Bedfordshire

Police and Crime Commissioner’s

Annual Report

2015/16
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Message from the Commissioner

Since my appointment in May, I was keen to show from day one my intention to fulfill the promises I made in the campaign running up to the election. As a former journalist, I was always frustrated when politicians suffered from amnesia over promises immediately after they were elected.

In order to show those who voted for me that I have kept my word, I was one of the first PCCs across the country to publish my Police and Crime Plan, setting in stone my priorities for the future of Bedfordshire Police. As well as this, I marked my 100 days in office by publishing a list of 100 achievements made in as many days.

The priorities of the Police and Crime Plan for Bedfordshire are as follows:

- A return of more visible policing across the county
- To rebuild public confidence in Bedfordshire Police
- To ensure police are there when needed most after 999 calls
- Putting victims at the centre of the way Bedfordshire police and prosecute
- A fair deal on policing whether you live in the country or town
- Protecting the police to protect the public
- Genuinely being a Commissioner for all communities
- Working with partners to break the cycle of crime

One of the first initiatives launched was Project Boost the Frontline, which aims to release as many officers as possible from desk duties and to help those on restricted duties or long-term sickness back to full working, aiming to boost morale and invest in occupational health facilities, so more officers are available for 999 response duties.

I also launched a new Rural Crime Strategy with the help of the National Farmers’ Union in a rural crime intelligence network of contacts for Bedfordshire Police, which has also now appointed a dedicated Rural Crime Officer to work with the Force, Parish Councils and country communities. Going forward, a business case is being prepared in anticipation of a full Rural Crime team.

I decided to publish 100 achievements in 100 days as I want people to see that I’ve been doing everything possible to deliver on my original promises and to show that I’ve been delivering something every day, especially as I’m only the second PCC in office and want people to see that I’m definitely not just here to keep a seat warm.

Of the list of 100 achievements, three changes are my own particular favourites:
• The siting of 7 new Community Policing Hubs of extra police officers which I am launching at monthly meetings throughout the county to the end of the year, addressing local policing and crime concerns at the same time.

• Overseeing the breakthrough which has led to one of the most extensive programmes of collaboration between police and fire services, including the sharing of stations.

• The funding of a new video link service to save rape and child abuse victims the trauma of facing their attackers, and their associates, in court to allow them to give evidence remotely.

My number one priority, and what every community told me they wanted, is more visible community policing and the Deputy Chief Constable and I are delivering that at monthly meetings to let people know in detail which new officers are coming their way.

I have had fantastic support from the Chief Constable, Jon Boutcher, the Fire Chief, Paul Fuller, and both of their Deputies in getting action underway to start delivering on joint-working and, in particular, to allow police to share fire stations where police stations no longer exist in future or where this makes sense.

Kathryn Holloway
Police and Crime Commissioner for Bedfordshire
Introduction

The Commissioner has responsibility for the totality of policing within Bedfordshire, and ensures that both policing and community safety are firmly at the top of the local agenda. The Commissioner works in partnership with local authorities, community safety partnerships, local criminal justice boards and health partners to help align priorities across agencies and deliver better outcomes for the people of Bedfordshire and achieve better value for taxpayer money.

The Commissioner monitors progress throughout the year through regular Force reports and other updates with the Chief Constable. Quarterly performance reports are presented to the Police and Crime Panel.

On 5th May 2016 a new Commissioner for Bedfordshire was elected and this annual report provides an overview of how Bedfordshire Police have delivered against the previous Commissioner’s Police and Crime Plan in 2015/16. This report covers the financial year from April 2015 to March 2016 and highlights some of the key achievements, challenges and activities that took place during the year.

Bedfordshire Police and the Office of the Police and Crime Commissioner have a number of high level documents that set out a clear strategic direction for policing and crime services in Bedfordshire. The Police and Crime Plan is the over-arching plan which is supported by the Force’s Five Year Plan, the Control Strategy, the Leadership Charter, and the Annual Delivery Plan.

The Commissioner is required by law to produce an annual report and to share it with the Police and Crime Panel for consideration. She will then publish her response following the meeting of the Panel.
Performance

The End of Year Performance Review 2015/16 was submitted to the new Commissioner's Strategic Board on 23 May 2016 with recommendations that the Board review and endorse the Force's performance to deliver the 2015/16 quantitative and qualitative performance objectives agreed by the previous Commissioner and Chief Constable, in accordance with the Commissioner's Police and Crime Plan.

The Control Strategy

The Force's operational priorities are set out in the Control Strategy. The Control Strategy provides the basis for prioritising the Force's energy, resources, intelligence requirements, policing operations and improvement initiatives, to effectively protect people and fight crime together. The Control Strategy priorities, shown in the following table, emphasise People before Property. The prioritised crime types are categorised into two tiers based on the greatest impact of threat, harm and risk. Within the two tiers, the crime areas are listed in alphabetical order.

<table>
<thead>
<tr>
<th>Cross-Cutting Issues</th>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Fighting Crime</th>
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<td>Cyber Crime</td>
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<td>Vulnerable and Repeat Victims (including High Risk Missing Persons and High Risk ASB)</td>
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<td>Mental Health Drugs</td>
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<td>Dwelling Burglary</td>
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<td></td>
<td>Rape and Serious Sexual Offences</td>
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<td></td>
<td>Serious and Organised Crime (including Gang related Crime and Disorder, Drugs Supply and Firearms Criminality)</td>
<td></td>
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</tbody>
</table>

The Control Strategy changed in May 2016 to:

The Control Strategy informs how we:

- Task and deploy our resources
- Focus our intelligence gathering and partnership activity
- How we train and develop our knowledge

Senior Responsible Owner: Detective Chief Superintendent Karena Thomas, Intelligence
Author: Dr. Edward Major, Continuous Improvement Programme
Key issues highlighted from the report against the Control Strategy included:

**Child Sexual Exploitation (CSE)**

The Child Sexual Exploitation Unit’s (CSEU) overarching purpose is to safeguard the children, young people and communities of Bedfordshire to the risk of sexual exploitation. CSE investigators and intelligence officers work alongside the Force’s specialist Missing Persons Unit, serious crime investigation teams and local policing teams. The Team is proactively training officers and staff in a number of areas, and all new Police recruits receive CSE training as part of their wider safeguarding training.

A performance framework has been in place for twelve months, covering CSE, aligned to the 4Ps of Pursue, Prevent, Protect and Prepare. The Force Performance Board receives updates quarterly. One of the performance measures tracks the number of intelligence items submitted. Data for October, November and December 2015 suggest that twice as much intelligence is now being submitted, indicating that the internal and external training has been successful.
The Force and partners are working together to develop CSE capability and the Force is continuously seeking external learning to develop its CSE understanding and capability.

**Cyber-Crime**
Cyber-Crime is significantly under reported. Research suggests on 10.9% of cyber is reported to the Police.

The Force’s Cyber Hub, launched on the 25th August 2015, contains specialist Digital Forensic Investigations, Cyber Crime and Internet Child Abuse Investigation teams and a dedicated analyst. The Cyber Hub teams work closely together and with other teams across the Force, including the Public Protection Unit and Serious and Organised Crime teams.

**Domestic Abuse**
Recorded levels of Domestic Abuse (DA) have been increasing since summer 2012, with the trend accelerating from April 2014, when the previous Commissioner and Chief Constable formally adopted the aim to increase reporting of under-reported crimes including Domestic Abuse.

Compared with 2014/15 the number of DA crimes has risen, while the number of non-crime DA incidents has remained stable.

The repeat DA incident rate for 2015/16 was remained 35.6% (with a high of 37.4% in November and a low of 34.0% in October). This is slightly higher than the 34.2% repeat rate in 2014/15. The Force tackles repeat DA through long term problem solving.

The solved crime rate is stable at 27.4%, though it is lower than the 31.3% in 2014/15.

The 2015/16 DA arrest rate is 60.9%, and has deteriorated in the short term. In comparison, the arrest rate was above 70% for almost all of 2014/15. Analysis is underway to understand why the domestic abuse arrest rate is decreasing.

DA governance includes daily scrutiny of DA incidents, and a monthly DA scrutiny panel chaired by the Detective Superintendent leading the Public Protection Unit. The Force’s plan for Domestic Abuse has the overarching ambition:

To provide an effective response to all incidents of domestic abuse within the county of Bedfordshire. For all agencies and services to work collaboratively to prevent domestic abuse and to reduce its impact by providing high quality support and services for all women, men and children affected by domestic abuse and to ensure that those who perpetrate abuse are held accountable.
Her Majesty’s Inspectorate of Constabulary (HMIC) has raised on-going concerns around the Force’s management of Domestic Abuse. The 2015 HMIC Vulnerability inspection reported concerns over the Force’s practice of managing some risk assessed Domestic Abuse incidents through telephone resolution, as this is unable to consider factors such as injuries or the state of the property. The Force responded to HMIC’s concerns and all Domestic Abuse incidents are attended as “Fast or Fixed” Deployment. A full risk assessment completed at first point of contact determines if a fast or fixed response is required. HMIC have acknowledged the Force’s improvements in managing Domestic Abuse, and are continuing to monitor progress.

HMIC felt that the Force failed to understand the reasons behind its decreasing charge rate for DA. Subsequent root cause analysis by the Force shows that the decreased charge rate is due to a combination of increased recorded crime, the decreasing arrest rate and the investigative capability of teams and officers. Recommendations to address the issue have been delivered to the DA scrutiny group.

The Integrated Offender Management partnership scheme now includes a Domestic Abuse cohort.

