



# Police and Crime Plan Core Objectives

2024 - 2025  
and 2025 - 2028

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*A fairer and safer Bedfordshire - a plan for social and criminal justice*

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## Preface

The Police and Crime Commissioner (PCC) has a duty to produce a police and crime plan for the period of his term in office, which is for the period 2024 to 2028.

The PCC has chosen to focus firstly on immediate policies, decisions, and actions to be addressed between September 2024 and March 2025; and describe his key commitments for the three-year period from April 2025 to May 2028 when the next PCC election will take place.

The reason for this two-stage approach is to ensure that the longer-term plan:

- follows a more comprehensive public consultation and joint planning with key partners including local authorities, the NHS and criminal justice organisations, community groups, trade unions, professional associations and local businesses
- aligns with the plans of local authority partners and ideally joint plans between these agencies
- addresses the new government's policies, initiatives, and targets
- reflects the government's spending review
- allows time for measures to be taken to strengthen the OPCC to ensure delivery of the plan
- is underpinned by a three-year budget for Bedfordshire police service and the Bedfordshire police & crime commissioner
- allows for publication of the report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) of its inspection of Bedfordshire police service in September 2024

The consultation is, therefore, focused on:

- **the specific proposed actions until March 2025**
- **the commitments for the period April 2025 to May 2028**

Following this consultation:

- a comprehensive police and crime plan will be written with clear objectives and measurable outcomes
- the police and crime plan will be presented to the Bedfordshire police and crime panel for its consideration and hopeful approval on 17 September 2024 and will then be published in early October 2024

- governance and management arrangements will be put in place to drive the implementation of the plan and set clear objectives for the period April 2025 to May 2028

Principles underpinning the PCCs approach, and the forthcoming police and crime plan every commitment and objective will:

- contribute to making Bedfordshire safer and fairer
- be ambitious and stretching whilst being achievable
- be costed and affordable within the tight budget constraints
- have measurable outcomes – either direct or surrogate outcomes

The PCC will be accountable for the achievement of the plan.

## Message from the Police and Crime Commissioner



When I was elected earlier this year my pledge was to do everything I could as police and crime commissioner (PCC) to make Bedfordshire safer for its residents, businesses, and visitors.

It is important that there is a zero tolerance of all crime wherever it occurs, and to the causes of crime.

The theme of the police and crime plan to be published in the autumn is a safer and fairer Bedfordshire and this is a plan for social and criminal justice. We must also ensure that the rights of individuals and communities are always respected and safeguarded.

To tackle crime and make our county safer will require all our local public bodies, local businesses and local residents to commit to this

goal. Bedfordshire police service and the PCC cannot do this on our own. We all have responsibilities, and we must fulfil these.

Tackling inequality and social injustice is as important as tackling crime if we are to realise this ambition.

I recently came across an interview with the chief inspector of HMICFRS, Andy Cooke<sup>1</sup> and found his views mirrored my own.

*“Cutting poverty and inequality is the best way to reduce crime.*

*“There needs to be substantial funding into the infrastructure of our inner cities and our more deprived areas.*

*“Why do people get involved in crime and serious crime? It’s because the opportunities to make money elsewhere aren’t there for them. And never more so than in our inner cities and in our more difficult to police areas.*

*“We need to reduce that deprivation and the scale of deprivation that we see in some of our communities, because if you give people a viable alternative, not all but a lot will take it.”*

He also acknowledged the need for an increase in apprenticeship opportunities, as a way of providing better opportunities for children’s futures. *“If we don’t do that, then policing will always be on the back foot.”*

Asked what he would do if he were given £5bn to cut crime, Cooke said *“reducing inequality and deprivation should be the priority: I’d put a billion into law enforcement and the rest into reducing poverty and increasing opportunity.”*

I very much share these views on social and criminal justice, and I am committed to working with others to address inequality, poverty, and discrimination across the county and to support economic growth. This approach will underpin the police and crime plan I will publish in the early autumn.

As PCC I do not have operational responsibility for Bedfordshire police but strategic direction and budget responsibility. I hold the chief constable to account for the delivery of an effective and efficient police service.

My view is that whilst they have powers of arrest and enforcement to protect citizens, the police are a public service like the NHS, local government, schools, and other public services.

Policing by consent requires partnership with support of the people who live and work in our county. Policing must put people first. It must be based on values and a commitment to deliver a service of consistently high quality. Key components of that service must be that

the police service is accessible, responsive, visible and treats people with fairness, respect, and dignity.

