



Bedfordshire
Police and Crime Commissioner's
Annual Report
2014/15



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Message from the Commissioner

Since my election on 15th November 2012, I have been working with my team to put into action the pledges I made during the election campaign. In April 2013 I published a Police and Crime Plan which describes my ambition to build a safer Bedfordshire and sets out a clear strategic direction for policing and crime services in Bedfordshire through three priorities:

PROTECTING THE PUBLIC

1. Cutting crime and anti-social behaviour to reduce harm and improve quality of life.

CONFIDENT COMMUNITIES

A. PARTNERSHIP WORKING

2. Working together to provide quality services and develop confident communities who trust and value their services.

B. PREVENTING CRIME

3. Tackling the underlying causes of crime to reduce the number of victims and break the cycle of reoffending.

My Police and Crime Plan has been updated in 2015 and gives further clarity and focus to the priorities in today's environment. The first priority focuses on law enforcement. We want Bedfordshire to be a place where the public can go about their daily lives free from crime and the fear of crime, safe in the knowledge that their police are protecting people and fighting crime by reducing the threats that cause the most harm. Visibility and vulnerability are my two main priorities for Bedfordshire Police, providing visible policing to underpin public confidence and protecting vulnerable people, particularly those who are victims of historically under-reported harms such as hate crimes, domestic abuse and child sexual exploitation.

The ambition is that the number of victims of crime will continue to fall, meaning that local residents will be less likely to fall victim of crime in Bedfordshire. The public will be protected by reducing crime through a strong focus on those criminals that cause the most harm. It will be easier for residents and businesses to share information about crime with local services. Where appropriate, low-level crime will be resolved using restorative justice, ensuring the public have a greater say in the reparations offenders make, but not shying away from prosecution where it is needed.

The force has faced unprecedented challenges in the past two years. It continues to face funding cuts from central government, which are set to continue. Despite this, the force has worked hard to achieve the required savings yet still deliver results for the people of Bedfordshire. Whilst staffing has been reduced, I have striven to maintain police strength by funding the recruitment of over 100 police officers - the first in four years. The key to future success will be the astute use of resources and continuing investment in technology and people. The force strives to work closely

with our partners and the public. Through working in partnership with other agencies and local communities, new ways will be found to deliver a visible policing presence across the whole county, not just in areas where the risk or harm from crime is greatest.

Bedfordshire Police will work just as diligently with other agencies and with local communities themselves to address issues affecting residents in smaller towns and rural areas. Crimes like burglary and domestic abuse cause harm across Bedfordshire and it is essential that rural communities are confident that on the occasions when they need the Police they receive the same quality of service as urban communities. Rural crime isn't an isolated phenomenon. By tackling organised crime and offenders living in urban areas the Police will make communities, both urban and rural, a safer place to live, work or visit.

Bedfordshire Police uses a risk based approach, particularly focusing resources in areas and crimes that cause the most harm to individuals and communities. The Force and the Commissioner share a long-term ambition to be a top performing police force for key areas of crime so that members of the public are less likely to be a victim of crime in Bedfordshire than they are across the country as a whole. I will hold the Chief Constable to account for delivering performance in the following areas, as set out in the force's 5 year plan:

Strategic Performance Objectives

- To reduce levels of crime and maintain outcomes for all crime and priority crimes at national average rates : By working with our partners to establish a common purpose to help prevent crime and reduce demand across our services and empowering our community watch schemes to participate in problem solving. Also by embedding the use of the Control Strategy to focus our resources and intelligence gathering.
- To reduce the overall threat and harm by organised crime groups (OCGs) and the impact of gang-related activity: By engaging with key local partners with the Strategic Threat Assessment to more effectively manage and coordinate activity. Also to engage the private sector industry and academia to improve our understanding of emerging crime types in the Control Strategy.
- To improve compliance with National Crime Recording Standards (NCRS) at nationally expected levels and increase victim satisfaction: By introducing a 7 day call-back scheme to assess victim satisfaction, implement the 'Track my crime' system and embedding NCRS, so that victims are believed and their allegations recorded. We will also allow support partners access to this information.

- To increase levels of under-reported crimes and improve our safeguarding arrangements: By focusing on hate crime, race and disability issues as well as developing a coordinating response to better support victims of Domestic Abuse and Sexual Offences.
- To improve understanding of long-term threat from Organised Crime Groups including cyber and child sexual exploitation: By working with our communities and partners and identify those who may be vulnerable to radicalisation, exploitation and abuse.
- To improve efficiency through achieving identified savings: By identifying opportunities to increase productivity through working with partners, further rolling-out of mobile technology to front-line resources as well as making best use of volunteers.
- To improve efficiency through implementing an appropriate workforce culture and structure: By improving Personal Development Review (PDR) processes, identifying appropriate training needs, managing sickness and increasing the visibility of the Senior Leadership Team.

In terms of the victims of crime, my ambition is for the police and criminal justice services provided in our county to be first class, helping people cope and recover from the experience. To do this I will work collaboratively and supportively with allied agencies, including the third sector, and be a voice for the public - especially victims - listening to local people and using what they tell me to strengthen these services into even more trusted and valued assets that we can all be proud of. Confident communities work with the police and are the backbone of a safer, more just society. So I will challenge agencies across the county to engage with and empower our diverse local communities, ensuring these services meet people's needs, are delivered by people reflective of our diversity and who are proud to serve the public. A determination to 'get it right first time' should increase satisfaction in the police and other services, and the number of complaints should fall.

However, these measures alone will not make Bedfordshire safer. To really make a difference we need to do more to tackle the underlying causes of crime that drive people into criminality and to break the cycle of re-offending. This requires innovation and an upstream investment in preventing crime, an approach that has been shown to work with our local offender management programme.

Criminals who cause harm should be punished and made to understand the impact their actions have on victims. But I also recognise the contribution issues like drug addiction, alcohol abuse, mental health problems, homelessness and other unmet social need can make to criminality. Failures within the criminal justice system and beyond can often mean criminals become caught in a revolving door that reinforces rather than breaks their offending habits, a particular tragedy when it is children and

young people who are sucked into the system and caught up in a life of crime. To help break the cycle of reoffending I will promote the more sensible use of resources in the provision of preventative and early intervention services, including the development of the already successful integrated approach to offender management.

In addition to the above I have made a clear commitment to contributing to the policing of National Threats as defined in the Strategic Policing Requirement. The county in particular faces significant demands in relation to counter-terrorism and domestic extremism, and is now the lead force for the Eastern Region in relation to these policing activities.

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

Olly Martins
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. The annual report provides an overview of how Bedfordshire Police have delivered against the Commissioner's Police and Crime Plan in 2014/15. The Commissioner is required by law to produce an annual report and to share it with the Police and Crime Panel for consideration. He will then publish his response following the meeting of the Panel.

This report covers the financial year from April 2014 to March 2015 and highlights some of the key achievements, challenges and activities that have taken place during the year.

The Police and Crime Plan is formulated through public engagement and correspondence and is built on the commitments of the Commissioner and his priorities.

