Her Majesty's Inspectorate of Constabulary

Baseline Assessment

Hertfordshire Constabulary

October 2006

Contents

Findings
Summary of Judgements

Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at
police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at http://inspectorates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1.

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

  ➢ The force should be recognised, or be able to act, as a 'beacon' to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
  ➢ HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as 'of a high quality or level' and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force's change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

Improved

This reflects a **significant** improvement in the performance of the force.

Stable

This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

Baseline Assessment 2006 Frameworks			
1 Citizen Focus (PPAF Domain A)			
1A Fairness and Equality in Service Delivery • Equality of service delivery • Community cohesion • Engaging with minority groups • Hate-crime reduction and investigation	**1B Neighbourhood Policing and Problem Solving** • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime	**1C Customer Service and Accessibility** • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services	**1D Professional Standards** • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF Domain 1)			
2A Volume Crime Reduction • Crime strategy • Performance in reducing volume crime • Levels of crime compared with peers • Problem solving • National Crime Recording Standard (NCRS) compliance			

3	Investigating Crime (PPAF Domain 2)	
3A Managing Critical Incidents and Major Crime • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries	**3B Tackling Serious and Organised Criminality** • Crime that crosses basic command unit (BCU) and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act – POCA) • Effective targeted operations • Quality packages with the Serious Organised Crime Agency (SOCA)	**3C Volume Crime Investigation** • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance
3D Improving Forensic Performance • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection	**3E Criminal Justice Processes** • Quality and timeliness of case files • Custody management/ prisoner handing • Youth justice • Police National Computer (PNC) compliance	
4	Promoting Safety (PPAF Domain 3)	
4A Reducing Anti-Social Behaviour (ASB) • Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships • Use of ASB legislation, tools, etc	**4B Protecting Vulnerable People** • Child abuse • Domestic violence • Multi-agency police protection arrangements (MAPPA)/sex offender management • Missing persons	
5	Providing Assistance (PPAF Domain 4)	
5A Contact Management • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls	**5B Providing Specialist Operational Support** • Management of central operational support • Police use of firearms • Capability for policing major events/incidents	**5C Strategic Roads Policing** • Effectiveness of arrangements for roads policing • Integration/support for other operational activity • Road safety partnerships

6	Resource Use (PPAF Domain B)	
6A Human Resource (HR) Management • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators	**6B Training, Development and Organisational Learning** • Costed training strategy and delivery plan • Key training and development issues	**6C Race and Diversity** • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
6D Managing Financial and Physical Resources • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions • Demand management	**6E Information Management** • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery	**6F National Intelligence Model (NIM)** • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7	**Leadership and Direction**	
7A Leadership • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy	**7B Performance Management and Continuous Improvement** • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/ quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs)	

Force Overview and Context

Geographical Description of Force Area

Hertfordshire Constabulary's boundaries are congruent with those of the County of Hertfordshire. Local policing is delivered through three basic command units (BCUs): Western, Central and Eastern, covering an area of 1,643 square kilometres, with a resident population of well over a million. In addition there is also a considerable commuting population that passes through the county every weekday by road and rail, to and from London.

The county comprises a mix of large urban areas, new towns, market towns and villages, and has some of the busiest strategic roads in Europe. Most of the southern areas of the county share characteristics with their neighbouring parts of North London. On the northern and eastern edges of the county, the nature of the area is countryside, and its policing dimensions are therefore similar to the rural context of southern Cambridgeshire and western Essex.

The county continues to grow rapidly, both economically and demographically. Further major housing developments are targeted in the coming years, both to the west of Stevenage and in the south east of the county on the Essex border.

The county has two international airports within a mile of its border, and all of London's airports are easily accessible. The significant motorway and trunk road network of the M1, M25, M10, A1(M), A41, A10 and A5 provide significant strategic road coverage and significant policing problems. There are three main line rail links (Midlands, East Coast and West Coast) and easy access to the east coast sea ports. This level of infrastructure provides excellent transport links and characterises a highly mobile community.

These features, together with the proximity to London, shape the community who live, work, travel or spend their leisure time in the county. Rail crashes at Watford, Hatfield and Potters Bar in recent years are reminders of the vulnerability to natural, accidental or terrorist incidents that are caused by such a concentration of transport infrastructure in one place. The Buncefield oil depot explosion in December 2005 reinforces the potential for major incidents in an area of densely populated residential and light and heavy industrial enterprises.

Many of the county's towns feature a vibrant night life that needs policing, and championship football is a regular feature of policing on the Western area. A long history of film production has traditionally had little impact on policing. However, the arrival of the 'Big Brother' house at Elstree has attracted considerable media interest and, on occasions, specific interest in police activity.

The proximity to London, together with a number of key parliamentary seats, leads to extensive and numerous VIP visits and impacts on police resourcing, particularly at general election time. The impact of the high cost of living and difficulty in finding affordable housing for staff directly impinges on resourcing, recruitment and retention.

Demographic Description of the Force Area

With a population of 1,041,000 in 1,643 square kilometres, Hertfordshire contains 19% of the people in the east of England in only 8.6% of the land mass. Some 20.5% of the population is under 16 years of age, while there is an 81% employment rate for those of employable age.

The proportion of the population that is from black and minority ethnic (BME) communities is 6.3%, which is lower than the national average. The largest sector of this group (1.6%) is Indian. The more concentrated minority communities are predominantly situated in the western area, with some notable exceptions – for example, in Hitchin, in the north east of the county.

The education and health indices demonstrate that the county as a whole is on a par with or ahead of the region, and well ahead of the national figures. However, in the areas where poor health and education are evident, this level of deprivation is felt all the more keenly when compared with the relative comfort of the rest of the county.

Economically the county performs well, with a £20 billion Gross Added Value assessment. This represents 25.6% of the gross figure for the six counties in the East of England region.

Structural Description of the Force including Staff Changes at Chief Officer Level

The policing style and organisation are designed to provide a modern, flexible police force, and an effective policing service for Hertfordshire.

Hertfordshire moved to the current policing style in 2001, when the intelligence-led policing model was first introduced to the county. Since that time, the model has evolved and most recently has been recalibrated to ensure the best match possible between resources and demands.

The policing model provides opportunities for the force to take a proactive approach to fighting crime. BCU-based intelligence units gather and analyse data, enabling crime patterns to be identified and resources to be targeted more effectively. These units are central to the policing style and demonstrate the force's commitment to being an intelligence-led police force. This model also operates successfully at level 2 to ensure that a rigorous response to level 2 criminality is provided. Recalibration and the changes to the major crime task force (May 2005) have enabled the force to make an excellent start to asset seizure as a way of tackling the higher levels of criminal activity.

There are three BCUs that are coterminous with local authority boundaries. Two of the BCUs (Western and Central) each have three crime and disorder reduction partnerships (CDRPs) within their boundaries, while Eastern has four. These BCUs have been in place since September 2001, and have established effective working relationships with a diverse range of partners in local and countywide structures.

Neighbourhood policing (NHP) has been introduced across the county, in 76 defined localities. Neighbourhood policing teams (NPTs) have been built on the well established local community teams, which were already closely engaged with partners and public at parish, town, district and borough council levels. Eastern BCU is the NHP Pathfinder site.

A new community safety and crime reduction unit is being established, under the leadership of a chief superintendent. This unit will continue to co-ordinate NHP across the county and enhance all aspects of citizen focus activity.

The chief officer team is based in Welwyn Garden City on the headquarters site, which also provides a support and administrative function for the whole force, as well as housing a number of specialist operational units.

The Chief Constable, Frank Whiteley, has been in post since October 2004, and his executive team – deputy chief constable (DCC) Simon Ash, assistant chief constable (ACC) Robert Beckley, ACC Simon Parr and director of resources James Hurley – have all remained in post throughout this policing plan year. ACC Beckley has been on a temporary secondment out of force during much of 2005/06, and is due back in May 2006. His duties are being undertaken by temporary ACC Steve Devine.

The Police Authority plays an active role at the strategic level of the organisation and in local consultative arrangements. For example, there is Police Authority representation on all programme and project boards. A Police Authority member attends the operational performance meetings (OPMs), which take place every 28 days. The force and Police Authority regularly engage with key stakeholders at a corporate, BCU, CDRP and neighbourhood level. Police Authority support and involvement in diversity issues and health and safety are particularly worthy of note.

Strategic Priorities

Under an overall aim of Working Together for a Safer Hertfordshire, the five strategic aims in policing Hertfordshire are:

- to reduce crime;

- to improve public confidence;

- to improve the response to the public;

- to reduce disorder; and

- to improve public safety and feelings of safety.

The communication strategy to publicise the core direction utilises a variety of media methods, including internet and intranet access. Multilingual availability and versions for the deaf and blind are provided to ease communication with all parts of the community. Internal and community awareness is a key objective in translating these strategic priorities into positive action by working with the community and key partners.

When reviewing or amending strategic priorities (eg when formulating the policing plan each year), the Police Authority and the force consult and engage widely with key stakeholders as well as the general public. The timing of the consultation process takes into account local area agreement submissions to ensure that all strategic plans are aligned and consistent.

The force has recently refreshed its mission, vision and values statement to clarify and reinforce the strategic direction of the service. This clarity of purpose is underpinned by a leadership charter that has been personally endorsed by chief officers at a series of leadership seminars for all police staff and officers in supervisory roles.

Impact of Workforce Modernisation and Strategic Force Development

The Recalibration Programme

Following the introduction of a policing style in September 2001 to ensure the ability of the force to respond in a flexible and proactive manner to the needs of the community, chief officers concluded in early 2005 that there was a need to recalibrate the policing model to further improve the match between finite resources and ever-increasing demands. The force utilised a resource allocation model (based on the one developed by Merseyside) to calculate the numbers of staff needed to deliver front-line policing 24/7.

A chief superintendent was appointed (under the Association of Chief Police Officers (ACPO) lead of the DCC) to deliver this significant change management programme. Following extensive consultation and implementation phases, the full recalibration changes, which created 91 additional posts by redeploying staff, commenced in January 2006 and are currently being embedded into the organisation. Early indications are extremely positive and this has been achieved by strong and visionary leadership.

Extended Police Family

The workforce modernisation programme has also seen the introduction of police community support officers (PCSOs) to neighbourhood teams throughout the Constabulary. In April 2003 the force started with 14 Home Office funded PCSOs. By the end of March 2006 there will be a total of 144 PCSOs in the county, funded by a combination of Police Authority, Home Office and partnership finance. The planned enhancement of the PCSO resource will result in 242 officers by March 2007 and 359 by March 2008.