**Terrorism and Domestic Extremism**

The threat to the United Kingdom from international terrorism is currently assessed as SEVERE, indicating that an attack is highly likely.

At least 800 people from the UK have travelled to support or fight for jihadist movements in Syria and Iraq, most of whom are thought to have joined the Islamic State of Iraq and the Levant (ISIL). The impact of this activity has led to greater investigative activity and increased intelligence across the Eastern region.

In August 2015 two Luton men, Junead KHAN and Shazib KHAN, were arrested and charged with planning an act of terrorism and for planning to join a proscribed organisation in Syria. In April 2016, Junead KHAN was found guilty of planning a terrorist attack and both were found guilty of preparing to travel to Syria and join ISIL. Both await sentencing, with Junead KHAN facing life imprisonment.

In February 2016, Naseer TAJ from Bedfordshire was found guilty of terrorism offences, after his plans to travel to Syria and achieve martyrdom were discovered. TAJ is now awaiting sentencing.

Further individuals from the Eastern region have been arrested and charged with terrorism related offences through the year.

In February 2016, Bedfordshire Police successfully secured bail conditions temporarily banning two leading members of Britain First from entering Luton until 30th May 2016. Both individuals were arrested in connection with a demonstration that took place in Luton in January 2016.
In 2015/2016 the number of disruptive actions undertaken increased when compared to the previous year. This change has been influenced by the increased threat to national security.

In 2015/2016, Prevent referrals increased by 226% compared to the previous last year. This change suggests that Prevent awareness has improved and that confidence in the Prevent referral process has grown. Referrals are projected to rise further as the new Counter Terrorism & Security Act (2015) takes full effect among statutory bodies.

**Dwelling/Domestic Burglary**

![Graph showing Dwelling Burglary trends]

Recorded Dwelling Burglary fell by over one fifth during 2015/16, being ranked 1st nationally.

The particularly low levels seen from June to November ensure that year or year comparisons will continue to be strong.

Crime spiked in December 2015, but subsequent months have been lower.

The Force has tackled Dwelling Burglary under Operation Fidelity, an on-going plan to reduce the opportunities for burglars to commit crime in Bedfordshire. Fidelity focuses on:

- Disrupting, arresting and prosecuting burglary offenders;
- Raising the awareness around dwelling burglary;
- Protecting the most vulnerable;
- Improving processes and systems.

The first phase focussed on victims, offenders and high risk locations, with the second tackling the relevant criminal markets. The plan is being evaluated against desired outcomes. The approach has let to improvements in existing practices such as cocooning and trigger plans.
A new Burglary Team is providing specialist skill to burglary investigations. Improving practices have led to several burglars admitting to previously undetected crimes. Dip sampling of burglary investigations has identified where improvements in crimes screening processes can be made.

A Fidelity car has been introduced to patrol identified high crime areas, conduct curfew checks on known offenders and collect information on recognised intelligence gaps.

A strategic approach is being taken to managing longer term hotspots, including:

- Providing overt reassurance and engagement;
- Gathering information on and providing support to burglary victims and those identified as vulnerable to burglaries;
- Targeting communications using new technologies and socio-demographic data;
- Surveying residents and conducting visual audits to identify vulnerabilities and required actions.

Under this approach the Force has seen significant reductions in the percentage of burglaries occurring in these hotspots when compared to control areas. Current activities are focussed on sustaining this success.

Other activities driven by the burglary plan include:

- Trialling dedicated resources to improve the coverage of information sources;
- Using partners’ resources, including trading standards, to target handlers of stolen goods;
- Streamlining forensic recovery to improve the likelihood of successful forensic contributions;
- Training staff on interpersonal skills to improve victim satisfaction.

The Force has seen sustained and significant improvements in its national ranking for dwelling burglary. In scale of improvement the Force has moved from 41st (out of 43 forces) three years ago to 1st in 2015/16. These successes have resulted in several other forces requesting details on Operation Fidelity to help them achieve similar levels of improvement.

**Hate Crime**

Bedfordshire Police is actively promoting increased reporting of under-reported crimes including Hate Crime. Reported Hate Crimes have increased steadily and rose above statistically significant levels In July 2015. The overall steady increase (which reflects the national trend) may be a result of increased public confidence that something will be done.

580 Hate Crimes were recorded in 2015/16, compared to 499 in 2014/15.
Reported non-crime Hate Incidents are 22.7% lower (180 in 2015/16 and 233 in 2014/15).

51% of both Hate Crimes and non-crime Hate Incidents took place in Luton.

92% of recorded Hate Crimes relate to public order or violence (with or without injury).

Levels of reported homophobic and disability hate crimes and incidents in 2015/16 were low and similar to 2014/15 (17 homophobic Hate Crimes and incidents, down from 19; 21 disability hate crimes and incidents, up from 15).

Islamophobia was flagged as an issue in 17 Hate crimes and incidents in 2015/16, up from three in 2014/15.

The proportion of incidents converted to crimes has increased from 68.1% to 76.3%. The improving conversion rate may indicative a better internal understanding of Hate Crime.

26.9% of Hate Crimes were ‘solved’ in 2015/16, down from the 32.1% in 2014/15. Short-term fluctuations in solved crime rates can be an outcome where crime levels are low and volatile, as is the case for Hate Crimes.

The latest rolling quarter conviction rate is 91.1%, up from 88.2%. This ranks Bedfordshire 7th nationally, a step change from the 41st ranking in April to June 2014.

The Force now has a dedicated Hate Crime sergeant who is engaging internally and externally with key stakeholders and ‘hard to reach’ communities. The new post enhances the existing voluntary work already undertaken by police officers, Lesbian and Gay Liaison Officers and other police and partner contacts.

The rising levels of reported Hate Crime evidence that people are increasingly willing to come forward and that officers and staff have a greater understanding.

The Force took part in the National Hate Crime Awareness week in October 2015, co-ordinated by Stop Hate UK, which may have promoted further reporting of hate crimes and incidents. The event used community engagement, social media, press releases and officer blogs to promote awareness of Hate Crime, displaying the Force’s commitment to the public and signposting them to available support.

Over the next year the Force and local partners will strengthen their work to jointly protect to those affected in Bedfordshire. Victims are often more confident reporting to their peers in an environment they are comfortable with. Partners will provide alternative places other than the police for victims to report.

Modern Day Slavery
Bedfordshire Police has an updated performance framework aligned to the 4Ps of Pursue, Prevent, Protect and Prepare and to the priorities set by the Office of the
Anti-Slavery Commissioner (OASC). The Force Performance Board receives quarterly updates. Bedfordshire Police has adopted the NPCC Data Collection Tool for Modern Day Slavery.

The Force’s Modern Day Slavery plan follows the overarching ambition:

For Bedfordshire Police, together with partners, to meet victims’ needs by understanding the threats and vulnerabilities of MDS and to provide a prioritised and effective response in line with the NPCC and IASC plans.

The Force has four Serious Crime Prevention Orders in place in relation to Operation Netwing offenders. Proactive monitoring of these offenders and partnership work with the probation service led to the full-term recall of one of the individuals in December 2015. Her Majesty’s Revenue and Customs have been engaged to tackle suspected on-going tax matters to undermine their continuing use of vulnerable workers.

A multi-agency operation between the police, Luton Borough Council, the Romanian Embassy in London and the NCA identified 21 potential victims of modern day slavery in a raid carried out in late March 2016.

Bedfordshire Police continues to raise awareness and intelligence sharing amongst its partners. In October 2015 Bedfordshire police, working with BAMS (Bedfordshire Against Modern Slavery) hosted a conference attended by around fifty middle managers from service providers across the county. Posters and leaflets were disseminated at the conference to further raise awareness going forward. The UK Anti-Slavery Commissioner gave an outline of the areas he feels are key to tackling modern slavery. Other addresses were given by the Prisons’ Minister, the Police and Crime Commissioner and national operational experts. The event has significantly raised awareness across local statutory and volunteer partners. Further inputs have been given to Probation, local Adult Safeguarding (in February 2016) and to the UN Counter-Trafficking Centre, where the Force represented the OASC.

The Anti-Slavery Commissioner’s Strategic Plan 2015-2017 was shared with forces at the end of October. Bedfordshire Police have ensured that their 4Ps framework is aligned to this plan, and will concentrate on the identification of victims and the prevention, detection, investigation and prosecution of offences.

The Force and local authorities have identified other opportunities to scope vulnerabilities across a number of sectors and locations. Funding options are being explored for a dedicated post to co-ordinate partnership activity.

Three arrests were made in October 2015 in relation to exploitation at a traveller’s site in Leighton Buzzard.
Robbery

Recorded Personal Robbery has fallen each year for the past 5 years. Most forces are seeing year on year increases in Personal Robbery.

The Force’s rate of improvement is 5th nationally.

Current Personal Robbery levels remain stable, at slightly over one per day.

Recorded Commercial Robbery fell back to normal levels after a rise in October and November 2015. This The rise was caused by known multiple offenders who were arrested. Excluding those two exceptional months there were an average of 3.6 Commercial Robberies per month.

Commercial robbery levels are highly variable and substantially lower than personal robbery.

Force daily processes place a high priority on robbery offences. The Force has appointed a detective inspector as robbery lead, to ensure the quality of robbery investigations is maintained. Key area of focus are:

- Correct allocation of offences;
- Monitoring the identification of suspects and ensuring early arrests;
- Ensuring bail processes for robbery suspects are most appropriate;
- Reviewing all recorded robberies for investigation standards, identification of crime patterns and maximisation of any detection opportunities.