As the PCC, I have responsibilities in respect of the wider criminal justice system in Bedfordshire. I chair the local criminal justice board which brings the partners responsible for all the many elements of the system together to focus on problem solving and strategic objectives.

I am committed to strengthening partnerships and sharing of public sector resources to secure outcomes that will make our county safer and fairer.

Our criminal justice system is broken after a decade of austerity. Local government, the NHS and other public services including the police service are significantly underfunded. We have a duty to seek to repair them and whilst pressing for extra new money to ensure that the resources available are used effectively and efficiently.

Economic growth and employment are vital for the county. The Police and Crime Plan will be designed to support businesses and make Bedfordshire a magnet for investment. We must use police service procurement to support local businesses and a vibrant social sector.

One of the great strengths of Bedfordshire is its diversities. It is a county of many towns and villages with different pressures and needs.

This plan is based on ensuring an equitable allocation of resources especially police resources across every part of the county. This is not the same as everywhere having the same level of policing as, policing must be needs led, but that should never mean that anywhere in the county is not policed. It is important to recognise that everywhere benefits from policing even if this is not always visible policing.

In terms of criminal justice, we must take every step we can to prevent people, especially young people, from getting into crime either voluntarily or involuntarily and if they do where appropriate avoiding criminal sentences.

As PCC, I will advocate for and be a social activist for social justice and criminal justice together.

This means that I would expect the Bedfordshire police service and our public and community sector partners to be advocates of social justice, fairness, and inclusivity and for the PCC, as an advocate for social change to work together to address the root causes of crime and violence.

As PCC I am adopting a mission-driven approach to ensuring that this police and crime plan is focused on the outcomes that the residents of Bedfordshire want and deserve.

My missions are set out in this consultation paper. They reflect what residents, local businesses, police officers, police staff and stakeholders across the county are telling me.

I very much look forward to hearing views and ideas over the next few weeks before I finalise a police and crime plan that will make our county safer and fairer.

A handwritten signature in blue ink, appearing to read 'John Tizard', written in a cursive style.

John Tizard  
Police and Crime Commissioner for Bedfordshire

<sup>1</sup> Andy Cooke. (2021) Tackle poverty and inequality to reduce crime, says police chief, The Guardian. Available at: <https://www.theguardian.com/uk-news/2021/apr/18/tackle-poverty-and-inequality-to-reduce-says-police-chief> (Accessed: 15 July 2024).

## Missions to creating a safer and fairer Bedfordshire



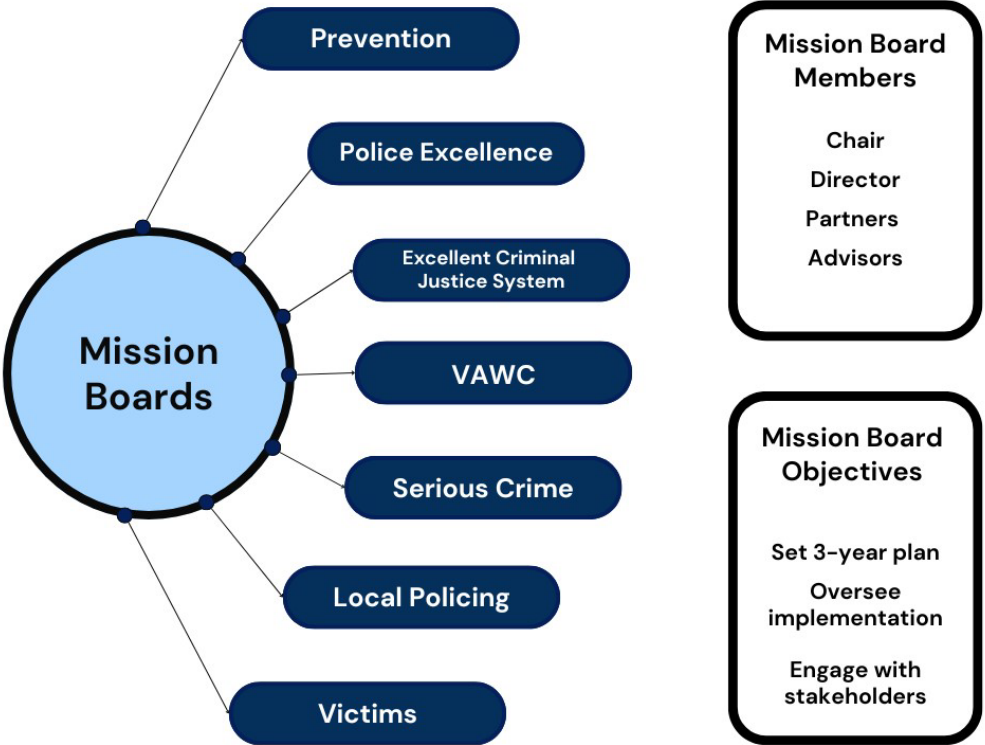


# Mission Boards

The PCC is introducing new governance and project management arrangements to:

