfaction.	We will be able to show progress towards meeting the national standards for increasing satisfaction and confidence, and have met the satisfaction targets including the reduction in the gap between white and ethnic minority victims' satisfaction.
Make targeted improvements in our Criminal Justice technology and capability including application of the process improvement methodology.	Working with our Criminal Justice partners we will be able to demonstrate improved processes for managing defendants and improved public visibility of criminal justice results.

All police forces are assessed against a single overall measure of public confidence in the police service, measured by the following:

The percentage of people who agree or strongly agree that “the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area”

Like other police forces, we ran local confidence surveys in early 2010 to measure public confidence. This showed that 69% of the respondents to the survey agreed that “the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area”. When asked about the police alone this figure increased to 74%. The Home Office use a different method for this single confidence measure, based on the British Crime Survey. Bedfordshire Police and local councils have been set a target according to this method to achieve a confidence measure of 54% by March 2011, up from 47.2% achieved in September 2009.

Bedfordshire Police Force and Authority focus on issues having greatest impact on the confidence of individual people and local communities, such as local engagement, visibility, community diversity, quality of service, shared values, workforce confidence and seeing offenders appropriately dealt with. We work with partners to understand what affects confidence in the police and other public services.

Much of this focus on confidence is about communication and community engagement. The Policing Pledge commits us to interacting regularly with communities, dealing with the concerns of individuals and providing information to communities about what the police are doing locally. All forces' performance against the Policing Pledge was independently assessed in 2009. The assessment showed that Bedfordshire, like the majority of forces, is broadly meeting the Pledge requirements, though continuing effort is needed to fully meet all the commitments.

The Policing Pledge commits us to interacting regularly with local communities

The Policing Pledge in England and Wales will support law abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm. The Pledge can be viewed from the Bedfordshire Police and Police Authority website homepages.

Communicating with victims of crime and people reporting anti-social behaviour is a key issue for all police forces and our Safer Neighbourhood Teams are a focus for local policing priorities. We are also committed to improving how we keep people informed of what is happening with their cases and wider concerns. At the same time we recognise the confidence that can come with people seeing justice being done and are working hard to provide more information to local people about those offenders who have been brought to justice.

The Force now communicates through facebook.

STRATEGIC PRIORITY: TO ENSURE WE HAVE IN PLACE THE RIGHT PROCESSES THAT IDENTIFY THE MOST SERIOUS THREATS TO THE PUBLIC AND THE CAPACITY AND CAPABILITY TO RESPOND APPROPRIATELY TO DEAL WITH THE RISKS

During 2010-11 we will:	By the end of the year:
Make targeted investments in our Serious and Organised Crime unit.	Additional resources will provide improved capability to tackle serious and organised crime.
Make targeted investments in our Public Protection Unit and develop our response under the national 'Every Child Matters' initiative.	Additional resources will provide improved capability to protect children and adults and respond to changing requirements in providing local safeguarding services.
Further develop and implement changes, where appropriate with Hertfordshire, to close gaps identified in our Protective Services Improvement Plan.	The most serious threats will be more closely managed and serious risks to the public will be reduced.
Invest in our intelligence processes, building on the findings from the process improvement programme.	Improved intelligence analysis will support capabilities across the Force.
Continue Information management (in line with the Police National Database and the national / MOPI).	Improved management of information will support capabilities across the Force.

Some of the biggest threats to public safety are in the following areas:

- Serious and organised crime
- Domestic abuse
- Sex offenders
- Road safety
- Terrorism
- Child abuse
- Violent offenders
- Public disorder
- Major crimes (including murder)
- Missing persons
- Airport policing
- Civil emergencies (e.g. flooding)

Force services in these areas are collectively known as *protective services*. The Force identifies serious threats and deals with risks through a *Protective Services Improvement Plan*. This year we are targeting improvements in our ability to protect vulnerable people and to tackle serious and organised crime from the neighbourhood right through to the highest criminal levels.

We are targeting improvements in our ability to protect vulnerable people and to tackle serious and organised crime

An additional 14 constables and sergeants are being provided to protect vulnerable people. Extra resources in investigating child abuse and managing registered sex offenders will help ease officers' caseloads, allowing them to provide more quality in their service to individuals. Increased staffing in rape investigation and domestic

abuse aims to give victims of rape and honour based violence the confidence to speak to the police. Extra people will help the Force to investigate cases of child abuse where offenders use computers and other forms of modern technology including mobile phones. Services are now structured around the three unitary authorities of Bedford, Central Bedfordshire and Luton to work better with local partners.