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 has played a key role in the development of the Five Year Plan 2014-2019, which was introduced by Chief Constable Colette Paul during 2014/15. The plan focuses on delivery of the three priorities with visibility and vulnerability at the top of the agenda for Bedfordshire Police; providing visible policing to underpin public confidence and protect vulnerable people, ultimately leading to an increasing reduction in the number of victims of crime in Bedfordshire.

Performance

The End of Year Performance Review 2014/15 was submitted to the Commissioner's Strategic Board on 20 April 2015 with recommendations that the Board review and endorse the Force's performance to deliver the 2014/15 quantitative and qualitative performance objectives agreed by the Commissioner and Chief Constable, in accordance with the Commissioner's Police and Crime Plan.



Key issues highlighted from the report against the Control Strategy included:

Counter Terrorism

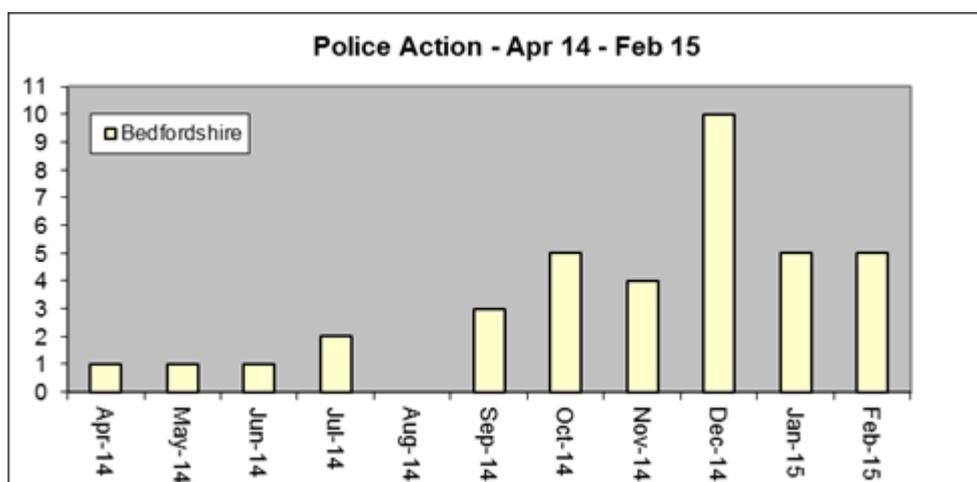
On 1st July 2014 Bedfordshire became the lead force for the Eastern Region Strategic Governance Group, to manage and monitor the operational effectiveness of the Eastern Region Special Operations Unit and the Eastern Region Counter Terrorism Intelligence Unit. Between April 2014 and February 2015 Bedfordshire Police Counter-Terrorism teams carried out nearly 1000 engagements to raise awareness of the counter terrorism threat, and to support those who may be vulnerable to radicalisation. Police forces follow the national CONTEST approach, with its four counter-terrorism strands of Prevent, Pursue, Protect and Prepare.

Police forces follow the national CONTEST approach, with its four counter-terrorism strands of Prevent, Pursue, Protect and Prepare. Details around the Protect and Prepare strands are by nature highly sensitive. The following bullet points give a summary of Prevent and Pursue activity.

- **Prevent:** Prevent targets individuals who are outside of the criminal justice system but who are showing signs of vulnerability, which may include grooming,

radicalisation, fundraising, hostile reconnaissance and attack planning. The Prevent team in Bedfordshire has supported the Charity Commission and Luton Women's Network Against Violence and Extremism through design and delivery of a public facing campaign to promote this important work. Buses and transport hubs are conveying messages such as 'Safer Giving' and providing people with information and a gateway to support the humanitarian crisis in Syria. A website is being finalised called 'Let's Talk About It', which will provide another way for members of the public to learn about Prevent. The website offers advice on the signs of vulnerability, how concerns can be supported and how to refer, whilst highlighting other work being undertaken by organisations such as the Charity Commission and Families Against Stress and Trauma.

- Pursue:** Operational activity in the past 24 months has been significantly influenced by the conflicts in Syria and Iraq. This shift has increased the amount of operational activity taking place in Bedfordshire, with 77% of the operational activity now linked to travel, fighting and aspirations to do so in Syria. Since September 2014, police activity to manage threat, risk and harm has risen consistently as shown in the following chart. In the last twelve months alone, six investigations have prevented individuals, including children, from travelling to Syria or to join the so-called Islamic State. The prevention of travel for extremist purposes and the safeguarding of families will remain critical to preventing harm and protecting national security in the months ahead.



Child Sexual Exploitation

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. CSE training was provided to all frontline staff from January 2015, and the Force has delivered a number of key operational successes over the past year.

Domestic Abuse

Reported Domestic Abuse incidents increased by 37.1% in the period April 2014 to March 2015, compared with the previous twelve months. In the twelve months to 31st March 2015 16% of incidents were classed at high risk and 67% as medium risk. The Force converted a higher proportion of incidents to crimes compared to the previous year, and is maintaining a strong positive action ethos around protecting victims and arresting offenders. The Force is maintaining a strong intervention policy with almost 80% of suspects arrested within 24 hours of the initial report. The speed of arrests has continued to improve and will be monitored to ensure that Bedfordshire is continuing the positive action approach that has been recognised by Her Majesty's Inspectorate of Constabulary (HMIC). Solved crime rates remain around 30%. The guilty plea rate for Domestic Abuse in February 2015 is the highest for twelve months at 66.7%, which brings Bedfordshire into line with the twelve months rolling national average for guilty pleas which stands at 67.8%.

The Domestic Abuse Investigation and Safeguarding Unit (DAISU) formally launched in October 2014. As at 31st March 2015 the Unit has a strength of one detective inspector, five detective sergeants and 31 constables and police staff. The Unit has increased overall resilience for vulnerable adults, child protection and safeguarding and domestic abuse. Her Majesty's Inspectorate of Constabulary (HMIC) have acknowledged the Force's improvements in managing Domestic Abuse, and will continue to monitor its progress in relation to Domestic Abuse service provision during their 2015/16 inspection programme.

Rape and Serious Sexual Offences

Recorded offences have risen, in line with objectives. In the period April 2014 to March 2015, recorded rapes increased by 68.5%, to 0.51 offences per day. Recorded Other Sexual Offences increased by 44.2%, to 1.44 offences per day. 28% of rapes recorded in 2014/2015 were 'non recent', that is related to offences committed more than 12 months prior to the date of recording. This is increased from 24% in each of the previous two performance years, indicating a greater confidence in people to come forward to report to police. All forces nationally have seen an increase in Serious Sexual Offences. Recorded levels in Bedfordshire are not high in comparison with similar forces.