There are also a number of specialist PCSOs (eg in schools), particularly effective in partnership working to reduce youth disorder.

There are a total of seven accreditation schemes. The latest addition involves 70 accredited volunteers at the University of Hertfordshire, led by two PCSOs and a ward constable. There are also a number of experienced police staff investigators in key roles, while police staff detention/escort officers are used in all custody suites.

There has been a significant rise in Special Constabulary numbers in the last year, and there are plans to increase these further in 2006/07. Special constables are now being integrated into NPTs.

Major Achievements

2005/06 has been a challenging year, but a successful one. For example, there was an intense international spotlight following the Buncefield oil depot explosion in December 2005, where the force clearly rose to meet the unprecedented challenge and demands.

This report gives three case studies as samples of some of the force's achievements this year:

- The recalibration programme

- The force response to the Proceeds of Crime Act 2004 (POCA)
- The media response to Buncefield

Other major achievements this year include: the proactive approach to licensing legislation, the Compass project for student officers, the leadership development programme, dramatic improvements in call handling, significant developments in NHP, continued expansion of the extended police family, a continued fall in the number of serious injury traffic collisions, and the introduction of statutory charging.

Police National Computer (PNC) performance has significantly improved during 2005/06. Additionally, prolific and priority offender (PPO) arrest levels are some of the best nationally, outstanding Fail To Appear (FTA) warrant levels are proportionately among the lowest nationally, and recently the force crushed the 2,000th vehicle to be seized by officers since August 2005. User satisfaction levels are among the highest nationally across all user satisfaction measures.

The force has received a further Green rating for crime recording standards. Against this background there have been falls in recorded crime (nearly 2% overall, and 12% for house burglary), matched by falls in the British Crime Survey (BCS) measures. Crime investigation has been problematic, not least due to the continued loss of experienced investigators to other forces. However, despite a drop in the sanction detection rate in Autumn 2005, the force has reversed the decline and ensured that the year end target has been exceeded.

In response to the May 2005 report on protective services, there has been a considerable strengthening of resources, including setting up an enlarged major crime task force, a focus on proceeds of crime seizures, and continued work under Operation Crystal to combat drugs trafficking, through a series of undercover operations on all BCUs. Additionally, the force has been driving the expansion of the regional intelligence unit, as well as being a key contributor to expanding regional counter-terrorism resourcing.

The force was the first to fully launch the national management information system (NMIS), and has recently installed a new upgraded version. This has allowed further improvements in performance management systems and processes – graded as Excellent in the last baseline assessment. Further technological innovations include being the first to load searchable palm prints, and developing extensive automatic number plate recognition (ANPR) coverage through both town centre schemes and mobile facilities in vehicles. The latter has led directly to the high levels of vehicle seizure indicated above.

The force is proud of its efforts to deliver value for money and has a strong record of delivering efficiency savings in both cashable and non-cashable form.

The force devolves 85% of its revenue budget to BCUs and departments. In a very challenging environment, cash efficiencies generated by recalibration led to the redeployment of staff to 91 new posts, while sickness levels and overtime have continued to fall.

The force ends the business year with improvements in performance in a number of areas. With a firm basis to build on in 2006/07, the force will enter the new financial year with more staff, more equipment and more money than ever before. The force has a clear sense of direction and a commitment to further improve.

Major Challenges for the Future

The medium-term financial challenges will ultimately lead to extensive collaboration to achieve the best use of limited resources for both Hertfordshire and neighbouring forces.

Retention of police officers, particularly specialist officers, continues to be a challenge. The continued proactive recruitment campaigns of the Metropolitan Police Service, allied with the greater financial rewards offered, may persuade further officers to consider transfer. The force will attempt to meet this challenge by marketing its unique qualities, such as its trainee investigator programme, to potential recruits.

Rising arrest levels and offences brought to justice have created the need for additional custody space and demands for more court space. While this is being addressed in the short to medium term, court capacity is a serious issue, leading to long delays in cases going to trial in the magistrates' courts. This situation will worsen as the court service in the county faces an 8% cut in its funding in 2006/07.

Poor levels of collection against POCA confiscation orders by the courts service (through its centre of excellence in Kent) have disappointed the force, not least because this threatens the force's ability to utilise this additional source of funding.

Far higher levels of high volume/low detection crimes (eg making off without payment, attacks on BT coin boxes) are recorded in comparison to many within the most similar force (MSF) group. While this may reflect better recording practices, stemming from its centralised crime bureau, in those categories that are untouched by National Crime Recording Standard (NCRS) auditing, this presents challenges for the future both in reducing recorded crime and in improving sanction detection rates. These issues will be tackled in 2006/07 by new force volume crime detection champions, who will lead on individual problems against comprehensive problem profiles.

Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	**Good**	**Stable**
Neighbourhood Policing and Problem Solving	**Good**	**Improved**
Customer Service and Accessibility	**Good**	**Stable**
Professional Standards	**Good**	**Not Graded**
Reducing Crime		
Volume Crime Reduction	**Good**	**Stable**
Investigating Crime		
Managing Critical Incidents and Major Crime	**Good**	**Improved**
Tackling Serious and Organised Criminality	**Fair**	**Improved**
Volume Crime Investigation	**Fair**	**Declined**
Improving Forensic Performance	**Fair**	**Improved**
Criminal Justice Processes	**Good**	**Improved**
Promoting Safety		
Reducing Anti-Social Behaviour	**Good**	**Stable**
Protecting Vulnerable People	**Fair**	**Stable**
Providing Assistance		
Contact Management	**Good**	**Improved**
Providing Specialist Operational Support	**Good**	**Improved**
Strategic Roads Policing	**Good**	**Improved**
Resource Use		
Human Resource Management	**Good**	**Stable**
Training, Development and Organisational Learning	**Good**	**Improved**
Race and Diversity	**Good**	**Stable**
Managing Financial and Physical Resources	**Good**	**Stable**
Information Management	**Good**	**Stable**
National Intelligence Model	**Good**	**Stable**
Leadership and Direction		
Leadership	**Good**	**Not Graded**
Performance Management and Continuous Improvement	**Good**	**Stable**

Citizen Focus (Domain A)

1A   Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

During 2005/06 the force created a new diversity unit, which has responsibilities for a continued focus on race relations, the race equality scheme (RES) and improving performance. There has been a particular focus on BME satisfaction levels due to previous low levels. The best value review of hate crime was approved by the Police Authority in February 2006.

User satisfaction rates are among the top in the country, and the force is top of its MSF group for both white and BME users. The force is significantly above the MSF average for user satisfaction among racist incident victims, while overall satisfaction levels have gone up from 79% in the 12 months to June 2005 to 86.3% in the 12 months to March 2006.

The force has taken steps to encourage the reporting of hate crime. In March 2006 the force was below the MSF average for both racially aggravated offences by population and sanction detection levels.

Strengths

- The force diversity champion is the DCC, who chairs the force diversity board. The board is attended by the chair of the Police Authority diversity working group and the chair of the county independent advisory group (IAG).

- Fairness and equality issues are addressed locally through five local diversity boards on the three BCUs and two main departments – each chaired by a chief superintendent.

- The ACC (operational support) (ACC (OS)) is chair of the Hertfordshire race equality group, a multi-agency forum that aims to monitor hate crime in the county and to establish local protocols between agencies.

- The new diversity unit – created in March 2005, under the leadership of a chief inspector, has responsibilities including the RES, ensuring compliance with the Race Relations (Amendment) Act (RRAA); stop and search, ensuring that performance updates reach the Police Authority and each of the diversity boards; and maintaining a focus on legislative compliance, training requirements and disproportionality

monitoring. The unit contains a number of new posts, including a community engagement officer.

- The RES manager – a member of the Commission for Racial Equality good practice network – chairs the Way Forward group, a forum for developing and sharing good practice around race equality in the South East.

- Hate crime and levels of satisfaction performance are subject to scrutiny at the OPM held every 28 days.

- The RES 2005-2008 was published in May 2005, and is formally reviewed on a six-monthly basis. The scheme is underpinned by an action plan, reviewed bi-monthly at force diversity board meetings, and is subject to Police Authority scrutiny by the PA diversity working group, and annually by the full Police Authority. In March 2006 the force was the subject of an RES inspection by HMIC, which indicated a clear commitment to the RES, which was showing signs of beginning to become embedded in force practice.

- All staff members have completed compulsory RES and Disability Discrimination Act training packages. Professional standards investigators have all had specific training on dealing with discriminatory behaviour.

- In 2005/06, performance development reviews (PDRs) for all staff included two objectives related to the RES, requiring them to show evidence of promoting the general duties of the RRAA.

- Household distribution of the Police Authority and force magazine raises community awareness on hate crime and third party reporting. The publication has also started to engender confidence within the community requesting contact with the Police Authority to express their concerns on hate crime and stop and search.

- Third party reporting procedures for hate crimes continue to develop. The force is part of the True Vision initiative, where self-reporting forms and packs are available at venues and with partner agencies throughout the county. Packs include details of partner agencies available to support and advise victims.

- In 2005 equality impact assessment (EIA) training has been delivered to officers of chief inspector rank/police staff equivalent and above, with approximately 80 staff now trained. All new policies are now subject to impact assessment. A process of policy review is in place, and requires EIA at the point of review. A stop and search EIA has been conducted and published.

- The best value review on hate crime, which introduced improved processes in a number of key areas, was ratified by the Police Authority in February 2006.

- Targets in the 2005/06 plan focused on achieving user satisfaction rates and detection rates comparable across all ethnic groups. The 2006/07 plan contains a target to achieve at least a 90% satisfaction rate in relation to racist incidents, and places a focus on hate crime incidents and crimes involving repeat victimisation.

- There is a continuing focus on satisfaction rates in monthly force performance meetings, and each area detective chief inspector (DCI) is responsible for implementation of the BCU's local hate crime action plan. Hate crime investigations are dealt with by full-time hate crime officers (two per BCU), and supported as necessary by area criminal investigation department (CID) resources.

- The force adheres to ACPO policy on hate crime, and attendance at all such incidents is mandatory. There is a dedicated team of race crime officers, who take the lead in monitoring and evaluating incidents across the force.

- Hate crime has recently been the subject of review at the OPM. One recent example focused on race-related offences in South Oxhey, as a result of increased local tensions. The operation resulted in an increased reporting of offences, and was followed by a decrease in instances of public disorder and racially aggravated offences.

- The computerised crime recording system has recently been enhanced to ensure that different hate crimes, such as racist, faith, homophobic, transphobic and disablist can be clearly identified.

