



# Bedfordshire Police

## Superintendent Recruitment Process Information pack 2020



MANY ROUTES IN  
ENDLESS OPPORTUNITIES



BEDFORDSHIRE POLICE  
Protecting People and Fighting Crime  
Together



PASSIONATE

ANALYTICAL

FORWARD THINKING

# YOU DON'T KNOW HOW *VALUED* YOU ARE DISCOVER YOUR POTENTIAL.

Transferring was a big step for me, London is what I knew, it is where I had been for my whole career. But after moving to Bedfordshire I wanted to work for my home force and be part of the team that keeps my family safe.

Bedfordshire shares a lot of policing similarities to London, for example Luton is very similar to a London borough and I knew I had the skills to help tackle those policing issues.

Being a Superintendent in a small force I can make things happen quicker, and drive those changes forward so we can serve the public in the best ways possible.

[www.bedfordshire.police.uk/joinus](http://www.bedfordshire.police.uk/joinus)



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# About Bedfordshire

We are dedicated to protecting people and fighting crime together.

At 477 square miles and with 670,000 people, and over 80 different languages spoken, Bedfordshire is one of England's smallest, yet most diverse, counties and faces complex crime challenges more usually seen in large metropolitan cities.

More than half our residents live in the county's largest towns Luton and Bedford, which have diverse and often transient communities, alongside smaller market towns and rural parishes.

Home to London Luton Airport, the UK's fifth busiest handling over 18 million passengers, the county's transport links are vast. The M1 and A1(M) motorways traverse the county and two principle railway lines connect people with the heart of London in less than an hour. This all impacts on the dynamics of our county, the crime and the demand we face as a force.

Bedfordshire has a complex mix of volume crime, serious crimes, drugs, gangs and terrorism threats. Every day our officers meet threats, harm and risks like those in large cities and protecting vulnerable people is our primary focus. The force has the highest number of OCGs in the region per head of population and with that comes significant demand from drugs and violent crime.

In the last 12 months the force recorded over 52,800 crimes and answered more than 347,000 calls for service. Yet among all English police forces, Bedfordshire receives one of the lowest Government grants per head of population, and is in the lowest quartile for budget and police officers per head of population, and for council tax levels.

Despite our relatively small size, we lead joint protective services - Armed Policing, Dogs, Roads Policing, Major Crime - for Bedfordshire, Cambridgeshire and Hertfordshire, and are the lead force for the Eastern Region Special Operations Unit – a co-ordinated approach from the seven forces to tackle serious and organised crime, and terrorism. Joining Bedfordshire Police gives you both collaborative and regional opportunities in specialised roles.

The force has also pushed to reintroduce a community policing model to engage with residents, and prevent crime by early intervention and problem-solving before issues escalate.

Alongside local issues, policing nationally faces new and emerging crime such as cyber-crime, child sexual exploitation and 'county lines' drug supply and associated criminality.

We employ 1,277 officers, including in tri-force collaborated units, 48 PCSOs and over 151 special constables that volunteer with us. We also employ 1,046 police staff and have support from multiple watch scheme groups, PSV volunteers and 78 police cadets.

# Garry Forsyth

## Chief Constable

This is an exciting time for policing, we are growing and we have opportunities to bring in a new wealth of knowledge and experience to continue to enhance the way we serve the public. We have some incredible leaders in the force and we want to continue to attract the best talent from all backgrounds to our workforce.

I want to thank you for your interest in choosing to explore the opportunities for you to make a difference to our organisation and to further your experience here in Bedfordshire.

We have a challenging few years ahead of us and leadership has never been more important. We are bringing an inexperienced workforce through the ranks and giving them the opportunity to learn policing. It is our cohort of senior officers that we need to lead our workforce through this, to empower all roles to make decisions and be part of the solution.

Bedfordshire is a challenging but rewarding place to police. We suffer disproportionately with organised crime in the county and the violent crime and exploitation that comes with that. The pressures the workforce face in protecting our public is huge, but we do a fantastic job. The understanding of vulnerability in our workforce has been demonstrated at the highest level and the work we have done to dismantle organised criminality to protect vulnerable people across Bedfordshire and beyond has been incredible. That is a real focus for the force, and our partnerships, and there is a lot more to come.

Despite our size we continue to break boundaries. In a visit from the Policing Minister in August we were described a "a force on the front foot" and the tremendous work we are doing across the board is achieving national recognition and being seen as best practice. People are coming to Bedfordshire to see how it is being done, and we need a collective of innovative leaders willing to take risks to continue our development over the next 10 years.