Gang Related Crime and Disorder

Operation Boson was formed in March 2013. Partnership activities, focused through Operation Boson, have resulted in firearms incidents returning to long-term levels, with around one to two incidents per year. The Homicide rate in Bedfordshire in the 2014/2015 performance year was lower than at any point in the preceding nine years. Operation Boson is now a brand in Luton, in a similar way to the Trident brand in London. Police activity under the Operation Boson banner continues to tackle gang related violence

Hate Crime

Reported Hate Crime has increased in line with the Force and Commissioner's objective to increase victims' willingness to report. In the period 1st April to 31st March 2015 reported Hate Crimes increased by 64%. Reported non-crime Hate Incidents are 24% higher. The majority of Hate Crimes relate to Public Order and Violent Crime. Working with partners the Force launched a pan county Hate Crime strategy in May 2014, and published a new Hate Crime Policy in March 2015 to ensure that all hate crimes and hate incidents are identified, recorded, investigated and monitored thoroughly and with due regard to the needs of the victims and those of the wider community, making it easier to prosecute Race Hate. In addition, Islamophobia is classified and flagged within the Force reporting system and, through the embedding of this flag, will help to ensure it remains a reporting priority. The Force monitors five strands of Hate Crime (in line with the five nationally recognised personal characteristics):

- Disability;
- Race;
- Religion (all religions recorded and non-religion);
- Sexual orientation;
- Transgender.

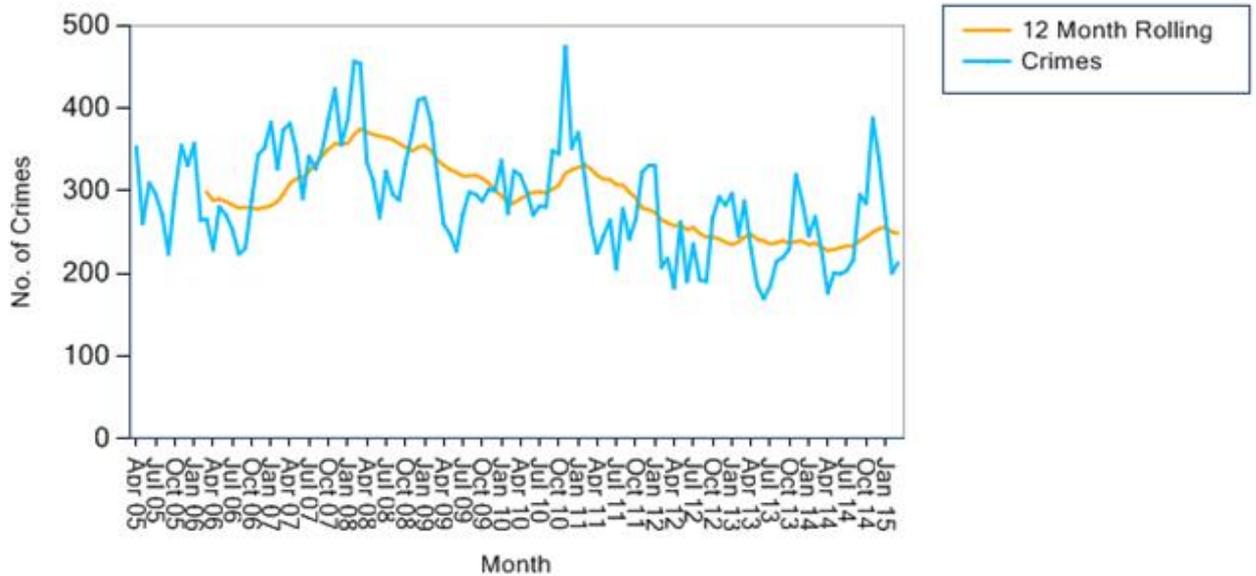
The Force continues to work with agencies such as Tell Mama, The Dunstable Disability Group, Mind, and the Luton Council of Mosques to encourage increased reporting, and to gather ideas on how the Force can make itself more accessible for hard to reach groups.

Modern Day Slavery

The Force is developing its capability to deal with Modern Slavery through partnerships and through raising awareness internally. During the year the Force has invested substantially in enforcement and victim care.

Domestic Burglary

Levels of Domestic Burglary are on a long-term declining trend (see chart), although the period April 2014 to March 2015 recorded Domestic Burglaries rose by 7.1% compared with the previous year. There was a large rise during September to December 2014. The short term trend is now assessed as improving, with recorded Domestic Burglaries in February and March 2015 substantially lower than the equivalent months in 2014. It is of note that due to the significant reductions over the past five years a 6.5% increase equates to less than half a burglary a day.



Firearms Criminology

Successful partnership work continues to tackle gun and gang related activity. The Collaborated Armed Policing Unit continues to serve and support the local policing teams across Bedfordshire, Cambridgeshire and Hertfordshire. The number of incidents attended evidences the fact that the Unit's Armed Response Vehicles (ARVs) are attending more local incidents than ever before. A Firearms Amnesty ran across Bedfordshire, Cambridgeshire and Hertfordshire for eleven days in November 2014 resulted in more than 400 firearms being surrendered.

Personal Robbery

Levels of recorded Robbery in Bedfordshire in 2014/15 were lower than in any of the preceding nine years. For the period April 2014 to March 2015 recorded Robberies have fallen by 14.2%, compared with the previous year.

Victim Satisfaction

Victim Satisfaction levels continued to improve slowly through 2014/15, and to climb the national rankings. In the twelve months to January 2015, 82.4% of Victims were satisfied with the overall service. Further progress has been made in two areas: Domestic Burglary have long been a relatively strong area (consistently between 88% and 90% throughout the last year), and Vehicle Crime where 82.3% of victims were satisfied in the twelve months to January 2015, compared with 80.3% in the same period a year previously.

Greater improvements are sought in satisfaction levels among victims of Violent Crime, which have been around 76% to 79% throughout the last year. The New Operating Model will support the strive for improvements in this area and across the board.

In summer 2014 the Chief Constable stated her five year vision to be a top ten achiever in victim satisfaction. Supporting this vision the Chief Constable has started

a wide ranging cultural improvement initiative to fundamentally improve the service given to Victims. Victim Satisfaction initiatives include:

- From 1st April 2014, under the 'CARE' campaign, all victims of crime are given a leaflet assuring them of the standards the police will follow in caring for them. It includes a summary of the Government's Code of Practice for Victims of Crime.
- From August 2014 all front line officers have a Victim Satisfaction objective in their Personal Development Reviews.
- Call backs are made to victims of crime, after the crime was recorded, to inform them of progress, give reassurance and seek victim feedback. A new 7-day Call Back system has been in place from March 2015. This approach has been identified via an evidenced based policing approach and is supported by academic research.

Organised Crime

Bedfordshire incorporates the four Pillars of the national Serious and Organised Crime Strategy (Pursue, Prevent, Protect, Prepare) into local plans under the Project Genesis brand. Project Genesis combines a multi-agency approach working with Community Safety Partnerships, other partners and local policing teams to tackle Organised Crime impacting at local level. The Home Office Strategic Centre for Organised Crime has praised Bedfordshire Police for its innovative approach to OCG Management. The Home Office is providing £70,000 funding to support the work by the Force and community safety partnerships to prevent vulnerable people being drawn into OCGs. The Partnership approach, supported by the Commissioner and chief officers, which has delivered significant success this year, is the future methodology by which OCGs can be effectively tackled. This is being embedded through Project Genesis, the involvement of community safety partnerships in the Force tasking process and local ownership of OCGs.