**Rape and Serious Sexual Offences**

Bedfordshire Police is actively promoting increased reporting of under-reported crimes including Rape and Serious sexual Offences.

Recorded Rapes and Serious Sexual Offences continue to increase.

The solved crime rate for rape is 16.3% for the financial year, up from 10.1% for the previous year.

The solved crime rate for Other Sexual Offences is 24.3%, up from 3.0% the previous year.

All forces nationally have seen increased reporting of Serious Sexual Offences over recent years, including significant increases in ‘non recent’ offences, linked to national high profile incidents and offenders. Victims are more willing and are being encouraged to report incidents. Recorded levels in Bedfordshire are not high in comparison with similar forces.
Serious and Organised Crime

Bedfordshire hosts a higher complexity of Organised Crime Groups (OCGs) than any other force in the Eastern Region (including forces covering a substantially higher population).

Bedfordshire employs a tiered response to Organised Crime, in line with national guidance, using regional resources, the Force’s own Serious and Organised Crime Unit (SOCU), partnership resources and local management as appropriate to the level of threat. Each Organised Crime Group (OCG) has a dedicated Lead Responsible Officer, whose role is to make decisions about the most suitable approaches to disrupt and dismantle the OCG’s criminality, with support from specialists, including covert tactical advisers.

The Force now holds monthly OCG management meetings with partners. These have enabled improved oversight of OCG management and a broader range of tactical activity to disrupt and dismantle OCGs. The meetings:

- Map and tackle OCGs impacting in Bedfordshire;
- Share good practice and problem solve prioritised groups;
- Identify emerging issues to be discussed at the Force Tasking meeting.

At the end of the financial year, compared with June 2015, fewer OCGs are subject to active management. The majority of these OCGs are due to be archived, having had their threat reduced through previous operations. The total threat posed by OCGs (based upon the national scoring matrix) has been greatly reduced, with those posing the highest threat having been tackled and dismantled. In particular, the Force has targeted organised groups involved in high harm offending, including Modern Day Slavery.

The Force has produced a Serious and Organised Crime Local Profile, which has received positive recognition from the Home Office. Managers from local community safety partnerships are engaged to create a joint action plan to address recommendations within the profile. These include:

- Obtaining Home Office funding for a report to help the Force better understand the drivers for vulnerable females becoming involved in organised crime and the implementation of a custody referral scheme to provide an earlier, customised intervention to such females.
- Partnership working group to scope and address the emerging dangers around new psychoactive substances.
- Enlisting Trading Standards to pre-warn vulnerable communities about cyclical scams.
- Developing links with the local authorities' Troubled/Stronger Families work to identify crossovers with those involved in organised crime.
A specific example of the Force’s commitment to tackling the greatest threats over the long term is Operation Boson. Dedicated resources lead the targeting of gang and youth violence, as well as firearms-related criminality, in Luton. Force resources are deployed against ‘county lines’ gangs coming out of London and affecting other areas of the county.

999 Response

On 22nd June 2015 the Force begun moving to a new operational policing model that allows resources to be better focused on protecting the vulnerable and responding to communities. The core operational functions in the new model are the Force Control Room, Communities & Crime, Response and Intelligence. The new Response function deploys resources to those incidents requiring a Fast response. The Community & Crime function attends those incidents that can be dealt with using Fixed scheduled appointments to meet with victims at a time convenient to them. The introduction of the new Community & Crime function increases problem solving capability within communities, improves intelligence gathering and helps with demand reduction; ultimately helping the force to deliver a more effective service.
After initially rising, response times in the nine months (July 2015 to January 2016) since launch of the Interim Policing Model are similar to levels in the last full month under the previous model.

Between April 2015 and March 2016 40.5% of Fast incidents were attended within 15 minutes (with a range of 38.0% to 43.4%).

The proportion of Fast incidents attended within each stated time range was higher in 2015/16 than in 2014/15.

**Victim Satisfaction**

There have been a number of notable improvements in Victim Satisfaction in 2015/16.

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<tr>
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<th>Feb 2015 to Jan 2016</th>
<th>Feb 2014 to Jan 2015</th>
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<tbody>
<tr>
<td>Satisfaction with overall service</td>
<td>83.0%</td>
<td>82.4%</td>
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<tr>
<td>Satisfaction of Domestic Burglary victims</td>
<td>89.3%</td>
<td>89.4%</td>
</tr>
<tr>
<td>Satisfaction of Vehicle Crime victims</td>
<td>83.0%</td>
<td>82.3%</td>
</tr>
<tr>
<td>Satisfaction of Violent Crime victims</td>
<td>76.9%</td>
<td>75.6%</td>
</tr>
</tbody>
</table>

The Force is ranked 28th nationally out of 43 forces. This continues the improving trend.

Overall Victim Satisfaction has improved slightly. Satisfaction levels have been greater in the months from July 2015.

Satisfaction levels among victims of Domestic Burglary have consistently been a relatively strong.
Satisfaction levels among victims of Vehicle Crime have strengthened over the last four months. More consistent improvements are sought.

Satisfaction levels among victims of Violent Crime were higher between June and November 2015, though levels are variable and remain below those for Domestic Burglary and Vehicle Crime. Greater and more consistent improvements are sought.

The Force’s journey shows steady progress towards the five year vision set by the previous chief constable to be a top ten victim satisfaction force by summer 2019. In March 2014, before the five year vision was announced, the Force was ranked 40th out of 43 forces in overall victim satisfaction. That had improved to 33rd in February 2015 and to 25th in December 2015. While the most recent data for the twelve months to January 2016 shows a dip to 28th this is due to improved performance in other forces while victim satisfaction levels in Bedfordshire have remained stable. Bedfordshire has improved despite a clear national trend of deteriorating victim satisfaction over the past 12 months and a significant amount of organisational change within Bedfordshire Police.

Improved processes and continuous development by the Detective Chief Inspector Force lead for Victim Satisfaction are driving the improvements, notably:

Improving victim satisfaction is a stated performance ambition on both the 2014-19 Five Year Plan and Annual Delivery Plan.

Strong scrutiny is provided to victim satisfaction, victim service and victim contracts through a standing agenda item at the Force Performance Board, with exceptional issues being discussed at the Force Executive Board.

The Force’s Victim Satisfaction action plan led to introduction of the CARE campaign, which put victim satisfaction at the forefront of operational policing. CARE in a mnemonic, meaning we will:

Contact you throughout our enquiries

Agree with you how we are going to do this

Refer you to other agencies that can also help, and

Empathise with your needs

A suite of CARE leaflets is available for victims, giving them information on the Victims Code of Practice, use of forensics, going to court, making victim personal statements, special measures for vulnerable or intimidated victims and witnesses, victim contact schemes, restorative justice and victims’ right to review. A ‘Did we CARE for you?’ leaflet invites victims to feedback on the services they received.
The Force lead for victim satisfaction chairs the Bedfordshire Criminal Justice Board Victim and Witnesses Sub-Group, where Criminal Justice Agencies focus on key issues around victim care and management, including the Victims Code of Practice.

The Force lead for victim satisfaction delivers training to new police officer recruits and internal training courses on the importance of victim satisfaction, CARE and the Victim Codes of Practice.

The Force has mandated the requirement to take a Victim Personal Statement where evidential statements are being obtained.

Supervisors monitor how their officers interact with victims:

- Mandatory reviews by supervisors and senior officers check the quality of investigations and check that victim contracts are in place;
- Supervisors inform victims of progress, give reassurance and check the quality of service delivered by their officers through making ‘call backs’ to victims of crime seven days after the incident;
- Detailed results from the Home Office Victim Satisfaction surveys enable supervisors to review survey feedback relating to specific officers.

**Vulnerable and Repeat Victims**

The Force and Commissioner are continuing their aim to increase the recording of under-reported offences (Domestic Abuse, Hate Crimes, Rape and Other Sexual Offences), which are often inherently linked to vulnerable people. In line with the aim, each of these crimes has seen increased recording in 2015/16, compared with the previous year. These increases are believed to be due to increased public reporting and improved compliance with the National Crime Recording Standards. Other forces have seen rises in Victim Based Crime and levels in Bedfordshire are comparable to those in similar forces.

The importance of protecting people and tackling vulnerability related issues are re-enforced at daily tasking and management meetings. Vulnerable and repeat victims feature as agenda items at the Force’s daily management meetings and the monthly Force Performance Board.

**High Risk Missing Persons**

The Force uses the National Police Chief’s Council definitions of missing and absent persons:

<table>
<thead>
<tr>
<th>Missing person</th>
<th>Anyone whose whereabouts cannot be established and where the circumstances are out of character or the context suggests the person may be subject of crime or at risk of harm to themselves or another.</th>
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</thead>
<tbody>
<tr>
<td>Absent</td>
<td>A person not at a place where they are expected or required to be and there is no apparent</td>
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</table>
The Force defines three levels of risk for missing people:

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Definition</th>
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<tbody>
<tr>
<td>High risk</td>
<td>The risk posed is immediate and there are substantial grounds for believing that the subject is in danger through their own vulnerability, or may have been the victim of a serious crime, or the risk posed is immediate and there are substantial grounds for believing that the public is in danger.</td>
</tr>
<tr>
<td>Medium risk</td>
<td>The risk posed is likely to place the subject in danger or they are a threat to themselves or others.</td>
</tr>
<tr>
<td>Low risk</td>
<td>There is no apparent threat of danger to either the subject or the public. Children and Young People under 18 years of age should not be included in this category.</td>
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</tbody>
</table>

An inspection visit by Her Majesty’s Inspectorate of Constabulary in July 2015 reported concerns over the Force’s understanding of demand, how responsibilities are managed and the adequacy of its missing persons resources. These concerns are being addressed through a comprehensive Missing and Absent Persons Improvement Plan. The Force has improved its missing persons processes, including:

- Up-skilling to reinforce the skills of front line supervisors;
- Subjecting every missing person incident or report (including children missing from care) to a risk-based (THRIVE) assessment;
- Providing 7-day overview of all missing and absent incidents by the Missing Persons Unit;
- Sharing details of all missing and absent incidents daily with social services;
- Developing a bespoke question set for call handlers to assist in risk assessment.