I am incredibly proud to lead Bedfordshire Police, and I wish you luck as you embark on your promotion process and hope you too choose to join a force that is truly like no other.







# Kathryn Holloway

## Police and Crime Commissioner

Bedfordshire's Police and Crime Commissioner, Kathryn Holloway, is to stay as the county's PCC for a further year after elections for her successor were suspended for 12 months due to Covid-19, but has said she will do so as a Caretaker PCC, since there will be no democratic mandate for any PCC after May 7, when elections were due to have taken place.

Commissioner Holloway has released (19 March 2020) what had been intended as an End of Term Report to detail the transformation of the force which she has presided over since becoming its PCC in May 2016.

As a Caretaker PCC, Commissioner Holloway will ensure that:

- All possible assistance that can be provided to communities by her office will be delivered, which will now include a £60,000 fund to provide alternative accommodation for victims of domestic abuse, reports of which are expected to rise due to enforced home isolation as a result of Covid-19.
- The Bedfordshire Police Partnership Trust, which the Office of the Police and Crime Commissioner (OPCC) now oversees, will be utilised to support victims during this pandemic
- Grants commissioning for Victim Support and Community Safety continues and all grants so far will be subject to ongoing scrutiny to ensure they deliver as promised and within the year.
- The last grant funding will now be open for bids as Commissioner Holloway had kept money back for her successor to allocate after May. This will be used to provide services during the pandemic.
- The PCC's governance and scrutiny of policing continues unabated but will be remotely delivered - including, in PCC Holloway's case, at least weekly teleconferences with the Chief and Deputy Chief Constables, a monthly publicly minuted Strategic Governance Board with the Bedfordshire Police Executive team, bi-monthly Strategic Alliance Conferences with Hertfordshire and Cambridgeshire Police, chairing quarterly conferences in relation to the region's Counter Terrorism and Serious Organised Crime policing and attending quarterly conferences with the Chiefs and PCCs of Bedfordshire's Eastern region forces, by teleconference. The OPCC will also be represented at operational performance meetings concerning the Joint Protective Services provided to Bedfordshire, Hertfordshire and Cambridgeshire Police under the leadership of Bedfordshire Police (including the Major Crime Unit, Roads Policing, Firearms Policing, the Dogs Unit, forensic Scientific Services, Civil Contingencies Planning and Operational Support).
- The PCC will continue to oversee the £122.1m budget that she has secured for Bedfordshire Police for the year and she will set the police share of council tax - the police precept - for the next year.
- Bedfordshire will continue to be represented by Commissioner Holloway at the national Counter Terror Strategic Collaboration Board.
- She will continue to report to the Bedfordshire Police and Crime Panel who hold her to account.
- The OPCC will continue to chair the Bedfordshire Criminal Justice Board and Victims Board remotely from July, but will take part in the gold meetings during the pandemic.
- The build of replacement custody facilities at Kempston police HQ will continue, dependent on coronavirus arrangements.
- The process to finalise outline planning permission for the defunct Greyfriars Police Station in Bedford will continue, as long as the planning committee sits or is able to make decisions, and the sale will be considered against the prevailing economic position.
- A refurbishment programme to improve officer and staff working facilities, led by the PCC personally, will resume as soon as practically possible.



# Intelligence themes to improve understanding of demand

Highest harm people and locations (repeat offending)

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Demographics for online and offline sexual offences

.....

Gang related exploitation and harm

.....

The scale of SOC (foreign national offenders and criminal finance) within our county

.....

Whole systems knowledge of hidden criminality (exploitation/ vulnerability)

.....

Links between county lines and child exploitation, children in care and adult hoarding

.....

Human and commodity trafficking networks





# Annual Delivery Plan 2019/20

Delivering year 3 of the 2017-20 strategic plan

## Our Purpose

Protecting People and Fighting Crime Together

## Our Strategic Objectives

Proactive Prevention  
Protect People  
Fight Crime

## Our Values

Firm, Fair and Professional  
Work Together



# Our Three Year Plan 2017- 20

## Protecting People

### Already achieved and we will continue to:

- reduce large stations and increase smaller bases to provide easier access for more people to our services
- develop and maintain an agile and responsive workforce

### To progress further we will:

- ensure our most vulnerable individuals/groups are cared for in a proactive way
- tailor our services to meet the needs of our communities
- improve access to our services through technology and innovation
- improve professionalism across all aspects of our service