The ability of Bedfordshire Police to target serious and organised crime is a responsibility for the whole Force but is spearheaded by our Serious and Organised Crime Unit. An additional 20 constables and sergeants are being provided to investigate serious and organised crime affecting Bedfordshire. This will include a regional investigation team and investment in high-tech crime and technical support.

Intelligence processes across the organisation are a major focus for this year. The Force Director of Intelligence is leading work to strengthen links between the strategic intelligence process, neighbourhood intelligence and wider organisational information. According to the most recent strategic intelligence assessment a focus on the following areas will have the greatest effect on tackling crime and raising confidence:

- Serious Acquisitive Crime (covering burglary, robbery, vehicle crime)
- Class A Drug Supply (tackling the cause and effects)
- Serious wounding (knife crime and alcohol related violence)
- Counter Terrorism
- Serious and Organised crime

Services in the following areas are now provided jointly across both Bedfordshire and Hertfordshire by teams with officers and staff from both police forces:

- Major crimes (including murder)
- Dogs
- Search
- Scientific Services (Forensics)
- Public disorder
- Professional Standards (including managing complaints)
- Firearms
- Civil emergencies

The two forces are now assessing opportunities to collaborate in serious & organised crime, protecting vulnerable people, counter-terrorism and roads policing. The focus of all of these joint services is to deliver more effective and efficient services to communities, helping both forces to deliver their Protective Services Improvement Plans.

STRATEGIC PRIORITY: TO ENSURE WE HAVE IN PLACE THE RIGHT WORKFORCE MAKE-UP AND THE RIGHT COMBINATION OF SKILLS, TECHNOLOGY, EQUIPMENT, PEOPLE AND FLEXIBILITY TO TACKLE OUR RESPONSIBILITIES AS A POLICE SERVICE

During 2010-11 we will:	By the end of the year:
Review how we deploy our existing resources and the mix of regular and volunteer police officers, warranted and non-warranted police staff and service volunteers in the workforce,	We will have reviewed the mix of people in our workforce and have devised an overall strategy to deliver an effective, flexible and modern workforce that delivers frontline resources in the right place, at the right time and with the right skills to meet public demand.
Develop a new Diversity and Inclusion Strategy and revise our Single Equality Scheme.	We will show progress towards meeting the national equality standard for the police service and towards making our workforce more representative of the communities it serves.

The Bedfordshire Police workforce comprises police officers, police community support officers (PCSOs), police staff, volunteer special constables, police staff service volunteers, and police cadets. The Chief Constable and the Police Authority recognise the dedication and motivation of the workforce. There is widespread clarity on the organisation's values and buy-in from all staff at all levels. People show that they are engaged and informed, demonstrating creativity in carrying out their duties.

The appropriate mix of police officers, PCSOs, police staff and volunteers to deliver effective and efficient services is being considered at a national level. As part of this the way that the police workforce is managed will be independently inspected in all police forces over the next year. We will respond positively to all outcomes from this national work to make sure that our workforce contains the most appropriate resources to carry out our responsibilities.

We continue to develop both individuals and teams, making sure that everyone is confident of the part they play in Force performance. A confident, empowered workforce, with individuals confident in what they are doing can only serve to raise public confidence in the police service.

The Chief Constable and Police Authority also recognise that, while improvements have been made, further efforts are needed to increase the diversity of the workforce, to make it even more representative of the communities that it serves. To this end the Force and Police Authority endorsed a Positive Action Strategy in 2009, which has clear targets for increasing proportionate representation. To complement the strategy a bespoke diversity recruitment campaign was launched in September 2009. The outcomes will be monitored and evaluated to ensure that successes are achieved and sustainable.

In 2009/10 we took part in a Home Office supported efficiency and effectiveness programme (Operation *Quest*). This programme significantly improved processes in the areas of response, crime management and custody. We have reinvested some of the resource we released from these areas into Serious and Organised Crime and Protecting Vulnerable People. In 2010/11 we will apply this process improvement approach to Intelligence and Criminal Justice plus other priority areas. This will then feed into a wider review of the way that we do business.