All reports of missing persons are subject to a risk-based THRIVE assessment when the call is received in the Force Control Room. An officer then completes a risk assessment which is verified by a supervisor.

The Force has a clear missing person’s policy in line with its focus on protecting the vulnerable. All cases assessed as high risk are allocated a senior investigating officer (SIO) from the Force Crime Investigation function at the earliest opportunity (and within 24 hours). The SIO reviews the risk and sets investigative actions to be managed by resources from across the Force. The SIO retains ownership of the investigation until it reaches a conclusion. High risk missing person investigations are time critical, and are subject to daily scrutiny via Crime and Force daily management meetings. HMIC have recognised the good grip established surrounding these high priority investigations.
Medium and low risk missing and absent persons reports are managed by the Force’s dedicated Missing Persons Unit, part of the Public Protection Unit, working with the Force Control Room, community teams, response teams and supervisors. Crime investigation teams support investigations into medium risk missing persons where there is a particular concern requiring investigation skills. The dedicated Missing Persons Unit comprises one detective sergeant and four constables.

During 2015/16 the Force Control Room recorded 690 missing and 2194 absent person cases, up 26.1% and 58.9% respectively on cases recorded in 2014/15. 15.4% of missing person cases in 2015/16 were assessed as high risk, up from 12.0% in 2014/15. The increases in recorded incidents and in the proportion assessed as high risk are likely reflect the improved recording processes following the HMIC inspection in July 2015.

**High Risk ASB**

<table>
<thead>
<tr>
<th>ASB performance (incidents per day)</th>
<th>Apr 15 to Mar 16</th>
<th>April 14 to Mar 15</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>61.4</td>
<td>56.8</td>
<td>+8.3%</td>
</tr>
</tbody>
</table>

ASB incidents are monitored daily. Risk is identified through the Force’s INSPIRE performance management system and by reviewing incident logs tagged for review by the Force Control Room. Call handlers assess all incidents reported to the Force Control Room using the THRIVE model (Threat, Harm, Risk, Investigation, Vulnerability and Engagement). This ensures a consistent assessment of all types of incidents, including ASB, to identify those victims who are at highest risk and therefore most in need of police assistance, and to ensure that victims receive the most suitable source of support.

ASB incidents have a seasonal pattern, rising in spring and summer with a peak in July. Incident levels in 2015 were higher than in 2014, due to increased motorcycle related nuisance, focused in Central Bedfordshire. The Force has run Operation Meteor since April. Regular visibility days and co-ordinated media activity aid enforcement and encourage people to report incidents. Whilst ASB reports have increased, crime survey results indicate that the number of people witnessing or experiencing ASB showed no increase, and the perception of ASB has fallen. With levels of motorcycle related nuisance continuing, Operation Meteor is being taken across the whole county for 2016.

The Force works with partners in Bedford Borough, Central Bedfordshire and Luton Borough unitary authorities to tackle ASB in their areas. The partners run a consistent victim risk assessment process looking at both the scale of the issue for the victim and the impact that the ASB is having on the victim’s life. Typically cases assessed as highest risk feature a victim who is both vulnerable (for example due to health, social, family or economic factors) and being singled out by the offender(s) on a repeat and regular basis.
The Force’s new policing model maintains Joint Priority ASB Teams within the Community Policing function. These teams, each aligned to a unitary authority, comprise PCSOs and unitary authority staff working together to tackle high or medium risk ASB cases. The teams use a standard case management, risk assessment and grading system (‘Safety Net’) to identify vulnerability and repeat victimisation. They use a problem solving methodology to seek solutions to longer term and more difficult cases to reduce the level of risk and harm to the victim. Safety Net is being broadened to record a wider range of problem solving issues that the wider community teams are involved in. The multi-force Athena management information system is being developed to enable this function when it goes live, scheduled for late 2016.

All PCSOs have received refresher training in problem solving methodology to help repeat and vulnerable victims of ASB and for issues that repeatedly have a negative impact on communities. Community Teams will be further enhanced with constables, who will be trained on problem solving during summer 2016.

**Mental Health**
The Force Chief Inspector Lead for Mental Health and Vulnerability works with local partners to deliver significant mental health initiatives. A Mental Health and Learning Disability Strategy highlights cross-cutting themes within Mental Health, and supports the Force to deliver an effective service to people experiencing mental health and learning disability problems.

Bedfordshire partners have agreed and published their action plan to deliver the Mental Health Crisis Care Concordat. This is governed via the Mental Health Senior Officer Group, where Bedfordshire Police is influential and well engaged.

All Mental Health Act Partnership Protocols are reviewed to ensure they reflect updates to the Mental Health Act Codes of Practise.

The Force and partners have delivered a number of initiatives to increase awareness of mental health issues and to challenge people’s perceptions:

- Work with Ben Salmons, lead for the ‘Let’s Be Open About Mental Health’ campaign has resulted in Bedfordshire Police officers and staff being photographed with their positive messages about mental health, covering challenging topics such as post natal depression and anxiety.
- On 4th February 2016 Bedfordshire Police hosted a Time to Talk Day as part of the national event. Partners from Mind, the Samaritans and CHUMS joined with the Force Mental Health Team and Welfare Lead to engage with over 200 staff and officers. Attendees received literature on support, advice and well-being and mental health services.
- Mental health awareness, autism awareness and dementia friends sessions have been delivered in Force. The Chief Constable participated in both autism
and dementia friends sessions in 2015, demonstrating the leadership’s commitment.

Mind Blue Light supervisor training has been delivered to 50 first line supervisors to equip them better to support officers and staff with mental health issues, which should help to reduce officer and staff sickness.

‘Apprentice Steps’ was launched at Luton Police Station is supporting eight young adults with learning disabilities to develop their work skills in preparation for future paid employment.

The PCC’s Community Safety Fund is supporting the Luton based ‘Keep Safe’ partnership initiative which creates safe environments and supportive staff in Luton Town Centre. This aims to make people with learning disabilities feel safer coming to the town and will support people to report hate crime. The initiative was launched in partnership with Luton Borough Council in last quarter of 2015/16. Agreement has been reached to implement Keep Safe in Central Bedfordshire. Engagement with Bedford Borough Council is expected in 2016/17, to secure adoption across the full Force area.

The Bedfordshire Mental Health Street Triage project has been developed with funding from the Luton Clinical Commissioning Group, the Bedfordshire Clinical Commissioning Group, the East of England Ambulance Service NHS Trust and the PCC’s Community Safety Fund. The project will see the key partner personnel (a police officer, paramedic and a mental health professional) in one team, responding to mental health crisis calls together, so that people experiencing a mental health crisis will have access to the care they need, faster, and that the person in crisis experiences the best possible outcome. Three police constables are being seconded to the team, for an initial six month period, starting soon in the new financial year. The team’s shift pattern will focus on late and weekend working, in line with demand.

**Drugs**

Drug dependent offenders have historically been responsible for a significant proportion of offences in Bedfordshire. Analysis by the Force Strategic Drug Development Manager identifies heroin and/or crack cocaine dependent offenders falling into two categories:

- A small group of offenders who focus on burglary dwelling and/or personal robbery and commit statistically much lower levels of volume crime;
- A larger group of offenders who focus on volume crime, in particular shop lifting, and rarely, if ever, commit burglary dwelling and/or personal robbery.

The analysis identified a hardcore of ageing offenders, many with mental health and other vulnerability issues, who either fail to engage with or benefit from drug treatment. Many of these offenders have ten year plus histories of offending and heroin dependence. The majority are managed under the Integrated Offender Management (IOM) scheme, which is more suited to meeting the multiple and
complex needs of this hardcore.

Changes to Drug Testing on Arrest have been agreed for individuals arrested for Domestic Burglary and Personal Robbery.

All people arrested for Burglary Dwelling and testing positive will be considered for management by IOM. As many of these people have been offending and engaged with drug treatment for many years further rehabilitation is unlikely to be successful. Therefore most will be managed under the “catch and convict” strand of IOM to protect the public from their offending.

Offenders arrested for Personal Robbery who test positive for cocaine but not opiates appear to form a younger group. Intelligence suggests that use of powdered cocaine and possibly alcohol is driving their offending, when identified these individuals will be referred to the Drugs Intervention programme.

Bedford and Central Bedfordshire councils have agreed to refocus the Drugs Intervention Programme to provide additional support for drug dependent volume crime offenders both to keep them engaged with drug treatment and to “hand hold” them into other services including mental health and housing. Where appropriate, they will continue to support offenders managed under IOM and those testing positive for cocaine following arrest for robbery. Work is underway to agree a similar approach for these individuals in Luton.