Vulnerable and Repeat Victims

Bedfordshire has seen an increase in recorded Victim Based Crime during 2014/15, 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. Recorded offences have levelled off since early summer 2014. Bedfordshire has introduced new processes for dealing with Mental Health issues, through joint protocols and partnership working. In December 2014 a Mental Health Crisis Care Concordat was signed by a number of local partners, with the intention of improving outcomes for people experiencing mental health crisis, including providing effective emergency response systems when a crisis does occur.

Response Times

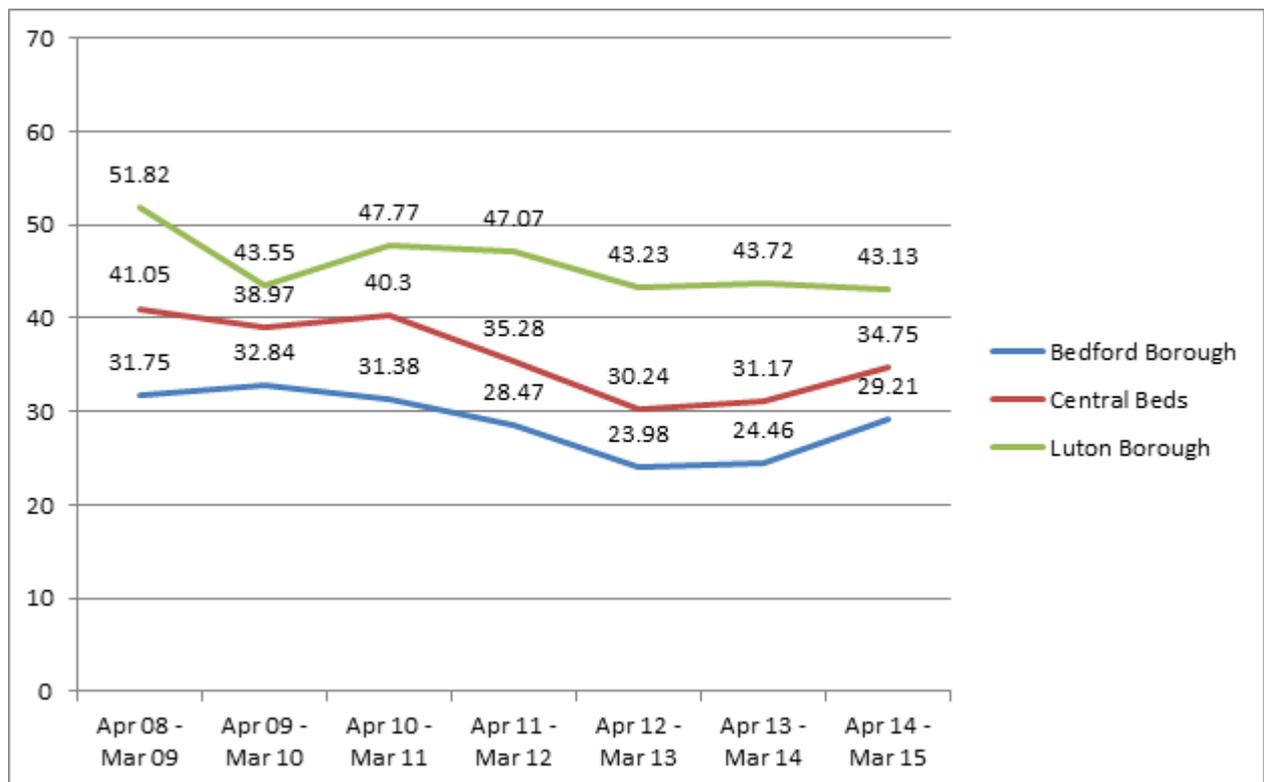
The Force has continued to be challenged in its delivery of response times, as a direct result of police officer numbers on the 'frontline'. The Chief Constable has taken swift action to address this through the recruitment and appointment of posts across multiple ranks since September 2014, as well as improving the monitoring of call handling and response times in the Force Control room. The New Operating Model, which came into effect on 22nd June 2015, provides much needed improvements in service deliver, and will free up resources to respond to those most at risk from harm.

Cyber-Crime

Bedfordshire Police is working to achieve full compliance with the National Cyber-Crime Capability Framework. As at March 2015 the Force is 70-75% compliant, which is comparable to other forces. The Force is planning to establish a Force Cyber Hub during 2015 to build specialist investigative capability. The cybercrime flag was introduced in July 2014; since then there have been on average 28 crimes per month. Flagged cybercrimes have been increasing steadily since July 2014. There were 37 cybercrimes in both January and February 2015.

Priority Crime Reduction

Priority crime levels continue to vary in the different districts of Bedfordshire. The following chart compares priority crimes (Most Serious Violence, Domestic Burglary, Robbery and Vehicle Crime) per thousand people for the period April 2014 to March 2015, compared with previous years. In Bedford Borough and Central Bedfordshire, long term priority crime reductions have been followed by rises in 2014. In Luton long term priority crime has continued to reduce, though at a lessening rate.



Increased public reporting and improved compliance with the National Crime Recording Standards are both positive developments which have impacted on the statistics, however the Force and the Commissioner are actively seeking to promote reporting as well as a suggested national increase in recorded violent crime .

Anti - Social Behaviour

For the first time in some years, an increase was recorded; ASB incidents in April 2014 to March 2015 rose by 5.6% compared with the previous performance year. This is in line with the Chief Constable’s ambition to increase the reporting of under reported crimes in order to protect the vulnerable and to fully understand the extent of ASB in the county.

The Force works with partners in the three unitary authorities (Bedford Borough, Central Bedfordshire and Luton Borough) to tackle ASB in their areas. Through the use of a standard case management risk assessment and grading system (‘Safety Net’). The Priority ASB teams have delivered a greater consistency in managing cases. Whilst the number of ASB cases managed have more than doubled (160 as at 31st March 2015, compared with 77 as at 1st April 2014), fewer cases are being re-opened (4 as at 31st March 2015 compared with 10 as at 1st April 2014), indicating that despite the increased number of cases managed through Safety Net the issues within cases are being successfully dealt with.

Criminal Justice

Every ineffective trial is subject to review to determine if the police are at fault. A number of trials are ineffective due to prosecution, defence or court reasons. No trials were ineffective due to police failure since October 2014. One ineffective trial in September 2014 was due to police failure; which has been addressed internally. Bedfordshire is ranked 39th out of 43 forces on conviction rates in the Magistrates’ Court. There has been an increase in conviction rates for Violence against Women and for Domestic Abuse.