- develop the longer-term police and crime plan with key objectives and measurable outcomes
- engage and involve Bedfordshire police and other stakeholders in this process
- oversee the implementation of the police and crime plan; and agree delivery plans. The boards will be chaired by the police and crime commissioner or his deputy.

Each board will be supported by a mission director from either the police service or the Office of the Police and Crime Commissioner (OPCC) and will have a small membership including key stakeholders with an interest in the mission and its impact.



## Tackle serious crime

### Short-term commitments, October 2024 - March 2025

The PCC is committed to:

- establishing a 'Mission Board' to draft a three-year plan aiming to reduce serious organised crime, as well as serious youth violence. The board, chaired by the PCC, will oversee the implementation of the key commitments for agreed improved outcomes
- effective partnerships with other law enforcement agencies
- adopting a multiagency approach to tackling serious crime
- ensuring that the chief constable is using intelligence to develop the understanding of the threat from serious and organised crime
- ensuring that the chief constable is improving the assessment of the threat and risk from serious and organised crime
- ensuring that the chief constable is continuously improving the impact that police activity has on serious and organised crime
- evaluating the effect that Bedfordshire Police is having on disrupting and dismantling serious and organised crime
- recognising that local policing is a source of intelligence to address serious crime
- holding the chief constable to account to ensure that collaboration arrangements in place with Bedfordshire, Cambridgeshire and Hertfordshire (BCH) police services', Joint Protective Services (JPS) are efficient and effective, good value for money and beneficial to Bedfordshire

### Long-term commitments, 2025-2028

The PCC is committed to:

- agreeing stretching objectives with the chief constable to prevent and solve serious crime including, drug strategy, gangs and gun crime, serious violence, organised immigration crime, modern day slavery, knife crime, trafficking, cybercrime / fraud and hate crime
- holding the chief constable to account for counter terrorism provision
- undertaking an evidence-based analysis of the causes of serious violence and serious crime in the county and establish effective data sharing
- developing a strategic needs assessment based on the analysis
- developing and implementing a strategy with solutions to prevent and reduce serious violence in the area, to be reviewed annually and reported to the performance and governance board where the PCC will hold the chief constable to account

- The strategy to be based on the principles of Pursue, Prevent, Protect, Prepare
- implementing the ten-year drug strategy
- strengthening the serious harm board as a key channel to encourage partnership working including health and social care, sharing of resources and information to prevent crime and protect young people. It is key that the serious harm board focusses on problem solving and early interventions to implement the objectives of the serious crime mission board
- supporting and demonstrating the value of initiatives such as specialised teams for guns and gang violence
- being reassured that the Bedfordshire police service works effectively with the National Crime Agency, security services, His Majesty's Revenue and Customs, United Kingdom Border Force, Home Office Immigration Enforcement, the Ministry of Justice, BCH Major Crimes Unit and the Eastern Region Special Operations Unit (ERSOU)
- recognising that local policing is a source of intelligence to address serious crime

## Victims: Putting victims at the heart of the Criminal Justice system

### Short-term commitments, October 2024 - March 2025

The PCC is committed to:

- ensuring that the deputy police and crime commissioner (DPCC) champions all victims by being the voice for victims across the police service and the wider criminal justice system
- supporting the DPCC to work with all communities of Bedfordshire to identify and support their different needs as victims of crime
- establish a 'mission board' to draft a three-year plan to put victims at the heart of the criminal justice system. The mission board will be chaired by the DPCC
- providing care and support services for victims of crime across the county and holding those services to account and for these to be co-designed with victims
- require the Bedfordshire police service to comply with the Victims Code of Practice (VCOP)
- promoting, strengthening, and increasing the use of restorative practices, working with police and partners to benefit victims
- promoting, strengthening, and increasing the use of out of court disposals, working with police and funded partners to benefit victims
- ensuring the chief constable invests appropriate resources and training to ensure all officers and staff treat victims appropriately
- making the case to the Ministry of Justice, Crown Prosecution Service, local courts and prosecution partners to invest in and secure