Non-Control Strategy Issues: Priority Crimes Across Bedfordshire

Bedfordshire is a diverse area, with crime levels varying in different districts. The following chart compares priority crimes (Most Serious Violence, Domestic Burglary, Robbery and Vehicle Crime) per thousand people for the period April 2015 to March 2016, compared with the same period in previous years. Priority crimes in Bedford show stability in 2015/16 after a rise in the previous year. Priority crimes in Luton show stability over the last three years. Priority crimes in Central Bedfordshire have risen for the last three years. Priority crimes in all areas remain below the five year high in 2010.
The following tables show priority crime levels for April 2015 to March 2016, compared with the same period a year previously, for the three unitary authority districts. Priority crime levels per population have increased across all three districts.

### Priority crimes, Bedford Borough

<table>
<thead>
<tr>
<th></th>
<th>Crimes per day</th>
<th>Crimes per day per 100k population</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Apr 15 to Mar 16</td>
<td>Apr 14 to Mar 15</td>
</tr>
<tr>
<td>Domestic Burglary</td>
<td>1.4</td>
<td>1.4</td>
</tr>
<tr>
<td>Robbery</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>Vehicle Crime</td>
<td>2.2</td>
<td>2.1</td>
</tr>
<tr>
<td>Most Serious Violence</td>
<td>0.1</td>
<td>0.1</td>
</tr>
</tbody>
</table>

### Priority crimes, Central Bedfordshire

<table>
<thead>
<tr>
<th></th>
<th>Crimes per day</th>
<th>Crimes per day per 100k population</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Apr 15 to Mar 16</td>
<td>Apr 14 to Mar 15</td>
</tr>
<tr>
<td>Domestic Burglary</td>
<td>2.6</td>
<td>2.6</td>
</tr>
<tr>
<td>Robbery</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>Vehicle Crime</td>
<td>4.9</td>
<td>4.5</td>
</tr>
<tr>
<td>Most Serious Violence</td>
<td>0.1</td>
<td>0.1</td>
</tr>
</tbody>
</table>

### Priority crimes, Luton

<table>
<thead>
<tr>
<th></th>
<th>Crimes per day</th>
<th>Crimes per day per 100k population</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Apr 15 to Mar 16</td>
<td>Apr 14 to Mar 15</td>
</tr>
<tr>
<td>Domestic Burglary</td>
<td>3.5</td>
<td>3.9</td>
</tr>
<tr>
<td>Robbery</td>
<td>0.9</td>
<td>1.1</td>
</tr>
</tbody>
</table>
Non-Control Strategy Issues: Priority Crime Outcomes

The Chief Constable’s Five-Year Plan includes the aim to maintain outcomes for All Crime and priority crimes (Domestic Burglaries, Robberies, Vehicle Crimes, Serious Violent Crimes and Serious Sexual Offences) at national average rates.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>All Crime</td>
<td>21.1%</td>
<td>24.1%</td>
</tr>
<tr>
<td>Domestic Burglary</td>
<td>12.0%</td>
<td>9.7%</td>
</tr>
<tr>
<td>Robbery</td>
<td>19.3%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Most Serious Violence</td>
<td>40.0%</td>
<td>44.8%</td>
</tr>
<tr>
<td>Rape</td>
<td>16.3%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Other Sexual Offences</td>
<td>24.3%</td>
<td>20.0%</td>
</tr>
</tbody>
</table>

The ‘All Crime’ solved crime rate is slightly lower, compared with the same period in 2014.

The solved crime rate has improved for Domestic Burglary, Rape and Other Sexual Offences, compared with the same period the previous year. The solved crime rate has fallen for Most Serious Violence and Robbery.

It should be noted that Solved Crime rates for Sexual Offences fluctuate significantly over relatively short time periods due to the length of some cases.

Both the numbers and the rate of solved crime have reduced, which may be a consequence embedding a more threat, harm and risk based approach.

Strategic Priorities

The Commissioners Police and Crime Plan represents the strategic direction she is setting for Bedfordshire Police for the next four years. It explains the priorities which she is establishing, having listened to the communities from throughout the county of 644,000 residents during the recent Police and Crime Commissioner Election Campaign, from the point at which she became a candidate on October 15 2015 to the vote on May 5 2016. It will be for the Chief Constable of Bedfordshire Police, Jon Boutcher, his top tier team and the Force as a whole to deliver on these priorities over her four-year term to
follow this direction of travel to its ultimate destination; greater confidence in Bedfordshire Police and the service we provide to the public.

These priorities are as follows:

1. A return of more visible Community Policing across the County.
2. To re-build public confidence in Bedfordshire Police.
3. To ensure that the police are available when we need them most.
4. Putting victims at the centre of the way we police and prosecute.
5. A fair deal on policing wherever you live – in the town or country.
6. Protecting the police to protect the public with a proper duty of care.
7. Genuinely being a Commissioner for all communities.
8. Working with partners to break the cycle of serial offending and to prevent crime where possible.

**Partnership Working**

**Collaboration with Hertfordshire and Cambridgeshire**

The Commissioner, along with the Chief Constable, works with numerous policing partnerships. The rationale for collaboration is not only to produce cost efficiencies, but to enable the development of efficient, effective and value for money services.

Bedfordshire continues to serve as the lead force for the Eastern Region for Counter Terrorism and Organised Crime. Bedfordshire also collaborates with Hertfordshire and Cambridgeshire Police for the delivery of numerous protective and organisational support services and is also part of the Chiltern Transport Consortium as well as the National Police Air Consortium.

Collaboration with Cambridgeshire and Hertfordshire is comprised of three main workstreams:

- Protective Services;
- Organisational Support; and
- Operational Support.

There is a designated lead for each of the work streams with the Chief Constable of Bedfordshire being the lead for Protective Services and thus the Commissioner being the lead Commissioner for Protective Services.
Approximately 19% of our combined budgets are spent on collaborative services with Cambridgeshire and Hertfordshire. Collaboration has also moved beyond Protective Services into areas such as Human Resources and the Force Control Rooms. Indeed the three forces have agreed to collaborate in principle on all services with the exception of Local Policing and Public Protection functions. For example there current outline business cases have been developed over the past year for custody, firearms licensing and criminal justice. This provides Bedfordshire with both resilience and savings.

Victims Commissioning
The preparation for the Commissioner to become fully responsible for the provision of victims services previously provided for the MoJ on 1st April 2015 continued throughout 2015/16.

The victim’s commissioning work included the completion of the Bedfordshire needs assessment in August 2015 in order to identify gaps and to provide an evidence base for the development of the PCC’s Victim Commissioning Strategy, the SSTV East Contract with Victim Support which provides for police and self-referrals of victims of crime for victims services, the eventual commissioning of local services for victims and the on-going development of a Bedfordshire Victims Services Partnership.

In 2015/2016 the Commissioner funded the following services for victims:

Victim Support: Funding was allocated for the provision of a universal support contract provided by Victims Support. The objective of this service is to contact victims of crime as provided by Bedfordshire Police, to identify needs of individuals and to provide one to one support or to signpost them to other services. This universal service is aligned to the terms and conditions of the Ministry of Justice grant and provides support for individuals to Cope, Recover and Move On. In the last year, this universal service received 30,592 initial referrals (30,002 from Police).

The Hope Programme and Sorted Counselling Services Partnership - This pilot project was funded to provide Emotional Support and Counselling for Bedfordshire children and adolescents (any gender, aged 10-17) who are Victims/Survivors of Sexual Violence including Sexual Exploitation to cope and recover from the aftermath and trauma of sexual violence. The service also worked with non-abusing family members to provide practical advice and support.
ACCM (UK) – Supporting Victims of Illegal Harmful Traditional Practices and Sexual Abuse in Bedford – This service provides emotional support and counselling to victims of a range of harmful traditional practices and sexual abuse, these include forced marriage, honour based violence and female genital mutilation. They provide counselling services designed for individuals based on what crime(s) they have been a victim of and also raise awareness of various harmful practices with the aim of encouraging more victims to come forward.

A gender specific aspect of this project was to provide emotional support and counselling to men who are victims of childhood sexual abuse that has seriously impacted on their psychological and physical health leading to serious deeply ingrained mental health problems. These men are also from deprived communities with strong cultural and religious beliefs that make it difficult for victims to seek help.

Luton All Women’s Centre – ONA Project – This service provides counselling and support to Polish women in their first language. The funding provides a full time Polish speaking Domestic Abuse Worker who can support up to 45 women to report and to escape domestic abuse. Utilising a case management approach, the post holder develops individual care pathways enabling women to access a range of services, increase reporting to the police, reduce repeat victimisation and increase referrals to the MARAC panel. The role includes the planned undertaking of 45 initial assessments and DASH risk assessments in written Polish increasing referrals to MARAC and enabling high risk clients to access IDVA services.

Bedford Borough and Central Bedfordshire Council - Independent Domestic Violence Advisor (IDVA) service

The IDVA service provides specialist case workers, who work solely with domestic abuse victims at the highest risk of homicide or serious harm. The service provides specialist independent support on a short-term crisis intervention and safety planning basis. IDVA’s are an integral part of the MARAC process. The funding granted is used to provide 2 additional FTE IDVA posts and additional administrative support in line with CAADA case management recommendations.

Home-Start Central Bedfordshire – Pattern Changing Programme – This service has produced two 10 week programmes aimed at women who have been victims of domestic abuse. The course is designed to help victims end the cycle of abuse, regain confidence and self-esteem and to turn negative patterns into more positive ones.
You Turn Futures – Integrated Offender Management – The funding was used to provide a dedicated domestic violence victim co-ordinator to support the work of Independent Domestic Violence Advocates within Integrated Offender Management. The aim of this work was to ensure that approaches to DA perpetrators by IOM include consideration of the needs of victims.