Current Performance of Bedfordshire Police – in statistics

Customer satisfaction:

Measures		Performance Change			Ranking		
Satisfaction Measure	Measure	12 months to Oct 2010	12 months to Mar 2015	Change	National Rank Sep 2010	Rank Mar 2015	Change
Overall Satisfaction	Satisfaction Rate	77.6%	82.2%	4.6%	40th	32nd	8

Crime levels:

Measures		Performance Change			Ranking		
Crime Type	Measure	12 months to Oct 2010	12 months to May 2015	Change	National Rank Oct 2010	Rank May 2015	Change
Serious Acquisitive Crime	Crimes per day	25.5	21.0	-4.5	35th	38th	-3
Domestic Burglary	Crimes per day	10.1	8.3	-1.8	37th	40th	-3
Robbery	Crimes per day	2.2	1.5	-0.7	38th	39th	-1
Vehicle Crime	Crimes per day	13.2	12.6	-0.6	33rd	37th	-4
Most Serious Violence	Crimes per day	0.8	0.5	-0.3	27th	19th	8
All Crime	Crimes per day	117.8	107.6	-10.2	24th	28th	-4

Solving crime:

Measures		Performance Change			Ranking		
Crime Type	Measure	12 months to Oct 2010	12 months to May 2015	Change	National Rank Oct 2010	Rank May 2015	Change
Serious Acquisitive Crime	Detection Rate	9.9%	9.3%	-0.6%	38th	35th	3
Domestic Burglary	Detection Rate	10.4%	10.7%	0.3%	40th	38th	2
Robbery	Detection Rate	17.0%	22.2%	5.2%	41st	35th	6
Vehicle Crime	Detection Rate	8.4%	6.4%	-2.0%	33rd	24th	9
Most Serious	Detection Rate	37.3%	45.7%	8.4%	42nd	31st	11

Violence							
SSO	Detection Rate	28.1%	14.3%	-13.8%	40th	33rd	7
All Crime	Detection Rate	25.5%	23.8%	-1.7%	38th	41st	-3

Strategic Priorities

The Commissioner has a number of collaborative/partnership arrangements with members of the wider policing/local government/criminal justice family, in order to meet his strategic priorities of:

Protecting the public: through reducing reoffending and demand reduction; and

Confident Communities: Initiatives to improve public confidence in Bedfordshire police and partnership working to develop crime prevention strategies and to build safer communities.

Protecting the Front Line

Improving the visibility of the police to the public continues to be a key priority for the Commissioner. Visible policing is vital in keeping the county safe and building the relationships with the public. In 2014/15 101 new officers were recruited to cover existing officers moving on and there was a modest increase in police officer establishment to 1087. 60 new recruits are being taken on by Bedfordshire Police with a further 30 soon to follow. This brings to an end a period of almost 4 years during which, due to government funding reductions, the Force has had a freeze on recruitment.

Recruitment of Specials has also been a priority. In April 2014 the Force started with 186 Specials and by April 2015 there were 238. 96 Specials were recruited during this period, with 54 resignations. Although the attrition rate (4.5 per month) is higher than the national level, we are viewing this as positive attrition as the vast numbers of resignations from the Special Constabulary were because they were joining the regulars, particularly Bedfordshire Police.

The Chief of Staff is a member of the Force Recruitment Board and has helped to devise an engagement strategy to reach out to communities including visiting the University, places of worship and community centres to promote applications from all diverse communities served by the Bedfordshire Police. In Bedfordshire the population is 21% BME and the goal is for the Bedfordshire Police to reflect this.

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 2014/15.

The strands of the victims commissioning work include on-going needs assessment work in order to identify gaps and to provide a robust 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.

The Commissioner used MoJ preparatory funding to continue building capacity in the Voluntary and Social Enterprise (VCSE) sector throughout the year. The PCC's office held a series of meetings with these partners to develop what has become the Bedfordshire Victims Services Partnership. Additionally, the PCC rolled over MoJ funding in November to support several agencies previously supported by MoJ funding. These include funding for the NSPCC, Luton All Women's Centre, the Safer Luton Partnership and the Road Victims Trust.

The Local Victims Service and the Bedfordshire Victims Services partnership was formed through a series of meetings in 2014/2015 initiated and funded by the Commissioner (through 2014/15 MoJ funding provided to help PCCs with the transition to commissioning victims services) with representatives of victims' service providers, particularly those from the VCSE sector.

The partnership, with the consent of the PCC, has already agreed that Victim Support, a member of the consortium, will be the prime contractor for the consortium going forward. The PCC recognizes that this consortium, when formed, will openly compete with other service providers for victims' services contracts worth more than £10,000.

Community Safety Fund

The Community Safety Fund is specifically established to support the objective to Prevent Crime. In the 2014/2015 year £842,198 was granted or ring-fenced out of the allocated monies in the PCC's budget for community safety. The Office of the OPCC has specifically funded organisations who meet the 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 2014/15 11 organisations were funded and have ring-fenced funds for a further 3. The organisations that received funding include:

1. Victim Support
2. Princes Trust
3. Luton YOS
4. Beds Probation IOM project costs and core funding for the former Bedfordshire Probation Trust
5. Alcohol Services for the Community

Success stories from the Community Safety Fund include:

Victim Support: ASB vulnerable victim caseworker

This project aims to provide a high level of specialist support to the most vulnerable victims of Anti-Social Behaviour [ASB] in the Bedford Borough Council area. The money helped fund an ASB Vulnerable Victim Caseworker for Bedford to provide tailored one to one support to victims of ASB.

The Victim Caseworker has been actively engaging with 'hard to reach' community and is now an integral part of a number of regular partnership meetings including the Anti-Social Behaviour Referral Management Group, BPHA meetings, case conferences, and Autism Agenda meetings. The Victim Caseworker is now also a Domestic Abuse Champion for Bedford Borough Council. Key contacts networks have been maintained within police, housing, community mental health, children's services, citizen's advice bureau and the post holder pro-actively ensures that identified needs of the victims are made known to partner agencies, acted upon, or followed up where there is a lack of progress. Collaborative work continues with Beds Borough Council ASB co-ordinator to visit areas where ASB incidents occur, gathering intelligence, providing advice and guidance and undertaking presentations to 'at risk' groups.

From 1st April the caseworker has received 30 referrals and at the end of the financial year carried a workload of 11 cases - victims of ASB who would not have otherwise received 1-2-1 specialised and tailored support packages. The emphasis of this role is the quality of the care and support provided rather than chasing numerical targets.

Princes Trust: Moving Lives Forward

The project aims to reduce reoffending rates by engaging young offenders in a programme of support that incorporates:

- Personal Development
- Life Skills
- Vocational Training
- One-to-one support

The OPCC agreed to fund Princes Trust Moving Life Forward Programme for the second year running, following the successful implementation of the project in year one. In 2014/15 the project engaged with 45 ex-offenders in Bedfordshire. 28 of the ex-offenders that were supported have made the transition into employment, education, training or volunteering (EETV). This movement into positive activities has reduced the risk of young people entering the criminal justice system for the first time and the cycle of offending has been broken, therefore reducing future crime.