- Western area has introduced the Sunflower centre, a multi-agency approach to reducing crime, and provides an enhanced service to vulnerable victims and witnesses.

- Control room supervisors and staff receive reminders on the requirements to appropriately grade and prioritise hate crime incidents. Where no unit is available the matter is transferred to an area supervisor. Incident logs are generated for all allegations of hate crime, and subject to dip sampling as part of the crime registrar's quarterly NCRS compliance audit.

- IAGs are supplied with statistics and analysis around the reporting of hate crime, and use this data to scrutinise force performance.

Work in Progress

- Following consultation with the IAG and other community groups, the confidence and equality strategy is due to be launched in summer 2006.

- A new hate crime policy is currently being written, incorporating ACPO guidance, and in consultation with IAGs and other external consultants, to ensure focus on the needs of the victims.

- During 2005, the force acknowledged low levels of victim satisfaction for victims of racist incidents and racist crimes. As a result, force and local action plans have been developed and implemented, and have brought about an increase in the levels of victim satisfaction.

Areas for Improvement

- The diversity board currently has 14 work streams. During 2006/07 these will be rationalised to reflect the six main strands of diversity.

- The force provided computer based training on new Disability Discrimination Act legislation. Comments received in force suggest this was not well received, and may not have provided the necessary focus for operational officers.

- Hate crime training is currently being planned on one BCU. The RES inspection indicated the need to conduct training needs analysis to assess competence and awareness levels for hate crime.

- In 2005 a disability benchmark survey of 80 organisations, including seven within the police sector, was conducted. As a result, the force is developing an action plan to be implemented over the next 18 months.

- The Police Authority, which has responsibilities for oversight and scrutiny of stop and search, has raised concerns regarding the accuracy of stop and search forms, resulting in current additional focus on supervisors examining completed forms.

- The recent best value review on consultation and engagement identified the need for a market segmentation mapping tool, which is due for purchase in 2006/07. It is expected that once in place, this will provide detailed information on the needs of all people groups in the county, at neighbourhood level and force-wide; will link with satisfaction survey data, and will be open to Police Authority scrutiny.

1B Neighbourhood Policing and Problem Solving	**Grade**	**Direction of Travel**
	Good	**Improved**

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Position

Neighbourhood Policing (NHP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NHP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NHP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NHP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

Contextual Factors

The force has demonstrated a clear commitment to neighbourhood policing (NHP). All wards have been identified, and staff are in place. A move towards replicating the Eastern area approach across the force is planned during 2006/07, with full implementation scheduled for the end of March 2007 – one year ahead of the national target. The recent ACPO NHP readiness assessment provided strong evidence of progress to date.

There is a commitment to making full use of PCSOs, including appointing specialist PCSOs for schools.

The force's rating for 'whole experience' in the area of customer satisfaction is significantly higher than the MSF average.

Strengths

- The ACPO NPT recently conducted the latest NHP readiness assessment. The report describes NHP as a mainstream policing activity in force, and well established on the Eastern area – the Pathfinder site for the force. The ACC (operations) (ACC (O)) is the force lead officer.

- The ten CDRPs in force have all demonstrated a clear commitment towards NHP. All NPTs were in place by October 2005. There are a total of 193 electoral wards, for which 165 constables have been identified as ward managers, and all of them are in place. Wards have been classified as high, medium and low on the basis of demand and deprivation across the area.

- A force level project board has been formed to implement NHP, with two members of the Police Authority as standing members. A clear strategy for delivering NHP, reflecting the National Centre for Policing Excellence (NCPE) ten-point plan, is in place. Each of the BCUs has its own action plan, fits in with the force plan, and charts progress at BCU and CDRP level.

- In 2005/06 the community safety unit had responsibility for NHP. A new department – the community safety and crime reduction unit – takes over responsibility for NHP and volume crime in April 2006.

- The Pathfinder site has recently appointed a chief inspector for each of the four CDRPs. Although this is still under trial, early indications are that the appointments have been well received and provide clarity of role. If successful, it is intended to adopt a similar approach on the other two BCUs.

- All PDRs for community teams, ie sergeants, ward managers and PCSOs, are linked into their respective locality plans. Ward PCs and PCSOs have visibility targets set and monitored. The target has been set at 80% on visible patrol, is monitored at the OPM, and is currently being exceeded.

- The head of the training department sits on the NHP project board and is a member of the NHP working group. There is a focus on the training needs of officers engaged in NHP, and in January 2006 training – including problem solving – for ward managers began. There is an intention to run one course each month for the first year. Course feedback to date has been positive. The force considers that training will develop further and become a modular course culminating in a formal qualification.

- Role descriptions are in place for officers engaged in NHP, including PCSOs. The force has ten schools PCSOs already in place, and more will follow as numbers rise. There are plans to develop further specialist PCSO roles, eg drugs and faith.

- On the Pathfinder site, police partners are being tasked through CDRP and local joint action group meetings, and being held to account. All BCUs produce CDRP level tactical assessments. The force is continuing to develop the approach to neighbourhood panels, to ensure that a tasking structure that fits with the National Intelligence Model (NIM) is in place.

- The force Tasking and Problem Solving (TAPS) searchable database now contains 587 problem-solving initiatives. It is intended that this will link in to the Multi-Tier Distributed Application Services (MIDAS) data-sharing software once this goes live in 2006/07.

- Within the Pathfinder site, anti-social behaviour (ASB) is a major concern for communities. Significant PCSO-led activity, including visual audits, street briefings and intelligence gathering, has produced a detailed picture of ASB. Operations Enigma and Envy, which followed intelligence gathering activity focused on graffiti, targeted 13–19 year olds, and resulted in a large number of arrests. Use of

conditional bail and Acceptable Behaviour Contracts (ABCs), resulted in reduced ASB within the target area and was well received by communities.

- Mobile police stations are being used by PCSOs, who are linking in with schools, councillors, Neighbourhood Watch (NHW), Anti-Social Behaviour Order (ASBO) officers and community development officers.

- There has been extensive marketing of the introduction and ongoing impact of PCSOs. For instance, the Chief Constable has given presentations on NHP at each of the stakeholder seminars for councillors, magistrates and head-teachers. At BCU level, chief inspector partnerships and community Inspectors have presented to staff and partnership groups.

- The force currently has 148 PCSOs, and is working towards a full allocation of 359 PCSOs by 2008. At present a steady number of PCSOs are moving on to become police officers, resulting in a need for additional recruitment activity.

- Special constables are a key part of the NHP plan for the force and are being introduced into NHP teams. The force has a target to increase the number of special constables to over 300 by the end of 2006/07.

- A community accreditation scheme programme is well established, includes Neighbourhood Watch schemes, and is linked to NHP. There are currently 111 accredited individuals and seven accredited organisations. One of the most recent is the security team at Hertfordshire University – over 70 staff in total, including two PCSOs and a dedicated Ward Constable.

- Locality/area committee public meetings and street meetings are becoming more routine. For example, a total of 13 street meetings are taking place every month on the Pathfinder BCU.

- Joint problem-solving work is showcased in the county's annual problem-orientated policing (POP) conference. The Chief Constable presents awards, and the winners spend time with the Charlotte-Mecklenberg Police Department in North Carolina, USA. Over the past two years the winning entries have been joint police/local authority teams. The conference is well attended by local partners and national delegates and the audience exceeds 400.

- Volunteers have been incorporated into the Extended Police Family project. The first within this scheme are providing front office services at the new community police office in Watford town centre.

- There are a number of PCSO funding schemes, including town and parish councils, Hertfordshire University, seven of the ten district and borough councils and the county council. In 2005/06 Hertfordshire County Council (HCC) contributed £1.4 million to PCSO staff and running costs. In addition, it earmarked £50,000 specifically for PCSO initiatives.

Work in Progress

- The force recognises the need for a formal engagement strategy, and one is due for publication in early 2006/07.

- The recalibration exercise focusing on force resources commenced in January 2006. NHP officers are now working a shift system where cover is extended over seven days a week. Indications from NHP staff are that a rigid enforcement of shift patterns may be reducing their effectiveness and ability to respond to community needs. Recalibration is due to be reviewed in June 2006.

- BCUs are currently experiencing difficulties in accessing level 2 resources to deal with significant NHP issues. For example, purse dipping has been an issue for several months on Eastern Herts. Work undertaken on the BCU revealed this to be a cross-border issue with links to organised crime. While there were delays in recognition, this issue has now been acknowledged at level 2 and resources have been provided. The force is currently conducting a major review of intelligence processes.

Areas for Improvement

- The Pathfinder site has clarified its NHP project management processes. Evidence of a similar dedicated approach is not yet present on the remaining BCUs.

- While all locality teams have been established, they are not all fully complemented with PCSOs. There is uncertainty regarding the timetable for recruitment and delivery of PCSOs. BCUs are unable to engage communities and partners with certainty as to when the locality teams will be fully operational.

- The data-sharing project MIDAS has yet to go live. IT software issues have been delaying delivery. It is expected that these will shortly be removed, allowing the project to be delivered in early 2006/07. Another IT software package – MOSAIC, a community mapping tool – will also become available during 2006.

- Each BCU should have two community analysts, ie six in total. At present there are only three in post, with one on the Pathfinder site.

- While there is an expectation that ward managers should serve two years in role, there has been a significant turnover of ward managers recently, with some officers only in place for a number of months before moving to other duties. The BCU commander on the NHP Pathfinder site acknowledges this as an issue, is focusing on a period of stability in 2006/07, and is looking at the potential of introducing a PCSO ward manager role.

- The force is looking at various means of marketing NHP, but has delayed any campaign until teams are settled and turnover is reduced.

- While performance measures are in place for NHP, the force is currently exploring options to introduce a comprehensive performance management framework for NHP teams.

- Officer awareness of NHP team roles and priorities is limited, particularly in the case of the PCSO role. Officers would welcome better communication and links between teams.

- PCSOs are currently not receiving refresher training in unarmed defence.

- There is a clear focus on increasing community intelligence in force, and enhancing community links. An opportunity exists to make use of the director of intelligence – not involved at present – to assist with these developments.

- Ideally the force would wish to include detectives within NHP teams. The force currently does not have the capacity of skilled detectives to progress this. It is the force's intention that the continuation of Operation Accumulate/Maximum under the community safety and crime reduction unit will provide development opportunities for officers, and be part of an academy approach for trainee detectives.

- The impact of the growth of PCSOs on the estate and fleet is being considered. An update has recently been provided to the force board, and opportunities are being sought locally to increase shared accommodation with partners.