STRATEGIC PRIORITY: TO ENSURE PEOPLE SEE US WORKING WITH PARTNERS AND WITH OTHER POLICE FORCES, MAKING THE BEST USE OF PUBLIC MONEY AND IMPROVING SERVICES TOGETHER

During 2010-11 we will:	By the end of the year:
Launch the Joint Partnership Strategy, setting up the arrangements for co-ordinating services with local partners.	Partnerships will deliver local services more efficiently and effectively, and will increase public confidence more, than would be achieved by working alone.
Work with local partners under the 'Total Place' scheme to provide an integrated local service to the public.	The way that local partners jointly provide benefits will be reviewed and the process of managing offenders will be more closely integrated between local partners.
Recruit further local people to the Independent Advisory Groups in Bedford, Central Bedfordshire and Luton.	IAGs with a diverse membership will be operating in each local authority area, helping more effective dialogue with diverse communities.
Explore fully the options to collaborate on both ICT and Procurement with Hertfordshire and other forces.	Clear business cases for collaborative IT services and procurement practices will be ready for consideration by the police authorities of both Bedfordshire and Hertfordshire
Develop the options to collaborate with Hertfordshire on the remaining Protective Services (Roads Policing, Counter-Terrorism and Public Protection).	Clear business cases for collaboration in these areas will be ready for consideration by the police authorities of both Bedfordshire and Hertfordshire.
Support fully the Regional Serious and Organised Crime Collaboration proposals whilst building a more resilient Bedfordshire and Hertfordshire capability locally.	A clear business case will be developed presenting options for collaboration in serious & organised crime.

The Authority and Force are statutory members of three local Community Safety Partnerships, mirroring the three unitary authorities (Bedford, Central Bedfordshire and Luton), comprising local public service providers from across the region. Each partnership area has a Local Area Agreement (LAA), setting out partnership priorities to address local issues across the range of public services. The following table shows the LAA priorities that are relevant to policing:

Bedford LAA	Central Bedfordshire LAA	Luton LAA
<ul style="list-style-type: none"> • Serious Acquisitive Crime (including burglary, robbery and vehicle crime) • Prolific and priority re-offending rates • Repeat incidents of domestic abuse • Drug users in effective treatment 	<ul style="list-style-type: none"> • Serious Acquisitive Crime (including burglary, robbery and vehicle crime) • Prolific and priority re-offending rates • Repeat incidents of domestic abuse • Drug users in effective treatment 	<ul style="list-style-type: none"> • Serious Violent Crime • Serious Acquisitive Crime (including burglary, robbery and vehicle crime) • Perceptions and local concerns regarding Anti-Social Behaviour • Re-offending by prolific, priority and young offenders • Repeat incidents of domestic abuse

Looking forward, the local Community Safety Partnerships are aiming to develop joint long-term planning, budgeting and communication, with shared priorities, vision and outcomes.

The Force and Authority take advice from Independent Advisory Groups in each local authority area; Bedford Borough, Central Bedfordshire and Luton. With their members drawn from diverse backgrounds, these groups help the Force and Authority to hear the views of our communities on a range of issues.

Bedfordshire Police Authority and Force engage with people right across the age spectrum. With the number of young people in our community expected to rise, we are looking for innovative ways to talk to them and understand their views, for example through the Youth Parliament. We want to improve the perception of young people and increase their trust and confidence in criminal justice agencies.

In accordance with legal duties, Bedfordshire's local authorities have formed Local Safeguarding Children's Boards to co-ordinate services and promote the welfare of children within their area. Bedfordshire Police and Police Authority are active and committed member of these Boards. These partnerships complement the investment we are making this year into protecting vulnerable people.

The Force already provides services jointly with Hertfordshire Constabulary in a large number of areas. A joint Bedfordshire and Hertfordshire collaboration team continues to develop collaborative services in further areas of policing. Agreements are in place with other police forces to provide joint services (for example in training) and to help each other out in major emergencies and other acute demands. Efforts continue nationally to join up IT systems between police forces.

STRATEGIC PRIORITY: TO ENSURE PEOPLE SEE US USING PEOPLE, BUDGETS AND ALL OTHER RESOURCES WISELY TO DELIVER A VALUE FOR MONEY SERVICE

During 2010-11 we will:	By the end of the year:
Review the way in which the Force is structured to deliver its services, building on the findings from the <i>Quest</i> programme.	Researched options will be available for how the Force can be best structured to effectively and efficiently provide its services.
Deliver value for money across our services.	Savings made from planned efficiencies will be available for re-investment in targeted areas of the service.
Launch a new duty management system.	The new system will help to manage police resources to more effectively and efficiently respond to needs.