- more effective local services, including reducing lapsed time from commitment of the crime to charging and then to trial
- ensuring that all training for dealing with incidents of domestic abuse is mandatory to all officers and control room staff
- creating an advisory panel of experts and local people with lived experiences to discuss victim care and victim services to feed into discussions taking place at the victim mission board
- ensuring that the above include marginalised people and those most likely to be victims of crime

**Long-term goals, to be delivered through the PCC's four-year term of office.**

The PCC is committed to:

- enhancing police services to tackle all crime and improve investigation outcomes for victims
- holding the chief constable to account on the delivery of national government targets and any interim targets surrounding victims
- further exploring available channels for people to report crimes and get updates on the progress of investigations
- appoint a victims' officer in the office of the police and crime commissioner
- improving the victim experience by using technology to create an end-to-end service for victims, with a single case officer who may not necessarily be the investigating officer assigned from the moment a crime is recorded
- introducing and building support for a county-wide, cross-agency victims charter
- allocating funds available to the office of the police and crime commissioner to support programmes for victims of crime and scrutinise the effectiveness of their services
- working with partners, including the court service, Bedfordshire police and the crown prosecution service, through the local criminal justice board to develop strategies to ensure the lapsed time through the criminal justice journey is significantly improved
- improving victims' experience and participation through the criminal justice journey
- improving the availability and quality of independent advocacy for individuals that require or request this

## Reduce violence against women and children

### Short-term goals, October 2024 - March 2025

The PCC is committed to:

- the DPCC leading on this and chairing a 'mission board' to draft a three-year plan aiming to reduce violence against women and children
- ensuring that Bedfordshire police service has the resources to tackle perpetrators of violence or abuse against women and children and all crimes which disproportionately affect women and children including rape, child sexual exploitation, domestic abuse, serious sexual offences, modern day slavery, trafficking, honour-based abuse, stalking, sexual harassment, online stalking and harassment
- supporting police initiatives to target dangerous repeat offenders and addressing the causes through bespoke referral services to diversion, treatment and support
- promoting a county-wide pledge from public, civic and business organisations supporting the violence against women and children (VAWC) agenda
- ensuring that there is provision across the county to support women and children for whom English is not their first language.
- encouraging public sector partners and businesses to use the Bedfordshire Police 'Male Violence Against Women and Girls (MVAWG)' toolkit for businesses
- reinstating school liaison groups and head teacher forums to ensure that the voice of the child is heard, and support is available

### Long-term goals, to be delivered through the PCC's four-year term of office

The PCC is committed to:

- supporting the chief constable to deliver the national government goal of halving violence against women and children (VAWC) by 2034 and any interim governmental targets
- strengthening strategic and operational collaboration including planning and resource allocation between all the relevant public and community organisations
- ensuring that all training for dealing with incidents of domestic abuse is mandatory to all officers and control room staff
- ensuring that Bedfordshire police officers, staff and volunteers have the appropriate training required when working with victims of VAWC, providing a victim focussed service

- working with partners within the local criminal justice board to review the specialisms in place in the court system to support rape and domestic abuse victims
- encouraging the Crown Prosecution Service (CPS) and courts service to expedite justice for victims of violence against women and children
- reviewing arrangements and funding for the 'Chrysalis Centre' and other alternative provision to be reviewed, to ensure the objectives of this perpetrator intervention are met

## Reinvigorate and strengthen local policing

### Short-term objectives, October 2024 - March 2025

The PCC is committed to:

- establishing a 'mission board' to draft a three-year plan with a focus on reinvigorating and strengthening local policing. The board will be chaired by the PCC
- ensuring an equitable allocation of resources especially police resources across every part of the county, proportionate to the severity of the criminality faced. The PCC recognises the multiple demands on modern police services
- establishing advisory boards to work with community police teams drawn from local councillors, local business and community leaders/representatives
- ensuring that community policing teams take an informed and quality, evidence-based problem-solving approach with our partners to disrupt and divert the most harmful perpetrators, improve chronic locations and safeguard vulnerable people in a sustainable way
- ensuring that there is effective collaboration between patrol and community policing teams
- reinvigorating designated community policing teams across rural and urban areas with named officers who are in post for sufficient time to build and sustain relationships, gain a knowledge of their area and be known to residents and other local stakeholders
- ensuring community policing teams are visible and accessible to the public
- ensuring the PCC/DPCC/OPCC and police service membership of, and active contribution to, the three community safety partnerships across the county and that the community safety partnership plans and the police and crime plan are aligned
- holding the chief constable to account regarding hotspot policing and ensuring town centre patrols take place