- There is evidence that ward managers are being asked by intervention team supervisors to cover intervention team duties and, as a result, are taking on work outside their ward areas. This is not being formally captured against the 80% visible patrol target. While the logistics department is under instructions to leave ward managers on their areas, intervention supervisors are continuing to make requests. In addition, NHP supervisors are covering custody duties on a regular basis, and are not subject to the same visibility targets as ward managers.

1C   Customer Service and Accessibility

Grade	Direction of Travel
Good	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The force is on schedule to deliver the quality of service commitment (QoSC) by November 2006, and is currently preparing a customers' charter.

The public access and visibility strategy (PAVS) is well embedded, and sets out major building projects and the estates strategy. Area service desks will commence on all areas in April 2006.

Strengths

- The DCC is the strategic force lead for the QoSC. Plans to adopt the QoSC are well advanced, managed through programme and project boards and led by the head of human resources (HR). Quality of service training, including the victims code, is being delivered to all staff. Plans include new methodologies such as 'mystery shopper' techniques to test compliance with service standards. The project is on course for delivery by November 2006.

- During 2005/06 under Project Mercury there has been a clear focus on contact management, and the force has produced major performance improvements to emergency and non-emergency call-handling performance. (See also framework 5A.)

- The Police Authority and force have a well embedded PAVS, to improve access to and visibility of police services and to improve the efficiency, cost and flexibility of the estate.

- Consultation and engagement staff have been piloting work that feeds back customer survey information to operational officers, police staff and supervisors, to assist with their development and PDRs.

- Customer satisfaction data is a key theme at the OPM, where BCU and departmental commanders are asked to account for qualitative performance.

- Witness care teams and file preparation teams within criminal justice units – jointly staffed by the police and the CPS, have received specific training on victim and witness care.

- Other methods of contacting the force include mobile police stations, a recently opened self-service kiosk in Watford, and emails received via the force internet 'Contact Us' website.

- The force looks in detail at incidents where service recovery is required, ie where users or victims have not been positive about the service received. Actions and response to such incidents is overseen by a member of the area command team.

- The force has received positive feedback on the Beating Burglary Together pack, introduced in 2005, which outlines the level of service provided by officers and crime scene investigators (CSIs).

- There are positive user satisfaction rates for overall experience for both white and BME victims, and the force is top of its MSF group for 'whole experience' for all users.

Work in Progress

- In April 2006, new area service desks will be launched as part of Project Mercury. These are intended to improve contact management, tackle non-crime and low level crime incident logs, provide feedback to the public, and act as a liaison point between the community teams. Area service desks will have a significant role to play in meeting the Force's responsibilities under the victims code, whereby all victims of crime will be updated in a timely manner about the progress in their case.

- A new non-emergency caller survey has been developed and will commence in April 2006, focusing on customer experience and follow-up.

Areas for Improvement

- The QoSC project team is currently formulating a customers' charter. Specific issues around contact with the public will be included, with service levels and public expectations of the service provided.

- The force internet website is due for a further phase of development to improve self-service for external visitors and customers.

- The force is developing a central repository of survey data and results, accessible via the intranet, that will include material from visual audits and partner agencies.

1D   Professional Standards

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:
http://inspectorates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Good	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

NCRS compliance is a strong feature of the force. In recent years it has resulted in significant rises in overall crime levels, while BCS data has shown crime reducing. During 2005/06 overall crime was down in most crime categories other than robbery, which was 7% up on 2004/05.

Overall crime fell by 1.86% between 2004/05 and 2005/06, in line with the most recent BCS results. With regard to overall crime, the force is sits in the middle of its MSF, just under the MSF average for crimes per 1,000 population.

Burglaries of dwellings reduced by 12%, just below the MSF average. Serious violent crime dropped by 9.3% to the end of March 2006, and total violent crime by 3%, placing the force below average within its MSF group.

Robbery offences increased by 7%, placing the force below average within its MSF group. The numerical rise in actual robbery offences was 58.

Watford BCU is currently above average within its BCU MSF peer group in terms of crime levels. Research on this issue reveals that the BCU has higher recorded levels of certain crime categories, such as thefts from persons and criminal damage offences.

All CDRPs are currently off-target with regard to overall crime reduction figures set in conjunction with the Government Office for the East of England. This was predicted, as targets were set using as a baseline 2003/04, when the force was Red for NCRS compliance. In the following year the force moved from Red to Green, resulting in a significant increase in recorded crime, particularly violent crime.

Strengths

- An ethical approach to crime recording is in place, and resulted in achieving a Green status for NCRS compliance in 2004/05, making full use of the centralised crime recording bureau and extensive quality checks and auditing. Crime levels have risen in recent years, while BCS crime has continued to fall. Now that crime recording has

settled, recorded crime is falling in line with BCS crime – slightly above national levels.

- The Chief Constable sits on the chief officer group, which brings together chief executives at county and district/borough level. The chief officer lead is the ACC (Operations), who chairs the OPM, attended by all BCU commanders and heads of crime and operational support, where force performance in relation to crime reduction targets is analysed and discussed. BCU commanders are held to account for BCU and CDRP performance and other departmental heads are tasked with support activities to help achieve goals.

- The OPM highlights crime issues at BCU and force level, allowing force as well as BCU response to be initiated. The force performance analyst informs the meeting of emerging performance trends and provides analysis of the performance compared with the MSF group, enabling the force to discuss good practice from around the country, eg greater use of penalty notices for disorder (PNDs) reflecting directly on sanction detection rates.

- POP is well integrated into the policing style, including Compass training for new police and PCSO recruits. The TAPS database enables the sharing of good practice across the force and with other forces. For example, many of the tactics employed in the Cardiff alcohol campaign have been used in Hertfordshire's urban centres. The use of taxi marshals in Watford to assist and direct late night drinkers to get taxis away from the town centre has now spread to Stevenage and Hertford.

- The force hosts an annual POP conference, where the best examples of work in this field are showcased and prizes awarded. Winners spend time with police in North Carolina, USA. Over the past two years the winning entries have all been joint police/local authority teams. The conference is well attended by local partners and national delegates and the audience exceeds 400.

- Operation Guardian focuses on tackling burglary and concentrates on reducing repeat victimisation, particularly among the vulnerable. Each CDRP has a crime reduction officer who leads on violent crime reduction.

- An overall Green rating in the 2005 Year 3 police standards unit (PSU) NCRS quality review was achieved. The crime registrar conducts quarterly NCRS/Home Office Counting Rules (HOCR) compliance audits. A recent survey of 'theft from person' offences showed higher recording in force compared with forces with similar crime recording processes.

- BCUs produce CDRP tactical assessments, which drive local operational and partnership activity on a fortnightly basis. The closure of a crack house in Central Area, and the subsequent reduction in nuisance calls, won the Hertfordshire 2005 POP award.

- Western Area is one of four pilot sites for the national Volume Crime Project. The project review in 2005 by the NCPE/ACPO commented on 'substantial reductions in overall crime and in volume crimes of burglary and auto crime'.

- The county drugs action team co-ordinator sits on the newly formed force homicide reduction panel and provides a county partnership perspective to the reduction of alcohol-fuelled assaults. BCUs, in company with local trading standards officials, conduct test purchase operations against alcohol providers.

- Increased resources in the licensing function at force and area levels are allowing a more proactive approach to problem premises, and during recent months resulted in several premises being closed or having their hours reduced.

- BCU commanders take an active role in each of the local strategic partnerships and responsible authority groups. In Central Area the area commander presents on performance at all the wider CDRP consultation forums. Primary focus is the development of partnership working, delivery of NHP and volume crime reduction.

- Watford is currently piloting a 'street observer' scheme where mature members of the public equipped with a mobile telephone act as the eyes and ears of the community in the town centre, at times when disturbances and assaults are prevalent. Their aim is to act as capable guardians of public space to help prevent incidents escalating by calling the police at the first signs of trouble.

Areas for Improvement

- Variable sanction detection rates are being considered for use across the county in 2006/07, according to the demographic make-up of each area. The force has set a target of a 27% overall sanction detection rate for 2006/07.

- Currently, crime and disorder partners are not standing agenda attendees at the level 2 force tasking and co-ordination group (FTCG).

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

The introduction of the much larger and dedicated major crime task force (MCTF) in May 2005 has been well received. There have been no abstractions of staff from BCUs since the new structures have been in place. These have enabled the force to make efficiency savings and introduce a developing performance management framework.

Officers and staff are becoming more aware of the critical incident policy.

The force has reciprocal major crime review processes in place with Bedfordshire Police.

The new homicide reduction strategy commenced in March 2006, and a new cold case review team is due to start work in April 2006.

Strengths

- The ACC (OS) is the dedicated lead for major crime. The force strategic assessment considers details of risks from terrorism, gun crime, life-endangering assaults, and causing death by reckless driving. Other areas covered by the assessment include vice, illegal immigration crime and economic crime.

- In May 2005 the MCTF was significantly enhanced and given much larger and permanent resources – mainly sourced from BCUs, and managing all critical incidents: murder, attempted murder, manslaughter, stranger rape, work-related death, series armed robbery, failure-to-stop fatal collisions, and any other enquiry beyond the capacity of local resources. In its first year the MCTF has managed every enquiry without the need to abstract staff from BCUs, while making significant financial savings.

- There are problem profiles of organised level 2 criminal gangs operating in the county (see framework 3B). Significant use of intercept applications and covert human intelligence source tasking into organised crime enterprises (OCEs) has enabled the force to conduct enforcement operations against potential criminals prior to planned acts of murder. For example, in January 2006 the arrest of five men

netted a number of drug traffickers, but also prevented a life-endangering gun crime from taking place.

- Vulnerable localities are identified in the force strategic assessment, which takes into account local demography and crime levels/types.

- All work-related deaths are investigated by the major crime task force in conjunction with the Health and Safety Executive (HSE) in accordance with national protocols. The HSE is a standing invitee to the new county homicide reduction panel and also attends senior investigating officer (SIO) training events, both to learn and to lecture. All work-related deaths are treated as possible incidents of manslaughter until there is clear evidence to the contrary.

- The systems connected by the management information system and available to intelligence units include custody, command and control, Intelligence, firearms and crime. The force intelligence bureau (FIB) has links with the Driver and Vehicle Licensing Agency, the Department for Work and Pensions, and other governmental agencies.

- The major crime review process includes a reciprocal agreement with Bedfordshire Police to conduct independent reviews, and a debriefing process for serious and organised crime operations.

- Investigations of serious crimes are led by a qualified SIO. Dedicated resources are available 24/7 on a rostered call for the SIO to utilise. The MCTF has three dedicated SIOs, six dedicated detective inspectors (DIs), 15 detective sergeants and 64 detective constables. Initial actions for serious crimes are retained within the county communications room (CCR).