In agreeing the revenue budget for the 2010/11 financial year, the Police Authority and Force focused on providing the most cost effective service delivery for the Bedfordshire public, in both the coming and future years. The Authority and Force took account of the current economic challenges and the need for resources to support local policing services that local people value most and meet our communities' needs.

Through value for money initiatives the Force is providing a more focused response service and better crime investigation, whilst targeting investment into areas of serious and organised crime (which impacts on levels of burglary, vehicle crime, drug crime and knife crime) and protecting vulnerable people. It also provides for greater consistency and improvement in our Neighbourhood Policing activity.

The Budget for the year from April 2010 to March 2011 takes account of consultation with partners and the public and the need to sustain the improvements in performance. The key focus is to balance competing resource demands; maintaining neighbourhood policing services whilst improving areas of serious and organised crime and public protection. The following tables provide a breakdown of costs the Force expects to incur over the forthcoming year and provides details of how the actual budget is funded.

Breakdown of Expenditure	10-11 (£M)	10-11 (%)	09-10 (£M)
Police Officers	54.3	46.4	53.3
Police Staff	31.6	27.0	29.9
Pensions	11.4	9.7	11.1
Other Staff Costs	1.8	1.5	1.8
Supplies & Services	8.9	7.6	8.4
Agency & Contracted Services	3.2	2.7	2.9
Transport	2.1	1.8	2.1
Premises	2.9	2.5	2.8
Capital Finance Charges	0.9	0.8	0.9
TOTAL	117.1	100%	113.2

Breakdown of Funding	10-11 (£M)	10-11 (%)
Specific Police Grant	42.6	41.4
Business Rates	26.6	25.9
Revenue Support Grant	3.9	3.8
Council Tax	29.7	28.9
SUBTOTAL	102.8	100%
Income	14.3	
TOTAL	117.1	

Bedfordshire Police and Police Authority work together to identify and improve efficiency and productivity, delivering a value for money service. The Force has continued to exceed efficiency targets. Business change processes such as collaboration and Operation *Quest* have enabled a balancing of the medium term financial plan for the Government's current Comprehensive Spending Review period, ending March 2011.

The Value for Money Statement, produced by the Authority and Force details savings being delivered during 2010/11, totalling some 3.6% of the Force's net revenue budget. The following table summarises the savings:

The full VFM statement can be viewed on the Bedfordshire Police website.

Activity	Description	Savings
Improvements in Deployment	The Authority has proactively collaborated with Hertfordshire Police Authority in a number of areas of service including Major Crime, Firearms and Scientific Services. Joint service delivery has removed £1M in savings from Bedfordshire's revenue budget in the past two years. The collaboration programme has provided significant savings in 2010/11 and will continue to do so in future years. The Force is restructuring and streamlining some operational support functions.	£0.640M
Reductions in Overtime	Work continues to ensure that expenditure is aligned to budget. Good practice is being considered regarding overtime both within the Force and from national Home Office guidance. At this stage no budget reductions have been made.	0
Process Improvement	The Authority has invested in Operation <i>Quest</i> , a national police service process improvement tool. In 2009/10 this delivered £0.8M of savings through improved processes in incident management and crime management. <i>Quest</i> has helped the Force to re-direct resources into high risk areas such as Serious and Organised Crime and Protecting Vulnerable People. The processes used in areas such as Intelligence, and Criminal Justice are now being reviewed.	£2.2M
Reductions in Bureaucracy	Reducing bureaucracy is paramount to better resource deployment and will be a part of all future developments. The Force will implement recommendations from national reports on reducing bureaucracy where appropriate.	0
Procurement	The Force continues to use national and regional frameworks to ensure efficient procurement processes, for example saving time through not having to undertake individual tendering processes. Collaboration with Hertfordshire and Cambridgeshire will contribute to future savings.	£0.05M
Information Technology	To assist convergence in information technology nationally in coming years the Force is looking at collaboration both with Hertfordshire and across the Eastern Region.	0
Support Services	The Force undertook a large rationalisation of support service functions during 2008/09, delivering over £1.5M of savings. Work continues to deliver further efficiency and value for money from these services.	£0.250M
Overhead Costs	Overhead costs are considered within the overall efficiencies delivered in the above areas with specifics included here for efficiencies associated with reducing carbon footprint.	£0.100M
Other Cash Savings	Specific cash savings falling outside of the above categories but incorporated within the 2010/11 revenue budget	£0.410M
	TOTAL	£3.650M