- holding the chief constable to account for the enforcement of the new law concerning violence against retail staff
- establishing an advisory group comprised of businesses, local authorities, and trade unions to advise the PCC and Bedfordshire police service on retail crime
- ensuring that there are sufficient resources for effective and well-equipped specialist policing in rural areas across the county to address rural and wildlife crime and community safety
- focussing on tackling crime against farms, rural businesses, small holdings and landowners
- establishing an advisory group on rural crime comprised of partners, the National Farmers Union (NFU), wildlife and animal rights organisations
- blitzing anti-social behaviour and addressing the causes of anti-social behaviour
- maintaining specialist units such as the domestic burglary team

### **Long-term objectives, to be delivered through the PCC's four-year term of office**

The PCC is committed to:

- being reassured that the chief constable recruits and deploys new community policing officers and police community support officers (PCSOs) in line with government policy and funding but in ways that are appropriate to Bedfordshire.
- shifting the culture of local policing to secure long-term commitment to partnership between communities and the Bedfordshire police service
- explaining to the public the level of policing their neighbourhood receives in addition to the service of local policing teams
- enhancing the level of local policing provided by the Bedfordshire police service to address need on an equitable basis across urban and rural areas
- working with partners and communities to assess the benefits and costs of small police hubs or pop-ups in towns and villages, in places such as libraries, community centres and emergency service bases, with community officers being based there
- understanding the impact of antisocial behaviour on the quality of life of our communities and identifying ways to address issues in a strong and sustainable way
- making the case to government that stronger laws should be implemented in respect of hunting with dogs and other cruel activities against animals
- working with and encouraging local authorities to strengthen their community safety partnerships
- working with local authorities and other partners to raise the effectiveness of community safety partnerships
- contributing to the NHS local neighbourhood initiatives

## Prevention: Prevention, early intervention and diversion from the criminal justice system

### Short-term goals, October 2024 - March 2025

The PCC is committed to:

- establishing a 'mission board' to draft a three-year plan with a focus on prevention, early intervention and diversion from the criminal justice system. The board, chaired by the PCC, will oversee the implementation of the key commitments
- setting goals through this plan for the chief constable and Bedfordshire police to prevent, reduce, tackle and solve specific serious crimes
- strengthening the reducing reoffending board
- supporting Bedfordshire police's prevention and problem-solving plan and the national police prevention strategy
- encouraging membership or the creation of watch schemes across the county
- promoting early intervention with public sector partners and community groups to divert people away from crime
- supporting and encouraging the effective rehabilitation for offenders
- reducing the reliance on prisons and custodial sentences through a range of diversionary interventions and out of court disposal schemes
- working with the criminal justice partners, retailers, local authorities and public health to prevent retail crime
- actively contributing to the Bedfordshire road safety partnership and supporting the mission to reduce road casualties by 50% by 2035

### Long-term commitments, to be delivered through the PCC's four-year term of office

The PCC is committed to:

- convening partners to promote whole system change within the social care, criminal justice and wider public sector to work together towards improving social justice and reducing deprivation to eventually reduce crime
- partnering with local authorities and others to strengthen existing and introduce new programmes to:
  - tackle drug, alcohol and gambling abuse
  - educate young people on drugs, alcohol and gambling
  - educate young people and others on issues such as domestic abuse
  - promote social cohesion