- The national definition of a 'critical incident' has been adopted. Sergeants and inspectors receive dedicated training in relation to the identification and management of critical incidents.

- Inter-agency information exchange takes place at both BCU and force level. The probation, prison and housing services contribute to the management of predicted person-specific critical incidents. Firearms units are prioritised regarding resources, and a rostered dedicated firearms incident commander is available 24/7.

- Between May and December 2005 all murders and stranger rapes were investigated successfully.

- There are currently ongoing joint investigations with the Bedfordshire, Essex and Norfolk forces, agreed through regional level 2 tasking. Arrangements are capable of being enacted at high speed through emergency tasking meetings, and supported with a standard memorandum of understanding.

- Analysts undertake scanning of open source material. Each intelligence unit also has an open-source champion. The CCR has two intelligence operators per shift to ensure that fast-time intelligence can be researched and provided for priority incidents, including critical incidents.

- Each BCU has local authority community safety managers and local IAG arrangements, which update BCU commanders on changes in community tension. The level 2 FTCG considers such tensions, and can deploy resources as appropriate.

- There is a formal community impact assessment (CIA) policy for major crime, involving IAGs at both BCU and force level, which initially must be completed within the first four hours and is formally reviewed at 24 hours, 7 days and 21 days. Every 28 days chief officers are briefed on all ongoing major crimes and the CIA is reviewed. An example was the rape of an Asian woman in Watford, where the local mosque and IAG worked with police, helping to reassure the wider community and providing assistance to the enquiry.

- There are regular inspections/reviews of high-risk areas. For instance, public protection units (PPUs) are regularly audited. Lessons learnt from critical incident Gold groups are quickly fed back into force policy and procedure to minimise corporate risk.

- The force currently has 4 Gold, 14 Silver and 12 Bronze commanders, plus 11 tactical advisers and 6 post-incident managers. Additionally, each BCU has an identified senior duty officer from the command team available either on duty or on standby 24/7.

- Progress has been made in developing effective management systems in the MCTF, including a performance monitoring system, HR issues, budget management, operational activity and results. More effective resource management has enabled significant savings to be made in the past year in areas such as transport costs, overtime and forensic submissions.

- Weekly tasking processes in the MCTF ensure that good use is made of resources in the three teams to tackle priority investigations. For example, MCTF teams were used during Operation Accumulate in early 2006 to improve volume crime sanction detections.

- MCTF teams are utilising the Home Office Large Major Enquiry System 2 (HOLMES 2) seven-day audit report to review strategy, tactical approaches and the completion of tasks, and to learn lessons.

Work in Progress

- A problem profile of homicide and a homicide reduction strategy have recently been completed, and an inter-agency homicide reduction panel – led by the head of crime – has recently been set up, and met for the first time in March 2006. Issues covered by the panel will include alcohol use, knife carrying, domestic violence (DV) and inter-gang violence. Information will be shared with partners and a problem-solving approach taken to consider solutions.

- All ACPO officers have been, or are being, formally trained at Kent Police College as firearms Gold commanders, with a planned completion date of December 2006.

- Although cold case reviews are already carried out, a dedicated cold case review team becomes operational in April 2006. The force is working on protocols with the CPS and the forensic science service, and looking to appoint a new cold case review manager. The force is currently reinvestigating three historic murders. There are about 100 unsolved rapes and a number of unsolved murders and attempted murders to be fully reviewed.

Areas for Improvement

- Some difficulties have been experienced in attracting officers to the detective career path and in ensuring that staff develop and retain core skills. A policy on how staff should alternate between specialist units such as the MCTF and BCU roles, including, perhaps, short-term secondments, may assist crime investigation in both arenas and reduce the risk of de-skilling. The force is developing a programme of detective training that will include developing investigative skills with Operation Maximum, the unit dealing with prolific and priority offenders.

- A performance management framework is continuing to develop. Individual performance indicators are still under development and will be introduced throughout 2006/07.

- Given the young, inexperienced workforce, some officers lack skills at the scene of major crimes and critical incidents.

- The single key intelligence facility does not include the HOLMES 2 database.

- The force is currently developing a 'lessons learnt' programme to be put in place at the conclusion – or another suitable point – of major crime investigations. This will complement conferences held between SIOs from Hertfordshire and Bedfordshire, identifying lessons learnt from various investigations.

- The professionalising the investigative process (PIP) programme is being delivered across the county. When it is complete in April 2007 there will be 17 officers at PIP level 3. All the investigators on the MCTF will be at either PIP level 2 or, in exceptional circumstances, PIP level 1.

- There are three posts within the FIB for prison intelligence. The force has plans to fill two vacancies in these positions.

GOOD PRACTICE

TITLE   Buncefield Oil Storage Depot Explosion – Communication Issues
PROBLEM To support the considerable effort in responding the national and internal communication challenges of the incident. To give a context around demand – Corporate Communication dealt with 2,000 media inquiries between 7am December 11 and 7am December 13.
SOLUTION: Background Just after 6am on Sunday December 11 2005, a number of explosions occurred at Buncefield Oil Storage Depot, Hemel Hempstead, Hertfordshire. At least one of the initial explosions was of massive proportions measuring 2.9 on the Richter Scale. There was a huge fire which engulfed more than 20 large fuel storage tanks over a large area of the site. 43 people were injured during the incident, but none seriously. There were no fatalities. Significant damage occurred to both commercial and residential properties in the vicinity. Around 2000 people were evacuated and adjacent sections of the M1 motorway were closed. The fire burned for several days, destroying most of the site and emitting large plumes of black smoke into the atmosphere.

Action Taken

The operational response to the incident was conducted through HESMIC, incorporating effective partnership collaboration and utilising a well tested multi-agency Gold, Silver, Bronze command structure. In addition to which the Constabulary via its Corporate Communication department set up a Media Gold cell. Mutual aid from surrounding Forces was called upon to support the considerable effort in responding the national and internal communication challenges of the incident.

To give a context around demand – Corporate Communication dealt with 2,000 media inquiries between 7am December 11 and 7am December 13.

Communication Objectives:

- To establish from the outset that the emergency services had the incident under control
- To ensure a regular supply of accurate information
- Gold and silver media/communication support at command centre and at the scene
- To provide consistent and clear messages around health issues and environmental impact
- To work closely and share information with other agencies
- To provide robust communication support to community impact issues as part of the response, recovery and regeneration programme
- To have effective media monitoring of the incident to effectively respond to inaccurate reporting

Press officers were deployed to the scene to deal with media inquiries. Because of the size and scale of the incident police press and pr officers adopted a 'roving' approach to dealing with demand at the scene. To facilitate this vehicle was commandeered and a designated silver spokesperson identified to issue statements, updates and comments to the media. The media used the police silver spokesperson to provide bulletin sound bites throughout the incident.

At the gold media group led by the Constabulary, a press conference was arranged within the first three hours of the incident occurring to counter early rumours and to demonstrate that the incident was under control. All press conferences were held on a multi-agency basis to demonstrate the close co-operation that was involved.

A news conference featuring key incident messages was staged every three to four hours during the first four days of the incident. The media at HQ were also provided with refreshments, which in terms of media relations and good will paid dividends.

The nominated Police spokesperson, Chief Constable Frank Whiteley was very accommodating to requests. The media were appreciative of access to such a significant talking head.

The internet played a pivotal role particularly for using direct information to residents and the wider community around a range of issues including school closures, health and safety warnings and updates on the operation to tackle the fire.

The gold cell also used a media pool of journalists who were given access to the scene for words and picture gathering two days into the incident. Mutual aid was used to provide additional press office staff from Essex, Cambridgeshire and the Government News Network.

OUTCOME(S) Based on the positive news coverage of the operation and thanks from the media involved, the communications management of the incident was evaluated as being successful.

FORCE CONTACT . Rachel Hyde Corporate Communications

Tel:- 01707 354586

rachel.hyde@herts.pnn.police.uk

3B   Tackling Serious and Organised Criminality

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

The new serious organised crime group (SOCG) was formed as a result of a best value review.

There is clear commitment to the regional intelligence group, while there remains no dedicated operational arm for level 2 operations.

Proceeds of crime procedures are well developed, with resources at both level 1 and 2 as per the case study. The force is performing well against its own challenging performance indicators, as shown by the 2005/06 figures for the year to date. Over £407,000 in cash has been seized, against a target of £172,000. The force has made 34 confiscation orders, with a value of over £1 million. A total of 7 forfeitures have been awarded, and 64 charges laid for money-laundering offences.

Strengths

- As a result of a best value review of serious organised crime, the SOCG was formed. It incorporates Special Branch, force intelligence, source handling, the covert investigation unit, witness protection, special operations and the economic crime unit (ECU). The chief officer lead is the ACC (OS), who chairs the regional tasking group. The Chief Constable is supportive, and keen to sanction and promote covert policing operations.

- The SOCG has line management responsibility for the regional intelligence unit. Serious organised crime and POCA targets are in place and highlighted in the policing plan.

- The strategic assessment of organised crime is based on target and problem profiles produced throughout the year. All level 2 operations and crimes of interest have a four-weekly round-up as a tactical assessment, and a 'live' problem profile. FIB profiles are used by Centrex as national best practice.

- FIB proactively develops intelligence regarding serious organised crime and level 2 criminality, focuses on intelligence and operational activity, and is reviewed bi-annually through network charts and the strategic assessment of organised crime.

- New intelligence is pursued through operations such as Pentameter, which identifies hidden organised crime groups and creates additional intelligence opportunities, eg vice. Such operations have corroborated level 3 findings that OCEs are involved in numerous types of crime. The SOCG reviews operations on a bi-weekly basis to ensure resource and tasking.

- The SOCG has developed a harm assessment matrix to score OCE groups, and a disruption matrix post-operation, which focus on future threats and risks.

- Level 2 operations are sanctioned by force and regional tasking and co-ordination group (TCG)meetings. Operations are proposed in line with current threats and control priorities, and force tasking. Emerging threats such as immigration crime operations, while not a feature within the control strategy, have been approved following demonstration of harm to communities. Results analysis is conducted on operational impact.

- Of the 55 operations commenced in 2005/06, 27 involved partners – mostly other forces and level 3 agencies – and 24 involved collaboration with BCUs.

- The regional intelligence unit uses Hertfordshire's intelligence system, IMS, which is being installed into Essex for a specific operation. If successful, consideration will be given to this being extended.