Well Springs Community Services – Well Springs Restorative Solutions Service - By taking a capacity building and networking approach with key partnership agencies, Well Springs developed a service that aimed to increase awareness of Restorative Justice in Bedfordshire, provide training in restorative approaches and sought to support victims of crime through the use of RJ.

Road Victims Trust – Providing Free Emotional and Practical Support to all persons affected by a Road Death in Bedfordshire - The Road Victims Trust provides support to clients from Bedfordshire who have been affected by road death. This support includes weekly emotional and practical support for individuals and families in their home, by telephone or at our office for as long as needed. They also provide information on investigations, inquests and court hearings and offer help with preparation and support on the day of said events. Every road death in Bedfordshire is referred to the Road Victim’s Trust by Bedfordshire Police.

The Safer Luton Partnership – Victims and Witness Champion - Luton hosts an ASB team which this post is linked to. The ASB team has a case management system in place where the team works on identifying and supporting victims and witnesses of ASB. Assessments are carried out and priority cases are referred to the Victim and Witness Champion for support. The overall aim of this post holder is to deliver practical help to those taking a stand against anti-social behaviour. This funding will be used to continue the work of the Victims & Witness Champion as well as enabling some administrative support.

Victim Support Vulnerable Victims Case Worker – This was post was established to fill the gap in victim support service provision that has been identified in the county in relation to the most vulnerable victims of crime. i.e. those impacted by Standard and High Risk Domestic Abuse, Burglary (Elderly), Anti- Social Behaviour, Hate Crime, or any other crime where the victim has been assessed as ‘most vulnerable’.
Community Safety Fund

The Community Safety Fund is specifically established to support the objective to Prevent Crime. In the 2015/2016 year £878,939 was granted to organisations who met priorities in the Police and Crime Plan to tackle the underlying causes of crimes including drug addiction, alcohol abuse and mental health problems.

Also, because it has been demonstrated that it is a small number of offenders who commit the most crimes, one of the main priorities of the Police and Crime Plan is to address the cycle of re-offending. Therefore, the OPCC has committed considerable resources towards the provision of preventative and early intervention services.

During 2015/16 11 organisations that received funding included:

Bedfordshire Police – Modern Day Slavery Partnership Network - £2900

Working in close collaboration with Bedfordshire Against Modern Slavery (BAMS) this initiative aimed to raise awareness of MDS amongst key partners. The initiative helped to deliver by a 1 day conference & training event held on 16th October 2015. The conference sought to improve the understanding of the scale and type of MDS locally - enabling a better identification of victims and perpetrators as well as facilitate greater victim care.

Victim Support – Bedfordshire Victims Partnership - £25,038

The Bedfordshire Victims Partnership grant aims to create a model of integrated victim services in Bedfordshire with partnership protocols and a model that is in line with national and local priorities. The Bedfordshire Victims Partnership has also been created to co-ordinate and promote victim services in the county see http://www.bedfordshirevictimspartnership.org.uk. This service has therefore been utilised to build capacity and demand for victim’s services within Bedfordshire.

Victim Support Vulnerable Victims (ASB) Case Worker – This post was established to support the identification of vulnerable victims of crime in the Bedford Borough area. The post-holder attends local ASB multi-agency meetings in order to identify clients who may benefit from an intensive level of support from Victim Support and applies case management through police risk assessment tools.

Alcohol Services for the Community (ASC) - Alcohol Community Action was a project developed to identify and reduce ASB related to alcohol use and the impact on Luton and Bedfordshire communities. Promote prevention, early intervention and harm
reduction initiatives, targeting those most at risk of committing alcohol related ASB. Work in partnership with CSP in the 3 local authorities and other relevant organisations to target and reduce street drinking in hotspot areas. Support and engage with victims of ASB to reduce fear of crime and repeat incidents of ASB.

You Turn Futures Integrated Offender Management – Key posts within IOM were funded by the OPCC. IOM brings a cross-agency response to the crime and re-offending threats faced by local communities by managing the most persistent and problematic offenders identified jointly by partner agencies working together.

Integrated Offender Management helps to improve the quality of life in Bedfordshire by reducing the negative impact of crime and re-offending, reducing the number of people who become victims of crime, and helping to improve the public’s confidence in the criminal justice system.

Bedfordshire Hate Crime Partnership - The Bedfordshire Hate Crime Partnership is a multiagency partnership including senior representatives from Bedford Borough Council, Central Bedfordshire Council, Luton Borough Council, Bedfordshire Police, Bedfordshire PCC, Bedfordshire Criminal Justice Board, POhWER Advocacy Service, Victim Support, CPS and BPHA.

Funding was made available to support delivery of the Bedfordshire Hate Crime Strategy. Based on local evidence, the initial aims and objectives of the hate crime strategy and action plan are to:

- Increase victims’ confidence to improve reporting of hate crimes and incidents
- Raise awareness of hate crime and the support that is available
- Work with schools and young people
- Develop knowledge with partners and ensure we learn from victims’ experiences

The Safer Luton Partnership – Funding was made available to the Staying Safe Project. This project utilizes volunteers to deliver personal safety advice to the most vulnerable members of the community. The project covered traditional areas of staying safe ie in the home, in the community and on holiday but also included
emergent areas of concern such as cold calling, doorstep harassment, social media and identity theft.

The Princes Trust – Moving Lives Forward Project. This project engaged 48 ex-offenders /those at risk of offending. These young people were provided opportunities for personal development, life skills, vocational training, employment opportunities and one to one support through mentoring.

Luton Youth Offending Service – OPCC funding contributed to the cost of a Drug & Alcohol worker and Youth Justice Assistant posts within the service ensuring continuity of service.

CAN – Funding was provided to support an Arrest Referral Deferred Decision Scheme for youths in Bedfordshire. The referral scheme is a police initiative enabling under 18s caught in possession of a controlled substance to have a session with an external drug agency instead of being charged with a possession offence. This approach prevents being criminalised and looks to support young people and their families in order to modify behaviour.

Well Springs Community Services – This project was funded to work with social housing providers and private landlords to use restorative approaches to resolve tenant and neighbour disputes. This service was provided across Bedfordshire with practitioners working directly with tenants to establish issues of concern and to support them to talk about solutions.

Bedford Youth Offending Service – Funding was provided to pay for an additional post within this service. The post holder helped reduce offending and reoffending of young people by offering support and challenge regarding their offending behaviour, particularly to their use of substances.

Bedfordshire Police Drug Testing on Arrest Scheme – Research indicates that a significant number of burglaries and robberies are committed by a small number of offenders who have addiction problems. This scheme provided substance testing for these offenders in order to ensure referral to the Integrated Offender Management scheme.

Bedfordshire Police Bursary Scheme – In collaboration with the University of Bedfordshire this scheme provides financial support to students.

Active Luton – This project provided sporting activities for young men to improve community integration, in areas of Luton where crime and ASB are a concern.

Bedfordshire Police Watch Schemes – Funding was provided to develop capacity building for the Neighbourhood, Speed and Street Watch schemes. The development of recruitment and promotional literature was used to increase
volunteer numbers and advice and support on staying safe was published through newsletters.

Luton Borough Council solUTiONs ASB – Funding was provided to this pilot project to examine the mental and emotional health needs of those who experience ASB. The pilot indicated that a significance number of victims have additional or complex needs and this information has been used to shape service delivery moving forward.

Bedfordshire Police Keep Safe in Luton - Keep Safe is a community safety scheme that has been used successfully in other areas of the country designed in partnership with people with learning disabilities to enable them to get help when out and about and to make a phone call in an emergency to contact police, another emergency or support service, a parent or a carer as need be.

Funding this project has therefore helped people with learning disabilities feel safer, improved confidence between people with learning disabilities, the police, community safety partners and retailers and supported the timely incident and crime reporting in particular Hate Crimes.

Green Aiders Luton – This project worked with vulnerable adults with learning disabilities, providing them with greater social skills, meaningful activities, and meaningful interaction with other members of their community (especially the residents they visited) to make the more independent and therefore more resilient to crime.

The project also improved the publicly-visible gardens belonging to these residents, making it harder for exploitative offenders to target them.

NACRO The Aeneid Project – Applying for work with convictions (AWC) – The Aeneid Project offered an innovative practical solution to address the challenges of getting offenders into work. The project offered motivational support with training to offenders and supported work placement and employment providers by offering support and training.

Bedfordshire Crime Beat – This project was funded to support and educate offenders and to provide them with attitude, thinking and behaviour strategies to break their pattern of re-offending and help them to understand the consequence of their crime. The project delivered a programme of Anger and Financial Management workshops within HMP Bedford to male offenders nearing the end of their sentence. The approach was designed to enable attendees to participate regardless of their learning capabilities, literacy skills and those who were rehabilitating from alcohol, drug and other solvent abuse.

Stepping Stones Choices Programme – This programme looked to engage ‘hard to reach’ women being supervised by Probation Services on Community Orders. The programme was designed to provide meaningful activity to the women and to help
them to establish routine and structure in their lives. The programme provided the opportunity for women to think about how they live their lives, establish pro social goals for the future and consider tactics and plans to move forward.

**Finance and Governance**

*Data taken from 2015/16 Revenue, Capital & Treasury Management outturn report*

The Revenue, Capital and Treasury Management Outturn for 2015/16 was presented to the Commissioner’s Strategic Board on 20 June 2016, and sets out the outturn position of Bedfordshire Police for both revenue and capital expenditure in 2015/16. It also contains a summary of the Treasury Management activities the Force entered into in 2015/16.