- invest in family centres and intervention programmes
- address knife crime and discourage young people from carrying knives
- with partners across Bedfordshire, further developing the violence and exploitation reduction unit, with the aim of doubling its funding
- with partners across Bedfordshire, addressing the problems associated with a failure to support young people leaving care
- working with local authorities and others to ensure that ex-offenders leaving prison have suitable jobs and accommodation
- introducing youth hubs in partnership with local authorities
- embedding a prevention culture across the local police workforce
- providing prevention and problem-solving training across police and public sector partners to break the cycle of reoffending and to address the causes of crime
- educating and enabling people to protect themselves from fraud and online crime
- promoting restorative justice to reduce re-offending by ensuring that offenders' rights and needs are always met
- working with partners to build a public health approach to deter crime, and to rehabilitate offenders
- exploring the possibility of developing a single county wide MASH or at minimum introducing AI enabled data sharing and data interrogation systems to improve safeguarding
- working to support offenders and reduce re-offending by designing new criminal justice solutions to address inequality and discrimination, and the social, economic and environmental causes of crime, such as supporting and contributing to Luton borough council's 2040 vision
- building public confidence to report crime, to enable the Bedfordshire police service to expand its intelligence picture with local public services, education and communities, designing a new young futures programme to support young people, tackle youth mental health and reduce knife crime
- working with the Fire and Rescue Service to provide safety advice to householders and businesses

## **Excellence: Providing an excellent police service, an excellent local criminal justice system and excellent office of the police and crime commissioner**

The PCC is committed to working with the chief constable towards obtaining a 'good' or 'improving' status for all its activities and status for all aspects of policing throughout the period of this plan and beyond.

The PCC will expect Bedfordshire police, police officers and staff to always demonstrate:

- honesty and integrity
- respect and courtesy, and protect the rights of citizens – victims, defendants, detainees and the wider public
- a commitment to equality treating everyone equally and always avoid discrimination in all its forms
- the use of force when it is necessary and to do so proportionately and when it is reasonable to use it
- lawful use of their police authority
- confidentiality
- professionalism
- excellent behaviour and conduct themselves in accordance with the regulations

### **Short-term goals for providing an excellent police service, October 2024 - March 2025**

The PCC is committed to:

- holding the chief constable to account for an efficient, effective and good value for money police service
- establishing a 'mission board' to draft a three-year plan with a focus on delivering an excellent service and improving public confidence. The board will be chaired by the PCC
- learning from the HMICFRS inspection due in September 2024 (expected to report in early 2025) and ensuring that recommendations are addressed with a clear plan with robust reporting to the performance and governance board
- monitoring and ensuring Bedfordshire police's delivery of the strategic policing requirement
- strengthening public accountability
- Bedfordshire police being an exemplar employer of choice
- providing the equitable delivery of police services to all parts of the county
- fully implementing the national police race action plan, including:

- mandatory training for all police officers and staff about racism, anti-racism, black history and its connection to policing
- adopting a new 'explain or reform approach' to race disparities and developing a new approach to tackle those issues in the use of police powers – such as traffic stops, stop and search, use of taser and other types of force – supported by strengthened governance through effective supervision, community scrutiny of police data and body-worn video
- reviewing misconduct and disciplinary processes to reduce racial disparities
- better enabling black people to have their voices heard, by asking for input from local communities and black police officers and staff
- addressing the criminal exploitation of vulnerable young black men
- ensuring a good police response to missing persons from black communities
- supporting the chief constable and the professional standards department to ensure the highest standards of conduct and behaviour by police officers and police staff and take appropriate action when these are not met
- ensuring that Bedfordshire Police is at the heart of the local public sector/service eco-system
- ensuring value for money and reviewing all budgets and spending through the current priority spending process
- ensuring that Bedfordshire Police gain value for money from its joint strategic alliance with Hertfordshire and Cambridgeshire police services with an expectation that efficiencies will be achieved within the support services and new investment in joint protective services, and investment in the wider Eastern Region Special Operations Unit (ERSOU)
- reviewing and strengthening governance arrangements to hold the chief constable to account

### **Long-term goals, to be delivered through the PCC's four-year term of office**

The PCC is committed to:

- improving public satisfaction with the services provided by Bedfordshire police
- building a police workforce that looks like the county it serves
- strengthen scrutiny of both 'Stop and Search' and the 'Use of Force' to ensure they are used proportionately
- working with local partners to pursue shared budgets, goals and estate for a 'total place' model of local public services
- establishing an investment fund to finance innovation and productivity improvement, encouraging a 'bottom-up' innovation fund
- supporting the chief constable to enhance artificial intelligence capability where it can improve efficiency, information sharing and service delivery
- working with partners to review and monitor the 'Right Care Right Person' (RCRP) approach and take measures to ensure that all members of every community receive the appropriate support
- being assured that there is investment in personal development and training and the opportunity for growth for police officers and