## Fighting Crime

### Already achieved and we will continue to:

- deliver against our agreed strategic and operational priorities

### To progress further we will:

- establish effective accountability and scrutiny measures
- have integrated working practices and shared services, making the best use of the skills of our workforce
- empower our workforce to effect change and drive continuous improvement across the service
- increase the number of our volunteers
- manage demand using a balance of efficiency and effectiveness
- move to a Control Strategy that is based on root causes not crime types

## Together

### Already achieved and we will continue to:

- work in our diverse communities, in both towns and rural areas, in order to better understand their needs. We will use a range of communication tools to engage with them and support them to increase local involvement in low-level problem-solving
- be open and transparent in the delivery of our services
- share estate facilities, resources, budgets and capabilities to improve efficiencies and service delivery

### To progress further we will:

- build confident communities
- build a workforce which better reflects our communities
- invest in the development and wellbeing of our workforce
- establish a common purpose and plan with our strategic partners utilising shared strategic assessments where possible
- deliver value for money through effective partnership working
- create a supported workforce with lessons learnt culture



# Collaborative working

In 2008 we began working collaboratively with neighbouring forces and have strong relationships with Cambridgeshire and Hertfordshire. The collaboration we have is one of the most impressive, effective and sustained in policing.

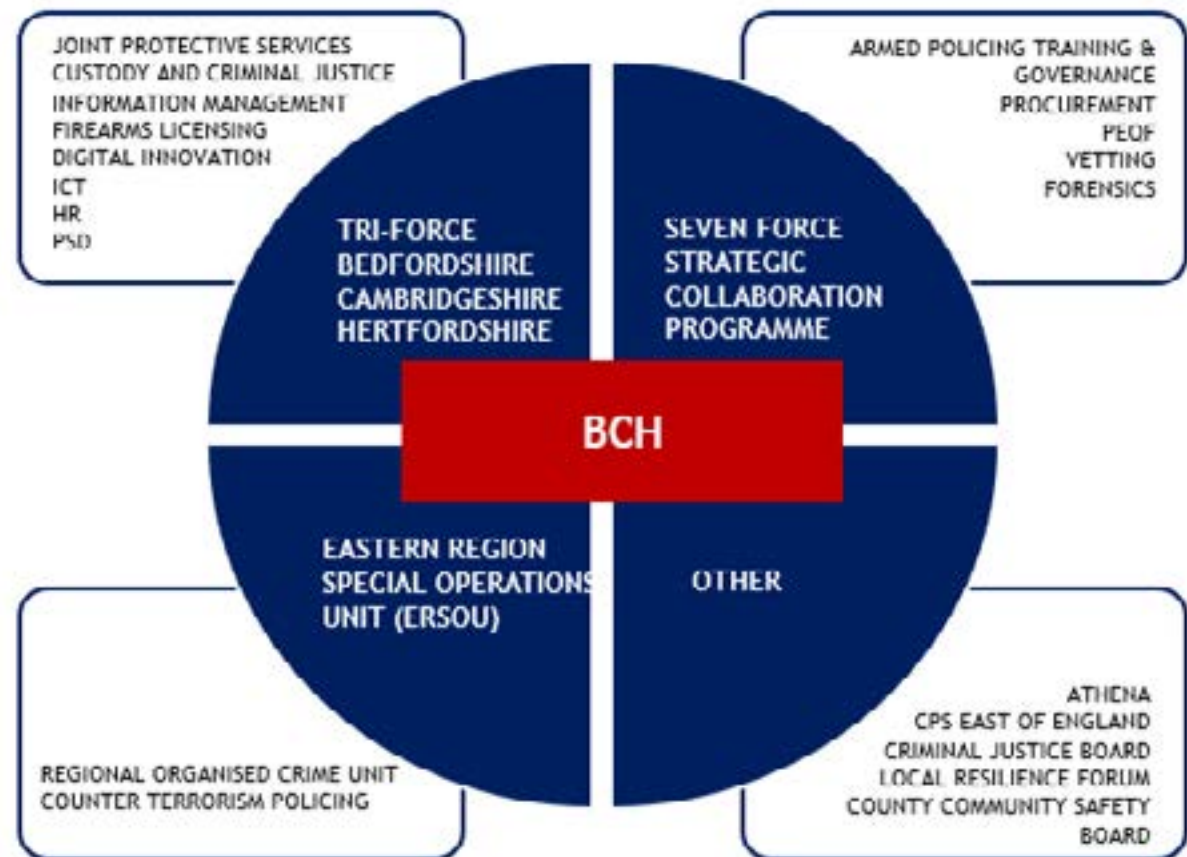
The strategic alliance has produced extensive achievements in the collaboration of operational and organisational departments.