Luton Youth Offending Service

The aim of this programme is to prevent offending and re-offending by children and young people aged less than 18 years of age in Luton. When working with children and young people the service adopts a 'whole family' approach. The service also works with victims of youth crime in Luton.

During the course of 2014/15, Luton YOS offered informal prevention intervention to 135 young people:

- 124 (92%) young people have not received a further formal Out of Court disposal or conviction following this programme.
- 11 (8%) young people have received a formal Out of Court disposal or conviction.

Drug & Alcohol Misuse

67 new young people were identified during the 2014/15 reporting year with drug and alcohol misuse. This group comprises low level issues to very high level dependence on drugs or alcohol. 58 (87%) of this cohort have thus far not been convicted of further offences.

Integrated Offender Management (IOM)

The aims of the IOM are to:

- Reduce crime by reducing reoffending
- Support community reintegration and challenge social exclusion of offenders and their families
- Improve public confidence in criminal justice, and
- Deliver better value, more effective services

IOM has delivered PPO, HVO and PI programmes which aim to reduce reoffending, increase social inclusion and making effective use of public money.

Q4 Performance data highlights that 74% of PPOs, 63% of HVOs and 92% of PI cases did not reoffend in the period during the period. Given the selection criteria for IOM specifically targets the most prolific offenders within the county these reoffending rates demonstrate the positive impact of IOM. Furthermore this measure is a binary indicator which does not recognise reductions in the volume and indeed the severity of offences committed by those who reoffend. Overall 75% of offenders managed by IOM stop or reduce their offending.

An annual review undertaken at the end of 2014 highlighted that the IOM initiative has delivered a 26% reduction in the number of reoffenders in Bedfordshire, resulting in 350 fewer victims across the county.

Alcohol Services for the Alcohol Community

The aim of the organisation is to provide a prevention and harm reduction project across Bedfordshire will address alcohol related ASB. Provide swift intervention for those who have committed a community alcohol related nuisance or who are victims using alcohol. The aim is to prevent further anti-social activities and reduce the impact on family, neighbours, victims and the community.

Activities included:

- Triage services provided
- Workshops

- Information points
- Agency visits and networking to promote the project
- Attending regular meetings
- Home visits to clients

Approximately 1600 resources have been distributed to clients and professional since the project began. This is an increase from a recorded 847 since the half year monitoring report.

Transforming Rehabilitation

Transforming Rehabilitation is the name given to the government's programme for how offenders are managed in England and Wales from February 2015. The programme has involved the outsourcing of a large portion of the probation service in England and Wales.

The reforms have replaced the previous 35 individual Probation Trusts with a single National Probation Service, responsible for the management of high-risk offenders; and 21 Community Rehabilitation Companies (CRCs) responsible for the management of low to medium risk offenders in 21 areas across England and Wales; these are referred to as Contract Package Areas (CPAs). The CRCs are now responsible for supervising short-sentence prisoners (those sentenced to less than 12 months in prison) after release.

Sodexo has won the bid for the Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire (BeNCH) area and is building supply chains that consist of organisations from the public, private, and voluntary sectors through which they will subcontract delivery of some of the services

Mental Health

During 2014/15, a partnership agreement to improve outcomes for people experiencing mental health crisis has been signed by partners from across Bedfordshire and Luton. Twenty-two organisations in Bedfordshire and Luton, from health, police, fire, local authorities, drug and alcohol support services, and criminal justice, committed to prevent mental health crises where possible, and to provide effective emergency response systems when a crisis does occur.

The mental health crisis care concordat was signed at a special event in December 2104 at the Rufus Centre, Flitwick. The concordat gives crisis care in mental health a new level of priority, which was shaped through engagement and collaboration, and will ensure all services for people experiencing a mental health crisis are improved.

The objective of the concordat is to move away from the use of the custody suite as a solution when responding to patients with a mental health crisis and to ensure a right place, right response across the services.

Finance and Governance

The Revenue, Capital and Treasury Management Outturn for 2014/15 was presented to the Commissioner's Strategic Board on 8 June 2015, and sets out the outturn position of Bedfordshire Police for both revenue and capital expenditure in 2014/15. It also contains a summary of the Treasury Management activities the Force entered into in 2014/15.

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.

Financial Outturn

The final outturn for 2014/15 totalled £100.075M equating to an underspend of **£1.616M**. In addition to the reported revenue underspend the Force has a further **£0.767M** available for distribution as a result of money set aside to fund one off initiatives during 2014/15, This means the total figure available for disbursement at the end of the 2014/15 financial year is **£2.383M**. The capital payments in 2014/15 totalled **£4.657M**, compared to the original programme of **£7.707M** approved by the PCC's Executive Board in June 2014. . The original programme was set at £7.707M; the outturn position of £4.657M represents a reduction of £3.050M. Of this £2.764M was anticipated and had already been built into next year's programme and mainly relates to ICT projects which have slipped into future years and the custody project at Headquarters.

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.

Treasury Management

The following table summarises the treasury management transactions in 2014/15:

	Long Term Borrowing £'000	Temporary Borrowing £'000	Temporary Investments £'000	Instant Access Accounts £'000
Balance as at 1st April 2014	7,720	-	4,000	14,431
Raised	-	-	46,000	-
Repaid	-	-	(36,000)	(4,186)
Balance at 31st March 2015	7,720	--	14,000	10,245

The average daily level of funds available for investment during 2014/15 was £30.3M, compared to £21.7M the previous year. This increase is as a result of greater reserve levels and increasing cash flow from Government grants received in advance of expenditure following Bedfordshire taking the lead for regional arrangements.

Referendum

Financial projections for the next four years are as follows:

Medium Term Financial Outlook (£'000)

	15/16	16/17	17/18	18/19
	£'000	£'000	£'000	£'000
Beds Police	98,687	96,972	95,785	94,687
Office of the PCC	869	854	844	834
Commissioning	855	840	830	820
Total Gross budget spend	100,411	98,666	97,459	96,341
Main Police Grant	64,028	61,979	59,995	58,076
Council Tax	31,746	32,050	32,827	33,628
Other Grants	4,637	4,637	4,637	4,637
Total funding and income	100,411	98,666	97,459	96,341

It is against this backdrop of an underfunded police force and the prospect of on-going government funding reductions that I took the decision to raise council tax to a level which triggered the council tax referendum held in May 2015. The £4.5 million that the precept increase would have added to the police budget would have funded the recruitment of 100 extra PCs to boost the number of warranted officers in our neighbourhood police teams and meet critical emerging needs, as well as working to address the long-term expected budget shortfall.

I was unable to spread this increase over a number of years as any increase above 2% to the Council Tax that goes to Bedfordshire Police automatically triggers a referendum. Therefore if the 15.85% increase proposed this year had been spread out over a number of years, a referendum would have been required every year, at a far greater cost and disruption than a one-off referendum. This year's referendum cost much less to hold than would otherwise have been the case because of savings made by holding it at the same time as national and local elections.