- SOCG specialisms are tasked on BCU activities. For example, test purchase operations have been managed with BCUs, resulting in significant numbers of arrests, disruption, reduced criminality, and identification of higher level opportunities.

- Level 3 agencies are included in many of the SOCG's operations. Force strategic reports are sent to the National Criminal Intelligence Service (NCIS). A SOCG analyst was seconded to the National Specialist Law Enforcement Centre (NSLEC) to contribute to the writing of the national strategic assessment.

- Tactical options, eg money-laundering, removals from the country, immigration, vice and trading standards are subject to considerations and used as appropriate. Examples include the targeting of a brothel keeper who was also a significant drugs offender, targeting a 'lieutenant' of a drugs network and responding to firearms intelligence against a drugs offender.

- While recognising the risks relating to the less experienced workforce, which are being addressed through training, the force believes it has the capacity to meet its internal needs, with appropriate levels of knowledge, equipment, IT and analytical capability.

- The force has recently invested in a full time operational security (OPSY) position. The post-holder has appropriate access to security/IT systems and answers directly to the ACC (OS). Recent operations have been the subject of review by the OPSY, revealing security and operational practices currently being amended/progressed.

- The technical support unit (TSU) has recently been expanded and investment made in equipment. The TSU has a special operations unit that conducts undercover and test purchase operations.

- Heavy investment in financial investigation is clearly evident (see the POCA case study for full details). An ECU has been created within the SOCG – a total growth of

posts from 4 to 23. The unit has expertise in financial investigation, confiscation, fraud, and cheque and credit card criminality. Dedicated money-laundering investigation teams have been created on each of the BCUs.

- The ECU has provided POCA training to hundreds of officers. Proceeds of crime targets are documented within the policing plan, and money-laundering detection targets are monitored at the OPM. Financial investigators are assigned to every level 2 operation, and the use of POCA is constantly considered on the tactical menu, with good operational examples displayed by the force.

- A detailed performance management framework has been developed to evaluate outputs and results across the range of activities.

- The force has seen a significant increase in arrests, charges and detections for level 2 crimes. Figures include: 55 operations commenced, 121 arrests made, 203 charges, 202 detections, 16 drug seizures and 6 firearms seized.

Work in Progress

- The force is reviewing arrangements to discuss live covert operations while still linking into the level 2 TCG meeting.

- Witness protection processes are the subject of review. The force has learnt from a high profile case (Van Colle in 2001) that witness protection arrangements must extend beyond serious organised crime cases. Fully trained dedicated protection officers are implementing a cascade training programme for all officers on the Osman ruling and other relevant case law.

Areas for Improvement

- The Eastern region unit does not have an operational arm; this limits opportunities with regard to regional tasks. Operations are run by consortiums of forces. Successes have come from the consortium approach – for example, Operations Navigate and Arctic. However, other operations cannot be resourced due to a shortage of level 2 specialist capacity and capability across the region. On such occasions the most affected force will pick up the shortfall. Eg the force's ECU took on a POCA enquiry into a target that had been suggested to the region. The force is leading on the business case application for £800,000 of funding to expand the regional unit.

- Review procedures and discussions on live covert operations are being considered, while still linking into the level 2 TCG meeting.

- The Metropolitan Police Service has withdrawn co-operative sharing of its CrimInt intelligence system, as it believes the system would not be able to cope with the extra usage. This matter will require further discussions between the two forces in light of the Metropolitan Police Service reviewing intelligence structures in force.

- While the force works closely with other law enforcement agencies against criminal networks, and utilises multi-teams for brief periods during specific operations, the force has not as yet explored or created co-located teams.

- An SOCG debriefing programme is currently being developed to expand upon the standard debriefing to the NCIS. This will look at results, successes, failures, harm, operational security issues, costings and other items that will inform future decision making.

- Restructuring of the HQ crime management department has enabled it to increase support for BCUs, with few requests not being met. This is not, however, the perception in force, and it might be useful to market this activity more effectively.

3C **Volume Crime Investigation**	Grade	Direction of Travel
	Fair	**Declined**

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

There has been significant activity to address concerns on overall sanction detections. This has resulted in achieving the year end target of 22.5%.

There is recognition of a need to continue focus on sanction detections during 2006/07, as the year-end figure places the force below average within its MSF group. Even given the significant work for 2005/06, the force was significantly below the MSF average for burglary and vehicle crime sanction detections.

Significant activities continue to raise the levels of sanction detections, and for 2006/07 a challenging sanction detection target of 27% has been set.

Strengths

- The ACC (O) is the force lead for volume crime investigation, and chairs the OPM and level 2 FTCG, where detection rates and offences brought to justice targets are key aspects of performance monitoring.

- In recognition of the fact that sanction detection targets were not being met, a force-wide operation has been running, utilising resources at levels 1 and 2. Operation Accumulate is led by the ACC (O), and supported at BCU level by Silver command groups led by area commanders. Chief officers have each 'adopted' a BCU for the operation, with progress monitored on a daily basis.

- BCUs can call upon the full range of scientific resources locally, and the performance of local CSI teams is reported at the OPM. Each area has a level 1 TSU manager who can deal with most local applications for technical deployment.

- There is a county-wide surveillance capacity, which can be tasked to deal with BCU crime matters through the level 2 FTCG meeting.

- The Chief Constable is the appointed ACPO lead for ANPR, with the force putting considerable investment into developing ANPR as an effective tool to reduce crime and catch offenders. The use of ANPR is closely linked into TCG processes, and has resulted in regular ANPR operations at level 1, level 2 and cross-border operations. For example, a cross-border operation with Bedfordshire Police produced at least 27 arrests and 40 vehicle seizures.

- The force has argued strongly that crime recording processes – graded Green for NCRS compliance – have led to more reliable recording, with comparatively high numbers of some crime categories when compared with peers, eg criminal damage, thefts from persons, thefts from automatic machines and other fraud, which has had a detrimental affect on overall force detection rates.

- The current control strategy includes motor vehicle crime as a priority. Operations Maximum and Maximum 2 are force-level initiatives to improve forensic analysis of scenes and streamline the forensic processes for priority and volume crimes to ensure fast time responses to investigation opportunities. This has significantly improved the performance of scientific services and BCU staff in tackling volume crime issues and has improved sanction detection rates.

- The force has a centralised crime recording bureau, providing consistency and increased accuracy of crime recording and detection.

- The crime registrar conducts quarterly NCRS/HOCR compliance audits, incorporating all of the seven PSU investigations to ensure that full compliance is achieved and maintained.

Work in Progress

- The county community safety unit is to be moved out of the crime management department to become a separate entity: the community safety and crime reduction unit. In addition to maintaining its core crime reduction work, it will also focus on increasing the number of offences brought to justice and the sanction detection rate.

- ANPR continues to develop in force. Links with local authority partners have resulted in three static ANPR sites established in Stevenage, St Albans and Watford and due to go live in April 2006. The force is also in negotiation with the University of Hertfordshire to implement static sites in its car parks by September 2006, and is working with the Highways Agency to map further ANPR sites over the next five years.

Areas for Improvement

- Under the newly formed community safety and crime reduction unit, a move towards a major crime approach to volume crime under a crime controller/daily tasking process is being developed. The philosophy will be to deliver 'today's crime today's action', removing the responsibility for less serious cases from individual officers and replacing this with a team-based activity. Lessons learnt from Operation Accumulate have also led to the development of dedicated 'converter' teams, who deal with suspects arrested on forensic hits and will be used as an 'academy' to develop trainee investigator interview skills.

- Crime investigation skill levels are an issue for the force, with an inexperienced workforce profile and the continual loss of experienced detectives to the Metropolitan Police. Additional steps to improve investigative skills are being developed through the new posts of case directors, who direct cases and advise on investigations.

- An audit of sanction detections was conducted in March 2006. While the overall grading was Fair, the audit gave Poor gradings specifically for cautions, reprimands

and final warning procedures, offences taken into consideration, fixed penalty notices and final warnings for cannabis.

- Standard operating procedures on the recording and initial investigation of crime are being updated and should be ready in early 2006/07.

- Key staff within the new community safety and crime reduction unit, focusing on safer communities, will provide support for the development of doctrines for the investigation of volume crime and volume criminals, and the improvement of skills in routine activities. Operation Accumulate, which focuses on volume crime detections, will now be incorporated into the new unit and become daily business.

3D Improving Forensic Performance	Grade	Direction of Travel
	Fair	**Improved**

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

There has been significant activity during 2005/06 to improve forensic services, with further work planned for 2006/07. A forensic steering group is now in place, along with additional performance monitoring.

There have been frequent changes in leadership within the department, some of which has been beyond the control of the force. While the current departmental head is a serving senior police officer rather than an experienced professional forensic manager, the force would benefit from a period of stability in this role.

Strengths

- The ACC (OS) is force champion for all forensic issues. Performance is the subject of scrutiny at the OPM and through quarterly performance and resources assessment. The ACC (OS) chairs a monthly detections Gold group, reviewing forensic performance and converting DNA and fingerprint identifications to sanction detections.

- In 2005 a forensic steering group was formed, comprising the head of scientific services, the principal CSI, the fingerprint services manager and all area DCIs. The group meets monthly and reviews the service provided by the scientific support branch, and is instrumental in making service improvements such as the development of a pilot fast-track process, amendments to the Single Evidential Tracking System (SETS), reducing outstanding hits on BCUs, and tighter hit management processes.

- The scientific services department operates to a work improvement plan with key objectives, milestones and performance indicators. The plan, which evolved from a comprehensive external review in 2004, is the force response to the *Under the Microscope* thematic report.

- Policies, processes and procedures are documented in process plans and flow charts complying with ISO 9001 standards. The process encompasses the fingerprint bureau, the laboratory, forensic and DNA submissions, the photographic unit, the technical support unit, facial ID, the criminal records office, the computer crime unit and the four scenes of crime offices located on areas.

- The leadership structure for CSIs has been changed to ensure that a dedicated leader is available with minimum abstraction for each CSI office.

- Performance is reported at force, BCU, CSI department and individual level. In March 2006 this was extended to include individual fingerprint expert reports.

- The head of scientific services attends monthly level 2 FTCG meetings as well as the OPM. BCU senior CSIs attend fortnightly level 1 FTCG meetings and series crime meetings. A forensic examiner also attends the daily tasking meeting on each BCU.

- Scientific services has a dedicated assistant management accountant, who undertakes a monthly budget review, with management intervention to amend forensic spend as appropriate.

- The force makes use of the new management system SETS, which provides an audit trail across the range of forensic functions. It also provides a comprehensive range of management information, including turnaround times for forensic hits.