This programme of change is about both delivering savings and creating a structure that is sustainable and supportive of local policing in each of the three counties, regardless of local difference. It is incredibly important to us all and delivers resilience and capabilities that wouldn't be recognised on a standalone basis.

We lead the regional serious and organised crime effort through the Eastern Region Specialist Operations Unit (ERSOU) and the counter terrorism policing response through the Eastern Counter Terrorism Policing unit (CTP) on behalf of Cambridgeshire, Essex, Hertfordshire, Norfolk, Suffolk and Kent.

We lead the Joint Protective Services (JPS) command for Bedfordshire, Cambridgeshire and Hertfordshire, and have delivered strong leadership in building the regional capabilities, ERSOU and CTP, that have been recognised as exemplary units of their type.

We work cohesively as a region and the role that the force plays in such collaboration displays the nature and scale of the criminality we face in Bedfordshire and its impact on our communities.





# Expectations

We have a diverse, rich group of leaders in Bedfordshire Police and we want people to join our force who are ready to step up, be innovative, empower and take ownership.

- As an organisation I want us to have high standards and sharp focus on the needs of the people we are dealing with. I want everybody in our organisation to believe that they really matter to us and we really care about them and I want everybody to enjoy coming to work as much as I do.
- Integrity is essential and leaders must be role models of values and behaviour at all times. As an organisation we should aim for the utmost professionalism in all that we do.
- I want people to be confident and have confidence in their leaders. As a leader I want to see innovation and self-confidence in your capability to deliver.
- I want people who will contribute and support and nurture a culture that is courageous, compassionate, inclusive and learning for all our people.
- I want confident risk takers with appropriate humility and a passion for service and making a difference. I want our leaders to challenge conventional thinking and to deliver for the force as a team player, with a focus on organisational success.
- Leaders should be committed to always improving and should be able to empower people to do the right thing and lead change in a way that genuinely includes the front line and people who will be affected by that change. Nobody in the organisation is more important than anyone else.
- I want leaders to own issues and take responsibility for solving problems sustainably and be prepared to hold people to account as well as be accountable themselves.

We need you to demonstrate your readiness to operate with confidence, humility, strong emotional awareness and intelligence.

We want to know your story - who you are, what you have achieved and how you will contribute to the senior team. We want to know what you will deliver for the organisation, an organisation that we are passionate about and that we are excited to be driving forward.

## “Know yourself, know your teams and know your business”

Garry Forsyth, Chief Constable

# YOU DON'T KNOW HOW *COMPOSED* YOU ARE DISCOVER YOUR POTENTIAL.

“Like so many others, I joined policing to keep people safe, make a difference, and lock up baddies. For me it was important to do this in my home county, Bedfordshire, so that I knew I was making a real difference to where I, my family, and my friends live.

“Throughout my career I have been lucky to work with so many people in so many different roles, I’ve made some fabulous friends and learnt a lot along the way, and most importantly of all I’m making a positive contribution to where I live”

**Sharn Basra,**  
Assistant Chief Constable





# How to apply

To start your application journey please visit [www.bedfordshire.police.uk/careers](http://www.bedfordshire.police.uk/careers).

Click on the “Apply now” button to be taken straight to our current vacancies page to complete the application form.

Good Luck.

We are hosting a virtual event to introduce you to the Executive team, what policing in Bedfordshire involves and what we want to achieve for the force and for the communities within the county.

The virtual event will take place on Thursday 24 September at 6pm. Please email [force.events@bedfordshire.pnn.police.uk](mailto:force.events@bedfordshire.pnn.police.uk) or complete the form on our careers landing page to secure your place.

If you miss the event, please email [force.events@bedfordshire.pnn.police.uk](mailto:force.events@bedfordshire.pnn.police.uk) to watch the recorded session.

We hope to see your applications to join the force soon but if you need more information please see our useful links below.

Useful links:

[Force Command Team](#)

[Police Crime Commissioner](#)

[Code of Ethics](#)

If you have any additional questions about the force or application process please email [force.events@bedfordshire.pnn.police.uk](mailto:force.events@bedfordshire.pnn.police.uk)

## Bedfordshire Police

[www.bedfordshire.police.uk/careers](http://www.bedfordshire.police.uk/careers)

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