The cost of holding the referendum is expected to be £0.35 million and the 'no' vote is estimated to mean an additional £0.25 million cost for re-billing. Given the option before me

was to do nothing and wait for cuts to frontline policing or ask the public for additional funds, Even though the increased police precept was not supported I believe I made the right choice in triggering the referendum. By exhausting this option there is now a greater emphasis on the government to resolve our underfunding, not just in the interest of Bedfordshire but in the national interest, given the grave nature of the risks this Force has to police.

Clearly without additional funds, the force risks having to face further reductions in staff numbers from 2016/17 in order to balance its budget and meet an estimated £6 million shortfall in 2019/20.

But regardless of whether the county's needs are finally recognised by central government, there will be a continued need for astute allocation of resources, as well as further investment in technology and people with the right skills to increase efficiencies and improve productivity, all to maximise our front line resources. The force will also need to continue to work closely with our neighbouring police forces, other law enforcement agencies, local authority partners and those across our communities to work together to protect people, fight crime and keep Bedfordshire safe.

Governance

The Annual Governance Statements of the Police and Crime Commissioner and Chief Constable set out the positions of the organisations at the end of the financial year 2014/15 and provide details of how each has met its statutory duties in 2014/15.

The statement is an opportunity to demonstrate compliance with the Code of Corporate Governance, adopted by the Commissioner and based on the CIPFA/SOLACE Framework *“Delivering Good Governance in Local Government”* which sets out six core principles on which effective governance should be built.

A three Force (Bedfordshire, Cambridgeshire and Hertfordshire) Scheme of Governance was jointly agreed in April 2014 for future years, which can be found on the PCCs website and reflects the collaboration ambition of the three Forces and PCCs moving forward.

The full reports are available separately.

Complaints

Complaints – Bedfordshire Police

The Police and Crime Commissioner has a duty to monitor all complaints against police officers and staff (*The Policing Protocol Order 2011 17(n)*) and this information is provided in quarterly performance reports.

There has been an increasing level of formal and media scrutiny of policing related to historical investigations, IPCC investigations, HMIC reports on police performance and, 'Plebgate'. Locally there have been a number of high profile incidents and officers who have been charged for serious offences which have achieved significant media interest. It is likely that these are impacting on the public's confidence in police honesty and integrity which is believed to be the reason for the significant increase in complaints and appeals across the three forces.

Cases Recorded

Complaints have increased from 1277 (2013/2014) to 1429 (Beds +48-14%, Cambs +77-20%, Herts +27-5%) an increase of 152 during April to March 2014/2015. The overall increase being 11.9% which is lower than the 17.4% reported at the end of Quarter 3 indicating that recorded complaints have stabilised.

Allegations Recorded

Allegations have increased from 2782 to 3271 an increase of 17.5% (Beds +175-23%, Cambs +247-33%, Herts +67-5%) from a 11.9% increase in complaint cases. Complaints are becoming more complex and are containing an increasing number of allegations against multiple officers and staff which is responsible for the rise.

Recording

In 2014/2015 90.4% of complaints were recorded within 10 days of receipt in force against 92.14% in 2013/2014. The Public Complaints structure delivered by the PSD review on 1st May 2014 has helped to limit the impact of the increased number of complaints to be recorded over 10 days to 2%.

Appeals

There have been 210 Force appeals recorded an increase of 45 against 165 on 2013/2014 (Beds +16, Cambs +14, Herts +15). The key theme in the increase in appeals is that the public do not believe the officers' responses and believe that an appeal is a total reinvestigation of the case.

Discriminatory Complaints

There have been 127 allegations recorded during the year compared to 86 in 2013/2014. A review of 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 133 referrals during 2014/2015 which compares to 103 for 2013/14. There are 123 are being investigated by PSD and 4 with IPCC supervision of a PSD Investigation and 5 IPCC Independent Investigations.

There are 24 Death or Serious Injury (DSI) investigations on going from referrals. 1 Independent, 1 Supervised, 20 Local Investigations investigations from PSD and 2 referred back for the Force to deal.

There are 58 conduct and complaints investigations (24 and 34 respectively) on going of which 7 are independent, 10 supervised and 40 local investigations and 1 Force Deal

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 was one complaints recorded against the Chief Constable in 2014/15. This complaint was investigated by a neighbouring police force who found that the Chief had no case to answer.

Complaints against the Police and Crime Commissioner for Bedfordshire

There has been one ongoing complaint made against the Police and Crime Commissioner for Bedfordshire in 2014/15 which was recorded and forwarded to the Police and Crime Panel in the previous year (2013/2014). This complaint was referred to the IPCC who in turn referred it to the CPS in August 2014. The CPS concluded on 15 September 2014 that it was not going to prosecute the PCC. The IPCC has yet to come back with its final findings regarding this matter. The Police and Crime Panel has responsibility for complaints against the Police and Crime Commissioner.

Challenges and Solutions in the Year Ahead

There are a number of issues that the Commissioner will need to give due consideration to during the forthcoming financial year, as follows:

Financial Challenge

The level of funding that the Commissioner will receive over the Medium Term will significantly reduce. Whilst there is a robust plan in place to deliver against these reductions through the use of collaboration and the Force Quality Improvement Programme the Commissioner will need to ensure these are delivered and delivered in a way that maintains an effective and efficient police service.

Performance Challenge

The Force will, over the medium term, continually face funding reductions and the ability to maintain performance improvement will remain difficult. This is an area therefore that will require a high level of scrutiny over the forthcoming year.

Our Annual Delivery Plan 2015-16: Delivery of year two of the Five Year plan

Our Annual Delivery Plan 2015-16
(Year two of the journey to deliver the Five Year Plan)

Leading the force together

OUR COMMUNITIES
introduce 7 day call-back scheme to assess victim satisfaction
deliver a strategic stakeholder plan to identify key members of the community who can support our work
work with our communities and partners to identify those who may be vulnerable to radicalisation, exploitation and abuse
work with BCH partners to enable eCommerce which will help individuals to access personal data held on themselves
focus on hate crime, race and disability issues
empower community Watch schemes to participate in problem solving
realise benefits of mobile data by increasing officer's time spent out in communities to increase visibility
ensure our publication scheme and policies are up-to-date and we proactively disclose our data in line with ICO guidance
move towards a more community based policing model solving community issues locally
improve our response times

OUR PEOPLE
improve and implement our Personal Development Review (PDR) process to ensure it is fit-for-purpose
identify training needs and develop a plan to ensure we have the right skills
ensure our supervisors actually supervise, and support them to do so
improve management of poor performance and sickness absence helping people stay in / return to work
deliver and implement **Our Brand** to embed the values, culture and behaviours we expect of our workforce
embed **Our Leadership Charter** to help empower our workforce to **always do the right thing**
attract and retain to maintain required workforce levels and appropriate skills mix
develop 'well-being' across the force using available toolkits to assist
step up activity to attract people from different backgrounds to improve diversity in the force
make best use of our volunteers and increase volunteer numbers
increasing visibility of senior leadership team