Treasury Management performance is monitored via the comparison of prudential indicators. The revenue outturn shows a breakeven position but because not all earmarked reserves set aside for one-off expenditure were used during 2015/16 this has the same effect as an underspend position of £0.490M. The capital payments in 2015/16 were £4.357M.

The financial environment in which the Commissioner and Chief Constable envisage they will be operating in within the next four years raises significant challenges and risks in relation to the overall delivery of the Commissioners Police and Crime Plan and specifically in relation to revenue budgets and capital programmes as well as market volatility in relation to treasury management. In considering this report therefore it is helpful to be aware of some specific context in relation to the financial environment and these are highlighted below.

- Savings of £4M have been built into the 2016/17 budget, this has been preceded by the requirement to fund savings of £25M between 2011/12 and 2015/16. Further savings are expected to be found up to and including the 2019/20 financial year.

- The Policing sector is facing similar reductions to those experienced between 2011/12 to 2014/15 in the following comprehensive spending review (CSR) period 2015/16 to 2018/19.

- 2016/17 is the first full year that we will see impact of the Force’s new policing model introduced in stages during 2015/16.

- An increasing percentage of the annual budget is spent on areas of policing delivered by collaborated units. While this has provided savings for the Force
and increased resilience, the priorities for Bedfordshire within those service areas that are collaborated have to be considered alongside those of Hertfordshire and Cambridgeshire Constabularies.

- Following the elections in May 2016 Bedfordshire has a new Police & Crime Commissioner (PCC), Kathryn Holloway took up her new role on 12 May 2016.

The 2015 Annual Policing Plan set the context for financial decisions made during the year:

- The model for delivering police services was reviewed during 2014/15 through the quality improvement programme (QIP), this led to the new policing model that was introduced during the 2015/16 financial year and allowed the re-investment and redeployment of officers into new community policing teams.

- The Force and PCC set savings of £4.254M within the 2015/16 budget. These savings were removed from the budget so the monitoring of them was captured in the normal monthly budget monitoring process of Bedfordshire Police.

**Final Outturn**

The PCC Executive Board have received regular budget monitoring reports during the year that have consistently forecasted a year-end outturn position of between an underspend of £0.6M and a breakeven position. The latest forecast included the assumption that reserves of £2.534M would be used to fund one-off initiatives specified in the 2014/15 outturn report, would meet part of the cost of the tri-force collaboration team and meet the referendum costs incurred during 2015/16.

When the estimated year-end variance was last reported in January 2016 an underspend of £0.546M was expected. This figure assumed reserves would be used to fund the referendum costs incurred during the year along with a planned use of the budget reserve. The equivalent figure is now an underspend of £1.030M which has enabled the force to reduce its reliance on reserves from £2.534M to £1.504M and report a breakeven year end position.

By doing this the Force is able to retain an improved reserve position by not calling on the £0.385M contribution from the budget reserve that was planned at the beginning of the year, is able to fund all of the referendum costs that have not been financed by external grant funding and is able to carry forward unused earmarked reserves of £0.490M that will be used to fund one-off initiatives in 2016/17.
The increase in the underspend since the last report partly relates to the ring-fenced funds for the deprivation order we were awarded and the community safety fund, both of which we had expected to be fully spent. There was also an increase in the underspends for collaborated units.

The remaining variances are largely as previously reported, as a reminder large underspends have been seen in police officer and staff pay as a result of vacancies experienced and reported upon during the year partly offset by increased spend on overtime in these areas.

A large underspend was also seen in collaborated units offset by the cost of the central collaboration team.

There is an overspend on Non Pay due to one off redundancy costs, of which £0.400M relates to Collaboration redundancies and, £0.900M relates to changes made as part of the Force Quality Improvement Programme resulting in future ongoing savings.

**2015/16 Outturn compared to budget by expenditure type**

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>Annual Budget £’000</th>
<th>Final Outturn £’000</th>
<th>Variance £’000</th>
<th>Reason For Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Pay / Pension</td>
<td>42,905</td>
<td>41,696</td>
<td>-1,209</td>
<td>Although the Force has recruited officers during the year there has been a high level of vacancies including those on maternity leave. The vacancies were in the areas of Crime and Community and Response. Some coverage has come from Police Community Support Officers and Investigation Officers during the interim police model. This underspend is partly offset by an increase in overtime for these areas.</td>
</tr>
<tr>
<td>Police Overtime</td>
<td>1,550</td>
<td>2,318</td>
<td>768</td>
<td>Overtime levels are higher than budgeted for as a result of the level of vacancies for Crime and Community and Response and the Force Control Room.</td>
</tr>
<tr>
<td>Staff Pay</td>
<td>23,603</td>
<td>22,303</td>
<td>-1,300</td>
<td>There are vacancies across the force with a higher level within Crime and Community. Some of these were offset by overtime and staff agency costs.</td>
</tr>
</tbody>
</table>
Overspend relates to staff vacancies during the year.

The expected underspend reported during the year from Joint Protective Services has been offset by the cost of the collaboration team not funded from reserves and the collaboration savings built into the budget that were not achieved in 2015/16.

The current underspend is mainly attributable to the timing of payments on the Community safety Fund (£0.135M to be carried forward). There were also staff vacancies during the year.

The majority of this overspend relates to redundancy costs as a result of the move to the new policing model and the continuation of the collaboration programme. There are also costs associated with Police Pension Ill Health payments incurred towards the end of the financial year.

This variance relates to unbudgeted income from police special services and an increase in income for Immigration Fees.

£1.141M budgeted transfers from Reserves to Revenue were not required as a result of the variances above and detailed in section 6.

### Proposed Utilisation of Underspend

While this report shows a break-even position there is £0.490M unused earmarked reserves that were not utilised for one-off expenditure during 2015/16, this can now be treated as 2015/16 underspend and made available to fund one-off expenditure during 2016/17.

This underspend of £0.490M has been derived from the fact that only £0.074M of the ring-fenced deprivation order was spent providing a £0.130M underspend, the remaining £0.360M has resulted from successfully delivering change such as the Chief’s leadership charter, providing additional resources to support the transition to the new policing model, providing additional funding for costs associated with the
temporary custody suite and continuation of the successful Transearch project at a lower cost than originally anticipated.

In addition the Force has not accessed the planned use of £0.385M Budget reserve and has absorbed the majority of referendum costs meaning that in total £0.900M has remained in reserves for future years. Despite this the total figure available for disbursement at the end of the 2015/16 financial year is £0.490M.

It is recommended that the £0.490M available for disbursement is utilised as follows:

- £0.130M to be ring-fenced funds associated with the deprivation order, the use of these funds must be for fighting crime as specified in the court order.
- £0.136M earmarked for the Community Safety Fund to support Mental Health Street Triage.
- The remaining £0.224M will fund one-off initiatives in 2016/17 including support for the Information Management Department leading up to collaboration, a temporary uplift of one Sergeant post within the Force establishment to support the public protection unit and to fund some national accredited training concerning domestic abuse that has been identified also within public protection.

The estimated cost of these remaining initiatives is shown in the table below.

### Proposed Initiatives Funded via carry forward of underspends

<table>
<thead>
<tr>
<th></th>
<th>£'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deprivation Order</td>
<td>130</td>
</tr>
<tr>
<td>Mental Health Triage</td>
<td>136</td>
</tr>
<tr>
<td>Transearch Project</td>
<td>42</td>
</tr>
<tr>
<td>Public Protection Unit Sgt.</td>
<td>59</td>
</tr>
<tr>
<td>Domestic Abuse Training</td>
<td>50</td>
</tr>
<tr>
<td>Other Initiatives</td>
<td>73</td>
</tr>
<tr>
<td><strong>Total – Resources Available</strong></td>
<td><strong>490</strong></td>
</tr>
</tbody>
</table>

The Commissioner, as part of the overall monitoring of the revenue budget will receive regular reports on the above initiatives and transfer any underspends back into reserves where necessary.

### Capital Outturn

The original programme was set at £10.885M, the outturn position of £4.357M represents a reduction of £6.528M. Of this £6.040M was anticipated and had already been built into next year’s programme and mainly relates to the custody project, as
well as ICT projects for Collaboration and Transformational Change which have slipped into future years.

During 2015/16 the Police & Crime Commissioner and Chief Constable have received regular updates about the progress of the capital programme detailing adjustments to the programme, variations in spend and updated forecasts.

The interim report in February 2016 reported progress for the larger projects and the majority of known variances have been anticipated and incorporated into the draft capital programme for 2016/17 to 2019/20. This means that the few remaining variances are simply the difference between the expected year-end position and the outturn position resulting in some minor adjustments to the following year’s capital programme. These are shown in the following table and detailed in the paragraphs below;

**Capital Outturn Position, compared to estimated position (Feb 2016)**

<table>
<thead>
<tr>
<th></th>
<th>Estimated Outturn (Feb 16)</th>
<th>Outturn (May 16)</th>
<th>Variance (to estimated outturn)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>ICT</td>
<td>2,048</td>
<td>1,763</td>
<td>-285</td>
</tr>
<tr>
<td>Estates</td>
<td>1,041</td>
<td>1,040</td>
<td>-1</td>
</tr>
<tr>
<td>Equipment</td>
<td>256</td>
<td>348</td>
<td>92</td>
</tr>
<tr>
<td>CTIU (Grant Funded)</td>
<td>0</td>
<td>433</td>
<td>433</td>
</tr>
<tr>
<td>Vehicles</td>
<td>750</td>
<td>773</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td><strong>4,095</strong></td>
<td><strong>4,357</strong></td>
<td><strong>262</strong></td>
</tr>
</tbody>
</table>

**ICT Strategy (reduced spend of £0.285M)**

Additional slippage since that reported in February 2016 of £0.248M has occurred, this relates to ICT infrastructure change and work associated with transformational change and collaboration (Athena) plus further minor underspends of £0.033M.