- Cost and timeliness are considered at weekly management meetings. Efficiency gains have been made though key process changes, such as cross-charging of cross-border crimes, greater drug field testing, and reductions in external service provider costs. Savings in excess of £150,000 have been used to significantly increase the submission of crime scene samples identified by forensic review.

- Direct forensic awareness training is provided for priority crime teams and case investigation teams. External service providers are commissioned to provide expert input where required, eg all detention and escort officers trained in the use of drug field tests by the forensic science service.

- During 2005/06 the force has been working with the Police Information Technology Organisation, testing the new IDENT1 system. While there have been difficulties, the system continues to develop, with palm search now live in force.

- The role of the forensic casework unit has been expanded to include volume crime forensic reviews, and to work with BCU analysts to ensure a positive forensic contribution to the identification of series crime.

- The force is currently running a pilot forensic control centre, staffed by controllers and forensic examiners, to ensure that each incident is monitored and assigned a forensic resource.

Work in Progress

- By spring 2006, the force will have the use of 20 vehicles with security and image capturing equipment – a further tool in combating auto crime.

Areas for Improvement

- There has been significant investment in scientific services within the force over the last few years including a purpose-built facility based at HQ. To date performance is yet to match this investment. The focus for 2006/07 will include embedding of

performance management down to individuals, tasking arrangements of CSIs, and the speeding up of forensic investigations.

- During 2005/06 the department has introduced a performance management framework. There is recognition that performance management now needs extending to CSIs on area now that data is available.

- There is acknowledgement that while basic forensic awareness input is provided for trainee police officers, eg fingerprinting, mouth-swabbing, attendance at scenes and scene preservation, there is a need to provide greater forensic awareness training and guidance both for inexperienced officers and for more experienced officers identified as in need of support and guidance.

- There is currently a consideration to second an analyst into the department to focus on identifying series crime.

- There is recognition of the need to improve CSI attendance at incidents of auto crime. While scene attendance for auto crimes is mandatory in certain identified hotspots, this is not replicated in other areas of the force. For 2006/07 mandatory attendance has been introduced.

- The force is exploring forensic opportunities from detainee footwear, developing footpads in custody and looking at contributing to a planned national footwear database.

- CSIs are based on the three areas. Each area operates differing shift patterns, which is creating difficulties as managers move towards more corporate processes.

- The head of department has stated his intention to enhance the team-working ethos within the department, and to develop greater understanding between the different specialisms.

- During 2006/07 the management information software SETS will be enhanced to include all invoicing, enabling the linking of costs to results.

- There are preliminary negotiations on the possibility of positioning key forensic analytical functions in force, with a desire to improve forensic casework decisions, and reduce turnaround timescales to aid front-line investigations.

3E   Criminal Justice Processes

Grade	Direction of Travel
Good	**Improved**

National Grade Distribution

Poor	Fair	Good	Excellent
0	**15**	**27**	**1**

Contextual Factors

There is a clear commitment to progressing criminal justice activities. Introductions during 2005/06 include offender management units, witness care units, statutory charging and the effective trial management programme.

Performance indicators for PNC compliance have significantly improved during 2005/06.

Custody capacity remains a challenging issue for the force in the short term, with long-term plans under the PAVS project.

Strengths

- The ACC (OS) leads on criminal justice, and chairs the constabulary criminal justice programme board and the Hertfordshire race equality group, a multi-agency forum to support confidence and satisfaction with the criminal justice system.

- The Chief Constable and head of operational support attend the Hertfordshire criminal justice board on a monthly basis, linking with other criminal justice chief officers.

- No Witness, No Justice, the effective trial management programme and statutory charging have all been introduced during 2005/06. PPO, persistent young offender and warrant protocols have been revised and state agreed partnership working.

- Since the introduction of statutory charging there has been a significant reduction in discontinuance and unsuccessful outcomes, and an increase in guilty plea and conviction rates.

- Witness care units were introduced in April 2005 on each BCU, and staff trained in all areas pertinent to No Witness, No Justice and the victims code.

- The CPS and police have been co-located since 2002. There are regular local delivery groups meeting through the area criminal justice groups. There is joint working at all levels, including court user groups and case progression meetings to look at systems in place for PPO and persistent young offenders. The Chief Constable receives a PPO daily return.

- The recalibration project has allowed the introduction of offender management units to reduce re-offending in the BCUs, and the creation of posts within intelligence units and prisoner handling teams.

- The introduction of the case director role has further increased the efficiency of operational policing by the use of individual case action plans for officers in the case, and robust management of Section 47.3 and 37.7 police bail.

- Drugs referral procedures are in place and funded through the SWITCH project. SWITCH deals exclusively with a core group of high-offending PPOs who have an addiction to Class A drugs. The project aims to enable individuals to break their drug addiction and consequently stop offending.

- Compliance with PNC requirements to enter details of arrests/summonses has improved dramatically over the past 18 months. The ACC (OS) chairs the strategic steering group, focusing on removing any barriers to improved performance.

- There are custody user groups in place at force and BCU level. Representatives include custody officers, criminal justice unit representatives and other interested parties.

- The ACC (OS) is the lead officer for youth justice matters. The youth crime reduction strategy has been widely consulted upon and is designed to complement the youth justice service plan, the children and young person's plan for the county and the NHP strategy.

- The county community safety unit has a chief inspector sitting on the county youth justice board. There are ten constables and ten PCSOs dedicated to 'Safer Schools' – one for each CDRP, with responsibility for all post-primary schools in their area.

- There are four youth offending teams with nine serving police officers. As part of the focus on youth crime reduction the force is working to ensure strong links between schools teams and NHP teams.

- A quarterly custody audit has been introduced, designed to ensure law and policy compliance. Performance management by the Criminal Justice Police Unit (CJPU) now includes finalisation of custody records and DNA and fingerprint sample errors.

Work in Progress

- A joint PPO unit with the probation service has been set up on the Central area. National IT problems are currently hampering progress, but work continues to resolve these issues.

- Restorative justice procedures are currently being piloted. Selected ward constables have received training, and a board meets monthly to monitor effectiveness.

- Operation Accumulate has led to piloting of further steps to cut paperwork for operational officers associated with cannabis cautions, and the use of PNDs.

- A recent review of healthcare provision identified improvements could be made on the service provided by forensic medical examiners. New contracted services begin in April 2006.

Areas for Improvement

- As highlighted in last year's baseline assessment report, pressure on available court time remains an issue. As a result, a small increase in the number of district judges has been provided to Hertfordshire's Magistrates Courts. In partnership with other criminal justice agencies the force undertook a 'trial blitz' in November/December 2005. A multi-agency court scheduling group has been formed to identify longer-term solutions.

- Current cell capacity and support facilities are limited. A number of short-term measures have been taken, eg regular opening of previously mothballed suites at times of peak demand, overflow use of St Albans court cells. Longer-term plans set out in the PAVS aim to provide enhanced custody facilities, and mean fewer but larger and better located suites. Planning permission has been granted for two new builds at Stevenage and Hatfield and building will commence during 2006/07. Further plans are being developed to expand two other sites.

- National Strategy for Police Information Systems (NSPIS) case preparation has recently been introduced. There are plans in place for NSPIS Custody to be introduced, although there are IT difficulties preventing progress currently.

- An additional four Livescan fingerprint terminals are on order, and will reduce time in positively identifying persons in custody.

- PNC training for users remains an issue for the force. The IT training department is working on a CBT package to enable more people to be trained and additional resources to deliver PNC training. The Compass student constable course now includes PNC awareness.

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

ASB interventions are delivered predominantly through NHP policies. The force is exploiting available legislation, and the problem-solving database is well used.

To date there are no partnership protocols regarding the use of ASBOs, and the MIDAS data-sharing system has been delayed and is now due for release in 2006/07.

Strengths

- The ACC (O) is the chief officer lead for ASB. Reduction of ASB is delivered through NHP and youth crime reduction strategies, contained in all ten CDRP strategies and overseen by responsible authorities groups.

- The county partnership structure for all community safety matters assists in driving ASB performance. There is a close link with the local area agreements plan, which has ASB as a key feature. The Chief Constable and ACC (O) are members of county partnership meetings.

- Use of the legislative tactics to tackle ASB has increased during 2005/06 with more use of ASBOs and Acceptable Behaviour Contracts, effective use of Section 30 dispersal orders, alcohol banning orders and closure of crack houses in line with ASB strategy. Mapping of street level gangs in Operation Enigma established clear links between levels of ASB and transition to wider criminality, allowing a structured partnership response to youth gangs.

- The extended use of PNDs for disorder has been effective in preventing minor disorder from escalating to large scale disorder. All town centres have locality action plans under NHP, designed to reduce disorder.

- Officers have attended TOGETHER action days with partners from local districts. In January 2006 training began for ward managers and PCSOs. The county community safety unit also provides training on specific areas of ASB, eg Section 30 dispersal orders, the use of ASBOs and the closure of crack houses.

- ASB is monitored at level 1 and level 2 TCG assessments. Each intelligence unit has established links from internal and external sources to gather community intelligence, including local authority ASB units and street wardens.

- Delivery of local community safety strategies is directed through partnership tasking and co-ordinating processes in place in each district. The county community safety unit actions include a youth crime reduction strategy that emphasises working with schools to tackle ASB and crime in and around school premises.

- Problem solving is well established within the policing style. Officers have access to the TAPS database, with over 300 initiatives for reducing ASB.

Work in Progress

- The community safety unit is currently conducting a review on how well the ASB guidance is being applied and reviewing its MSF on iQUANTA for best practice.

Areas for Improvement

- There is no county-wide protocol between police, the CPS and the courts for ASBOs. However, there are locally agreed and tested procedures on each of the BCUs that are proving very effective in obtaining post-conviction ASBOs.

- Stretching targets for ASB are currently being considered. Local area agreements have moved away from numerical measures, and are focusing more on BCS fear of crime data.

- Systems are not yet in place to collate a balanced set of performance data and other management information, to enable monitoring of action to tackle ASB. The creation and use of such a data set should be a priority to ensure that all partners can benefit from the MIDAS data-sharing system.

- The MIDAS database, planned for introduction in early 2006/07, will draw a range of partner/police data together for more comprehensive analysis of and informed decision making on tactics.

- A multi-agency working group has been set up to create a strategy to reduce alcohol-related ASB. The strategy will have three strands: adult alcohol-linked ASB, young people, and driving-related alcohol misuse.