police staff

- working with trade unions and professional staff organisations to ensure that the welfare of officers, staff and volunteers are always addressed
- encouraging and facilitating membership of trade unions and professional organisations within the police service and the office of the police and crime commissioner
- holding the chief constable to account for assurance that all police officers and staff demonstrate ethical behaviour at all times; and request quarterly updates regarding these matters
- benchmarking performance data against other police services and where appropriate other sectors
- significantly improving good “customer service” principles and practices so that it is easier for the public to report crime, to receive feedback on progress and be openly informed when the police cannot pursue a case or need to stop doing so; and explain why to them
- establishing insourcing of services as the default approach and review all outsourced services within a year to decide whether outsourcing is in the public interest
- reducing Bedfordshire police’s carbon footprint
- ensuring that Bedfordshire police is equipped for climate change related problems such as flooding and extreme weather
- ensuring Bedfordshire police has the necessary plans and capacity to respond to civil emergencies and any future public health crisis
- ensuring that Bedfordshire police has effective data sharing agreements in place, to ensure operational and strategic collaboration is in place to safeguard vulnerable individuals in need and to tackle crime
- making a case for a fairer home office funding formula so that Bedfordshire police service is appropriately funded
- using procurement spend to support local businesses and the social sectors wherever possible
- Short-term goals for providing an excellent local criminal justice system, October 2024 - March 2025
- establishing a mission board drawn from the local criminal justice board and chaired by the PCC
- reviewing the terms of reference and working of the local criminal justice board
- strengthening the office of the police and crime commissioner’s support for the local criminal justice board and contributions of its external members
- refocusing the local criminal justice board on prison occupancy, employment and accommodation for ex-offenders and time delays in the justice system
- make the case to government for reform and funding

### **Long-term goals, to be delivered through the PCC's four-year term of office**

- strengthen and refocus the local criminal justice board on problem solving whole system reform
- develop an enhanced system response for managing prolific offenders, with mandatory drug testing on arrest, diversion into treatment, multi-agency support and the use of electronic tags to enforce compliance
- improve the charging process, freeing up capacity to deal with the most serious and complex crimes
- improve the victim experience by using technology to create an end-to-end service for victims, with a single case officer who may not necessarily be the investigating officer assigned from the moment a crime is recorded
- develop programmes to address the causes of crime, inequality, prevention and crime solving on a cross agency basis

### **Short-term goals for maximising the effectiveness of the Office of the Police and Crime Commissioner (OPCC), October 2024 - March 2025**

The PCC is committed to:

- ensuring community scrutiny panels are reflective of the communities they serve to enable them to monitor police use of stop and search and use of force with a particular focus on ensuring the age and ethnic profile of these panels reflects those most likely to be involved in these police activities
- establishing a collaborative centre for analysis of data about the county together with local government, health, education and a university to aid all public services and public sector bodies with planning and service delivery
- evaluating the benefit of moving to an alternative complaints process, which means the OPCC has the responsibility for making initial contact with complainants, handling lower dissatisfaction matters against the Bedfordshire police service
- following an external review, restructure and refocus, ensure the OPCC has the capacity for:
- supporting the PCC to fulfil his legal and wider duties
- managing complaints effectively and efficiently
- fulfilling governance and compliance duties
- meeting its policy, communications, public engagement, strategic financial, partnership development and management, project management, grant and procurement management and data analytical requirements
- introducing regular public “accountability and challenge” meetings for the PCC to interact with the public
- introducing an annual stakeholder appraisal of the PCC
- reviewing the use of OPCC funds and ensuring that it is aligned with the police and crime plan and an assessment of local needs

## Long-term goals, to be delivered through the PCC's four-year term of office

The PCC is committed to:

- introducing annual public opinion polling surveys to test public satisfaction in the police service, and wider related issues
- introducing citizens' juries to address key issues and policy matters
- improving public consultation and engagement
- regularly reviewing the performance of the OPCC and benchmarking performance and costs with other OPCCs
- the PCC is developing a county wide strategic collaboration at the political and Non-Executive Director (NED) level
- replacing the current "commissioning model" with a system that:
  - is more relational
  - is less dependent on competitive procurement and more focused on grants
  - is more accessible and supportive of small community organisations
  - is compatible with national procurement regulations and standards
  - supports new community groups to set up to deliver services to support the police and crime plan
  - co-ordinates and where appropriate jointly acts with other local public agencies
  - is cost-effective
  - ensures probity and effective use of public money
  - maximises grants from central government but applies them in line with the police and crime plan
  - actively seeks additional funding