**Estates (reduced spend of £0.001M)**

Additional slippage of £0.044M was carried forward mainly relating to the Major Plant Replacements project offset by some additional spend on minor works.

**Equipment (increased spend of £0.092M)**

This variance relates mainly to the purchase of essential ANPR camera equipment on the roads into and out of Luton Airport that was highlighted as a potential area of vulnerability.

**CTIU Grant Funded (increased spend of £0.433M)**
Purchases on behalf of CTIU made by Bedfordshire as the lead Force for these regional units had not been previously reported upon, but have been included in this report for completeness. Purchases made on behalf of CTIU are all grant funded so there is no net effect to Bedfordshire Police.

**Vehicles (increased spend of £0.023M)**

The vehicle replacement costs includes ERSOU beds only share of £0.039M not previously reported on, this has been funded by revenue contributions shared within ERSOU.

**Capital Resources**

The resources available in 2015/16 to fund capital expenditure are as follows:

**Resources Available to fund capital expenditure**

<table>
<thead>
<tr>
<th></th>
<th>£'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Receipts</td>
<td>29</td>
</tr>
<tr>
<td>Capital Grant</td>
<td>819</td>
</tr>
<tr>
<td>Direct Revenue Financing</td>
<td>238</td>
</tr>
<tr>
<td>Capital Expenditure Reserve</td>
<td>5,923</td>
</tr>
<tr>
<td>Other External Resources</td>
<td>842</td>
</tr>
<tr>
<td><strong>Total – Resources Available</strong></td>
<td><strong>7,851</strong></td>
</tr>
</tbody>
</table>

The resources available of £7.851M exceed the requirement to finance expenditure of £4.357M by £3.494M.

**Capital Financing**

The financing of the capital programme is based upon maximising the carry forward of those resources that can be used to fund both revenue and capital expenditure i.e. capital expenditure reserve and direct revenue financing, thus providing the Commissioner with greater flexibility with his resources in future years. Therefore those resources that can only be used to fund Capital expenditure are used initially. On this basis the proposed financing of the capital spend in 2015/16 is as follows:

**Proposed Capital Financing**

<table>
<thead>
<tr>
<th></th>
<th>£'000</th>
</tr>
</thead>
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<tr>
<td>Capital Receipts</td>
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</tr>
<tr>
<td>Direct Revenue Financing</td>
<td>238</td>
</tr>
<tr>
<td>Capital Expenditure Reserve</td>
<td>2,429</td>
</tr>
<tr>
<td>Other External Resources</td>
<td>842</td>
</tr>
<tr>
<td><strong>Total – Resources Used</strong></td>
<td><strong>4,357</strong></td>
</tr>
</tbody>
</table>
In utilising the above funds to finance the 2015/16 Capital expenditure, £3.494M remains in the capital expenditure reserve to part fund the on-going capital programme.

<table>
<thead>
<tr>
<th>Capital Expenditure Reserve</th>
<th>£’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,494</td>
</tr>
</tbody>
</table>

It should also be noted that, in accordance with the Prudential Code, £0.271M has been set aside for Minimum Revenue Provision.

**Treasury Management**

This section of the report summarises the treasury management operations in which Bedfordshire Police has engaged during the 2015/16 financial year.

**Treasury Strategy for 2015/16**

The Treasury Strategy Statement for 2015/16 can be summarised as follows:

- That the main treasury management activity of the office of the PCC would be as a lender of funds during 2015/16. Borrowing (if required) would be infrequent and short term in nature.

- That long-term borrowing may be undertaken from the Public Works Loan Board (PWLB) to finance capital expenditure during 2015/16 if it is deemed necessary.

- That the benefits of restricting the long-term debt portfolio would be considered and kept under review during 2015/16.

This strategy was pursued throughout the year.

Prudential Indicators are a way of measuring the affordability of the PCC’s Treasury Management Strategy. By setting self-imposed targets around the level of borrowing, monitoring the exposure to fluctuations in interest rates and understanding our capital financing requirements the PCC is able to make informed decisions around the capital programme, the effect on the revenue budget and ultimately whether our plans are affordable.

Performance Indicators are agreed within the Treasury Management Strategy and monitored throughout the year.

**Treasury Management Conclusion**

The following table summarises treasury management transactions in 2015/16.
The average daily level of funds available for investment during 2015/16 was £26.3M, compared to £30.3M the previous year. This reduction was expected and is closely aligned to the reduction in reserve balances as no borrowing took place and both earmarked reserves and the performance and change reserve were used to fund one-off expenditure and costs associated with the collaboration programme. The year-end cash figure reflects the reduction in reserve levels and a reduction in the year-end creditor figure that was £5M lower than the previous year.

Net interest income was £0.176M compared to an original budget of £0.160M and interest received in 2014/15 of £0.203M. The reduced level of income reflects the lower average daily level of funds available for investment allied to the continued low interest rates.

**Conclusion**

The revenue outturn was a breakeven position although as a result of not utilising all earmarked reserves brought forward from the previous year £0.490M is available to be treated as an underspend in 2015/16 and carried forward to fund one-off expenditure in 2016/17. The capital payments in 2015/16 totalled £4.357M, £0.262M higher than anticipated at the last reported review in January 2016 and £6.528M lower than the original programme. The financing of the Capital Programme allowed for £3.494M of resources to be carried forward for future years capital. The Treasury Management practices of the Commissioner were in accordance with the approved strategy and the level of interest from investments was as expected.

In considering the final outturn for both the revenue budget and capital programme the general and earmarked reserves have been aligned to the needs of the Medium Term Financial Plan and Capital Programme.

**Complaints – Collaborated Functions**

**Bedfordshire/Cambridgeshire and Hertfordshire.**

*Data from the PSD Annual Report*

**Cases Recorded**

In comparison with 2014/2015, cases recorded; there has been a 14.3% decrease in cases recorded across BCH. The monthly average for 2015/2016 is 102 cases, compared to the monthly average for 2014/15 of 120. There was however a period between July and October 2014 when the monthly average was 142. This significant
increase in cases recorded, continues to have an effect in the number of legacy cases to be resolved. There is no specific explanation readily available, as the number of complaints can be driven by national and local events beyond the forces control. A greater proportion than previously seen is being allocated to PSD staff, due to the complexity or initial seriousness.

**Allegations Recorded**

There has been a 15.9% decrease in recorded allegations from the 14.3% decrease in complaint cases. The recording officer will identify allegations and then the investigator may then identify further allegations on speaking to the complainant. The number of allegations per employee for BCH is 324 which above the national average of 268 but below the target of 332 in the 2015/2016 performance assessment (B363, C288, H320).

**Recording**

Performance increased to 94% (exact figure 93.57%) of cases being recorded within 10 days of receipt in force. In 2014/15, 90.4% of cases were recorded within 10 days.

**Appeals**

There have been 256 Force and 295 IPCC appeals recorded. There were 22 force and 17 IPCC appeals upheld. The average time to complete a force appeal is 43 days against a national average of 50 days. PSD focus on having no force appeals over 90 days.

**Discriminatory Complaints**

There have been 110 allegations recorded during 2015/2016, which is a decrease of 16 allegations, compared to 2014/2015. A review of those allegations shows that the common theme is the perception of the complainant, rather than specific identifiable actions of officers or staff. PSD SMT monitor discrimination trends on a monthly basis, so that early action can be taken if a trend, district or officer is identified.

**IPCC Referrals**

There have been 119 referrals during 2015/2016 which compares to 133 for 2014/15. There were 90 determined as suitable to be investigated by PSD as local or referred back as force to deal. 1 as managed and 27 IPCC Independent Investigations.

As at the 31/3/2016 there are 33 Death or Serious Injury (DSI) investigations on going from referrals. 7 Independent, 23 Local Investigations by PSD and 3 referred back for the Force to deal.

There are 67 conduct and complaints investigations (36 and 31 respectively) ongoing of which 17 are independent, 5 supervised and 45 local investigations.
Complaints – Chief Constable

The Police and Crime Commissioner is responsible for all complaints against the Chief Constable (The Policing Protocol Order 2011 17(n)). There were 2 complaints received against the Chief Constable in 2015/16. One being locally resolver with no further action, and one not being recorded which was agreed by the IPCC.
Complaints against the Police and Crime Commissioner for Bedfordshire

There have been no complaints made against the Police and Crime Commissioner for Bedfordshire in 2015/16.

Challenges and Solutions in the Year Ahead

As of September 2016 just 3 months after coming into office the PCC has a delivery plan in place to turn the Police and Crime Plan (launched June 17th) into a reality.

This delivery plan has been noted by the tri force as being the most useful document that an office of a police and crime commissioner has produced to date as it shows the vast expanse of work as well as the more focused items that the OPCC will be working on with partners.

The next stage is to develop a milestone plan in a consultative way with partners.

By having this early governance in place risks, issues and opportunities can be identified and managed appropriately.

The financial challenge that Bedfordshire has faced for a significant amount of time is one that the PCC is managing in an innovative way by exploring new relationships with partners as well as seeking discussions with appropriate government officials.

The eight priorities within the Police and Crime Plan are ambitions yet essential to ensuring the individuals and communities of Bedfordshire receive a quality service.