The current financial climate regarding Government funding continues to look bleak, which will impact on the level of grant the Authority and Force receive. Estimates are that a funding gap of some six million pounds could be faced over the next three years which potentially could impact on services delivered by Bedfordshire Police. Recognising this challenge the Authority and Force are exploring the following areas during 2010/11 to assist in balancing budgets and sustaining service delivery over the Medium Term:

- Collaboration, focusing on Serious and Organised Crime, Roads Policing, Counter Terrorism, Procurement and Information Technology.
- Process Improvement through applying the Operation *Quest* methods to raise efficiency and effectiveness in Criminal Justice, Intelligence and other key business areas. The structure of the Force will be reviewed to eliminate bureaucracy and deploy resources more efficiently.
- Greater consistency and efficiency will be sought in Procurement and Information Technology through applying national guidelines and programmes. This will compliment collaboration work with Hertfordshire Constabulary.

MANAGING POLICE PERFORMANCE

We manage and monitor our performance to assess how well we are doing. To make sure that performance is managed effectively and consistently right across the organisation we have invested in coaching, training and providing supervisors with new information technology. Staff are given guidance on performance management and sharing good practice. By the end of the year officers and staff across all levels of the Force will have a better understanding of how their actions impact on the Force's performance.

The service provided by local agencies, including councils and the police, is assessed jointly under the Government's Comprehensive Area Assessment scheme. This Assessment gives local people clear, independent information on how successfully local organisations are working together to improve quality of life in their areas. It allows people to hold their public bodies to account and to influence local decisions. The assessment is a driver for future service improvement.

Our performance is assessed against a series of national and local performance indicators. Targets are set to promote performance in higher priority areas. All Police Forces in England and Wales are judged on a single national confidence measure, defined as; **The percentage of people who agree or strongly agree that "the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area"**. Our performance and the targets for this measure are presented on page six, above.

Individual performance indicators and targets are available through the Bedfordshire Police and Bedfordshire Police Authority websites.

Other performance targets reflect national measures and local priorities, and are agreed by the Force and Police Authority in consultation with partners. Stretching targets have been agreed for key improvement areas, including serious and organised crime and public protection. In particular we have set targets to significantly raise the proportion of serious violent crimes and serious sexual offences that we solve, as well as to further reduce the number of burglaries in the County.

INDEPENDENT INSPECTIONS OF POLICE PERFORMANCE

Her Majesty's Inspectorate of Constabulary has been tasked with independently monitoring police performance to ensure the service meets the public interest. The Inspectorate produces a Police Report Card, assessing every police force in England and Wales in three broad areas. The first Report Cards were published by the Home Office in March 2009. Bedfordshire Police received the following grades:

The Police Report Card is regularly updated and is published on the Inspectorate's website (hmic.homeoffice.gov.uk).

Area assessed	Grade
Confidence and Satisfaction	Fair
Local Crime and Policing	Fair
Protection from Serious Harm	Fair

Fair is defined as: 'Performance is variable but meets most of the requirements of the standard. Remedial action may be needed'

The Report Card states that the cost of policing in Bedfordshire is low to medium, and the force, one of the smallest in England and Wales, works within budgets which are limited compared to some of its peers.

The Inspectorate also carries out independent inspections in specific areas of service. Any recommendations arising are given due consideration by the Force. Major inspections are planned for Bedfordshire in the following areas before April 2011:

- Bedfordshire Police Authority
- Working for the Public (Workforce Management)

Smaller, more focussed inspections are planned in the following areas:

- Police Custody Conditions
- IT

Further inspections are under consideration in:

- 'No Crime' Data (accurate recording of crimes and incidents)
- Serious Sexual Offences / rape
- Crime & Disorder Reduction Partnerships
- Counter-Terrorism
- Youth Offending work
- Asset Recovery
- Security of data
- Disproportionality in the Handling of Muslims within the Criminal Justice System

Other inspections into specific areas of police service are carried out by the Audit Commission.

Alongside these independent inspections we conduct our own internally commissioned reviews to improve performance in specific service areas.