OUR PARTNERSHIPS
work with partners to establish a common purpose to help prevent crime and reduce demand across our services
we will introduce NCRS so that victims are believed and their allegations recorded allowing our victim support partners access to this information
identify opportunities to increase productivity and improve efficiencies by working with partners
explore partnership opportunities to generate income streams
work with the collaborated ICT function to ensure that all personal data is secure and Privacy Impact Assessments are carried out
engage key local partners with the **Strategic Threat Assessment** to more effectively manage and coordinate activity
engage private sector industry and academia to improve our understanding of the emerging crime types in the Control Strategy
develop a partnership coordinated response to better support victims of Domestic Abuse and Sexual Offences

OUR PRODUCTIVITY
update all force owned policies, guidance and procedures
implement 'Track my Crime' system to improve self-service within public contact
implement **THRIVE model** to inform decision-making around prioritisation and deployment of resources
embed the use of the **Control Strategy** to focus our resources and intelligence gathering
further increase the number of Body Worn Video devices to increase productivity
further the roll-out of mobile technology through tablets and handheld devices providing access to f4Serv
implement and embed **Our Performance Framework**
deliver and implement the new **Target Operating Model** establishing and embedding the new structure of the force
deliver and embed use of **Our Delivery Framework** as a support tool to help focus our resources

OUR COMMUNICATION
implement a force communications and engagement strategy
leverage existing and emerging technologies and channels to introduce innovative communication solutions
review existing and introduce new communication channels to ensure communications meet the diverse needs of our workforce, our communities and our partners
develop an effective and agile engagement strategy to support delivery of our purpose, our vision and our values
identify and make use of more partner communication channels to extend the reach of our messaging
publish proactive good news stories every day from across the all areas of the force to keep the public informed about our outcomes and successes

TO REDUCE
Levels of crime
Overall threat and harm by Organised Crime Groups (OCGs)
Impact of gang-related activity

TO INCREASE
Victim satisfaction levels to be 'Top 10' performing force
Levels of under-reported crimes

TO MAINTAIN
Outcomes for all crime and priority crimes at national average rates

TO IMPROVE
Compliance with National Crime Recording Standards at nationally expected levels
Understanding of long term threat from OCGs including cyber and child sexual exploitation
Efficiency through achieving identified savings
Efficiency through implementing an appropriate workforce culture and structure
Our safeguarding arrangements

The Commissioner has identified a number of high level solutions to address the challenges for the coming year, and to ensure some key deliverables are achieved. These include:

Custody Improvements

A new temporary custody facility was established at Bedfordshire Police Headquarters to replace the loss of custody facilities due to the closure of Greyfriars custody suite. The Commissioner is also working with collaboration partners on plans to collaborate custody provision and an outline business case has been developed to achieve this.

Domestic Abuse

The Domestic Abuse Investigation and Safeguarding Unit (DAISU) formally launched in October 2014. As at 31st March 2015 the Unit has a strength of one detective inspector, five detective sergeants and 31 constables and police staff. The Unit has increased overall resilience for vulnerable adults, child protection and safeguarding and domestic abuse. Her Majesty's Inspectorate of Constabulary (HMIC) have acknowledged the Force's improvements in managing Domestic Abuse, and will continue to monitor its progress in relation to Domestic Abuse service provision during their 2015/16 inspection programme.

Visibility of Police and Neighbourhood Policing

New Operating Policing Model

The new model is a direct response to the need to restore neighbourhood policing within communities and maximise visible front line resources. The full model is expected to be in place in early 2016. The model is also designed to improve emergency response times, the quality of crime investigations and the support given to vulnerable people.

The introduction of a re-enhanced community function is intended to increase the Force's problem solving capability within communities, improve intelligence gathering and help reduce demand in the longer term by taking a more preventative approach. This will go some way towards reinforcing the community footprint that has been eroded since 2012. The new model will also facilitate delivery of the necessary efficiency savings required over the next three years, enabling the force to remain on a stable financial footing. The new model entails the following changes:

- In the Force Control Room, a 'fast' and 'fixed' deployment policy will be adopted where incidents will be graded in two ways. If an incident is assessed as high risk, possibly involving life-changing circumstances, a response team will be deployed straight away. If circumstances can be responded to by using a planned appointment this will be arranged for community officers to attend. This will be instead of the highly unsatisfactory situation we have had where the police promise to attend "as soon as possible" but all too often this ends up being much later. As previously there will continue to be situations that can be resolved without a police attendance. The **THRIVE** model, which assesses threat, harm, risk, investigation,

vulnerability and engagement, will be used to assess incidents and to determine the appropriate level of response, tailoring the service to the needs of each victim.

- The response function will be responsible for attending ‘fast’ incidents. They will be based at four police stations, North (HQ), South (Luton) and Central (Dunstable and Biggleswade).
- The role of the new community function will undergo significant change, with its responsibility expanding to include conducting appointments and investigating everyday crime. The Community function will once again comprise of Police Officers and PCSOs.
- CID, comprising Detectives and Investigating Officers will be responsible for the investigation of more serious crimes.



Bedfordshire Police – An efficient Force

The drive for an efficient and effective police service has always been at the forefront of the Force’s thinking and, by the same token, everything the Force has done in relation to change and restructure has been designed to provide value for money for the taxpayer. All the change programmes undertaken have delivered performance gains.

The latest high-tech mobile devices have been rolled out to officers on patrol allowing officers to spend as much as an extra two hours a day on the front-line. 590 tablets and accessory equipment have been issued to officers giving them the ability to communicate quickly and effectively via phone and video calls, instant message and email.

Athena will join up all intelligence, investigations, custody and defendant management bringing data relating to these business areas into one place through a

single system. Bedfordshire, Cambridgeshire, Hertfordshire, Essex, Kent, Norfolk and Suffolk have signed up to the system and when fully implemented it will eliminate the process of relying on multiple IT systems to support police investigations. This will reduce duplication and save time.

The introduction of the Body Worn Video cameras has led to a reduction in the amount of time officers have to spend preparing for and appearing in court cases because the quality of the evidence encourages guilty defendants to plead 'guilty' rather than take a chance on pleading 'not guilty'.

Efficiency has been at the core of every change programme undertaken by the Force over the last few years. Our journey has never been solely about cost, which is only one element of efficiency; we have aimed to improve performance through transformational change whilst reducing the cost base. The solutions which are being put in place are about long term efficiency (doing more with less), effectiveness (doing the right things) and economy (managing resources better).

Bedfordshire Police – The Future

In 2014, the Force published its five-year delivery plan in support of the Commissioner's Police and Crime Plan. The past year has seen the force establishing its current brand; the core of how the force does its business. The Force was also an early adopter of the Police Code of Ethics leading to the creation of the Force Leadership Charter. The 2015-2016 Annual Delivery Plan details how the Force will deliver against the five-year delivery plan. The Force has seen unprecedented change in the past five years and the appointment of the new Chief Constable during 2015/16 is expected to continue the work within the context of the existing plans.