4B   Protecting Vulnerable People

Grade	Direction of Travel
Fair	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
8	**32**	**3**	**0**

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year's results; the direction of travel reflects HMIC's judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Contextual Factors

In Hertfordshire, child abuse investigations are now managed through major crime services, as the force looks to bring together all disciplines dealing with vulnerable persons.

DV performance has improved since the introduction of the force DV policy and action plan in 2004. In April 2004 the overall force detection rate stood at 30.3%, and the sanction detection rate at 23%. Performance has continued to improve steadily throughout 2005/06. For instance, the overall detection rate rose to 71.0% by March 2006, and the sanction detection rate to 53.0% by March 2006. While DV performance has improved, the recent audit of DV by the PSU highlighted the need for further training and awareness.

The Sunflower project – focusing on services offered to vulnerable persons on one BCU – is currently being evaluated.

There have been two successful operations dealt with as critical incidents, and Gold commander led to tackle high risk violent and sex offenders.

The force ACPO lead is the ACC (OS). A vulnerable person lead officer has recently been appointed to ensure that strong strategic links are made between DV, child abuse investigation (CAI), high risk sex offenders (HRSOs), multi-agency police protection arrangements (MAPPA) and rape victims.

Strengths – Child Abuse

- There is a documented accountability framework for CAI, led by a DCI who reports to a detective superintendent through to the ACC (OS).

- CAI policy and guidance outlining roles and responsibilities of police and other agencies are detailed, and joint training is held in conjunction with the area child protection committee, including 'achieving best evidence' interviewing and training with health partners.

- CAI referrals are defined and the criteria for single/joint agency investigations are clearly agreed in accordance with 'working together' guidelines and Sections 17 and 47 of the Children Act. A referral manager is responsible for receiving initial referrals, and overseen on a daily basis by a duty sergeant responsible for risk assessment. Two dedicated case conference officers attend case conferences as appropriate.

- A recent audit by the force crime registrar confirmed that CAI is NCRS compliant. Investigations are directed by supervisory detectives trained in maximising evidence-gathering opportunities. All investigations are recorded and supervised, and policy logs are used for serious investigations.

- The force is NCPE compliant in terms of best practice issues in the investigation of child abuse. Audit, quality control and review processes are incorporated into the case management process. Risk assessment and decision making in CAI is objective and MAPPA criteria based. Policies and procedures are consistent with the ACPO Guidance on Investigating Child Abuse and Safeguarding Children.

Strengths – Domestic Violence

- DV units on BCUs refer every child involved in DV to its CAI unit. The ACC (OS) is lead officer for DV, and force DV policy sets the accountability mechanisms for all staff involved in investigations. There are joint arrangements for auditing of CAI and DV cases with partner agencies, to review investigations and cases and to feed continuous learning into the organisational memory.

- The Sunflower project, funded by partners and the force, is in place at Hemel Hempstead and Watford, on the Western area BCU. It supports and advises victims of DV and hate crime, and creates a safe place where advice can be sought from trained specialists in a confidential, supportive, non-judgemental environment. The project has been running for two years and is currently being evaluated.

- The lead officer for DV sits on the HCC county forum, a multi-agency working group with representatives from key agencies, whose aim is to address and reduce the causes of DV in the county. The force takes part in joint training and awareness events, and multi-agency activity such as competitions and transport media campaigns, eg promoting awareness on National Domestic Violence Day.

- Each BCU has an appointed DV representative. High-risk DV cases are reviewed at daily area management meetings and fortnightly level 1 TCG meetings.

- Staff in DV units all have up-to-date job descriptions, and have been trained in the Centrex DV package. In addition, many staff have received the specialist training through the Teesside University DV course. Staffing levels have been increased by one member of police staff per BCU to assist with process changes and increase workload as a result of the force action plan.

- The monitoring of local DV is devolved to nominated BCU DIs, who meet bi-monthly with the DV force lead and policy officer. Mandatory guidance has been given to all staff in relation to the investigation of DV and the process of managing the risk to the victim, together with a positive arrest policy in relation to offenders.

- Officers investigating DV incidents complete a risk identification booklet with a risk assessment, which is reviewed by a supervisor. DV officers are based within the community safety units, ensuring that links with associated matters such as youth related issues and hate crime are in place and subject to detailed risk assessment.

- The crime registrar regularly audits DV crime recording, ensuring NCRS compliance. All BCUs have dedicated DV officers, who work with local staff to ensure appropriate investigation.

- Intelligence officers in the CCR provide information to officers attending DV incidents with previous history prior to scene attendance and if a child is at risk in the property. Officers also have access to civil injunction information via the CCR.

Strengths – Public Protection

- Information-sharing protocols exist with the health department, the children schools and families department and Hertfordshire County Council via the Crime and Disorder Act and specific protocols. The children schools and families department is notified daily of any child involved in a domestic incident in the force, and children under five are referred to health visitors.

- During 2005/06 the ACC (OS) has been Gold commander on two critical operations tackling very dangerous sex and violent offenders released from prison into communities. Both were assessed as very high risk of harm and consequences. The Gold groups comprised the MCTF and serious organised crime departments, area MAPPA specialists, and representatives from the prison, probation and social services, and resulted in the arrest and charge of both offenders.

- The head of crime represents the force on the strategic MAPPA board, which is chaired by the probation service. Each BCU has its own MAPPA arrangements with a lead officer at chief inspector level. Each BCU has a dedicated team of public protection officers. A high risk sex/violent offender team, based within the MCTF, oversees the force response to MAPPA and the Violent and Sex Offenders Register (ViSOR).

- A standard operating procedure on ViSOR/PPU has been published in direct accordance with the draft National Good Practice. Staff having regular dealings with such offenders, eg custody officers and enquiry officers, have been targeted by training sessions.

- PPU staff attend the three levels of NCIS training courses. The HQ unit conducts regular audits of the records of offender management using the ViSOR system.

- Attendance by police at every MAPPA level meeting is strictly adhered to and all tasks set for police by MAPPA meetings are reported. Risk assessments and home visits to registered sex offenders are carried out at the frequency and to the standard required.

- All staff involved in MAPPA and the management of registered sex offenders have received training in the use of ViSOR. Regular audits are carried out on the content and quality of ViSOR information, and reports provided to BCU supervisors and teams as required.

Strengths – Missing Persons

- Missing persons (MISPER) policy sets out roles and responsibilities, reflects ACPO policy, and forms part of area daily management meetings. High-risk missing persons feature on the Chief Constable's daily return.

- The force complies with the ACPO NCPE guidance on missing persons. Training was delivered across the force at the implementation of force policy. The investigation of missing persons is dealt with at a BCU level. The ACC (OS) is the chief officer lead, and oversees the NCPE missing persons implementation plan, and the new MISPER database (COMPACT) – now live across the force. Missing person issues are managed through the bi-monthly MISPER user group and project board.

- Missing person investigations are reviewed by a DI after 48 hours if the person has not been found. Two out of the three BCUs have missing persons units. Links into National Missing Persons Helpline (NMPH) are fully automated.

Work in Progress

- A new 'SOLO' unit – a fully equipped suite to provide care for the victims of serious sexual assaults – is due to open in April 2006.

- A jointly funded MAPPA manager has been appointed and will take up post in May 2006. A proposal to create a jointly staffed multi-agency PPU is currently being evaluated.

- In recognition of resource, resilience, investigation management and support issues, in December 2005 CAI responsibilities moved within the force and now are within the major crime department. The new force lead on CAI has written an action plan, outlining a 'root and branch' restructuring of CAI. Staffing for CAI is currently considered as a priority by the executive.

Areas for Improvement – Child Abuse

- The new CAI structures will include a joint referral and strategy unit with the children schools and families department, the intelligence cell, the 'achieving best evidence'

team, the offenders team, the proactive targeting team, the file preparation unit and the compliance unit, and are planned to be in place by September 2006.

- The current CAI IT system for the management of child abuse investigation does not fully meet the force's needs. As part of the restructuring, a business case has been submitted to enable more efficient case management, tracking and information sharing.

- The CAI lead officer has identified the importance of CAI featuring in the control strategy, and has met with the force intelligence manager and strategic analyst to bid for inclusion from April 2006.

Areas for Improvement – Domestic Violence

- A member of staff has been appointed to integrate DV and CAI to ensure the best protection for children. DV and CAI are to have joint training with children schools and families, aimed at problem solving and ensuring improving integration of services to protect children. There are plans to introduce a joint referral unit with children schools and families, which will be co-located as part of its restructuring process.

- The DV Gold group has recommended that all front-line staff receive the Centrex DV training package.

- A recent PSU audit of DV revealed mixed levels of officer awareness of DV policy, and of DV training. Additionally, while dedicated DV officers are clearly committed, officers are not held accountable for DV performance.

- Additional resourcing for DV units is under consideration by each of the BCU command teams to assist with day-to-day running, backlog and capacity issues. For example, Eastern Area has recently submitted a business case for two extra members of staff.

Areas for Improvement – Public protection

- While there are dedicated PPU staff within BCUs, based within intelligence units, there are requirements for staff to undertake additional duties according to the needs of the BCU. A recent audit identified resource issues impacting on the force's ability to conduct sex offender visits as required. Discussions between the director of intelligence and BCU commanders on this matter resulted in extra resources being identified for such activity. This is an area the force needs to continue to monitor closely, given the risks involved.

Areas for Improvement – Missing Persons

- A new standard operating procedure for missing persons is being prepared, outlining risk assessment and supervisory responsibilities. Internal auditing of missing persons has recently begun, with quarterly audits planned throughout 2006/07. The force is also reviewing the MISPER database to establish how well missing persons are managed.

5   Providing Assistance (Domain 4)

5A   Contact Management

Grade	Direction of Travel
Good	**Improved**

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

OpProgramme Mercury is a comprehensive contact management programme ongoing in force. The new integrated contact centre taking non-emergency calls is now embedded, and performance has improved significantly for both 999 and non-emergency calls.

An integrated contact centre was created in 2005 to handle non-emergency calls, including crime recording. Performance on both 999 and non-999 call handling has since improved dramatically. Performance on answering 999 calls has improved dramatically since 2004/05, averaging 92% answered within target during 2005/06. Performance on answering non-emergency calls at the switchboard within 15 seconds has remained consistently high at 93% throughout 2005/06. Performance against targets is published daily, and circulated to all contact management supervisors, all chief officers, and the chair of the Police Authority.

A quality team remains in place within contact management, and flexible working processes are being exploited to meet peak demand.

National call-handling standard procedures commence in April 2006, and the new operational support building OSB 1 is due to open in August 2006.

Strengths

- The Chief Constable has personally led on the restructuring of the contact management function, and the ACC (OS) is now the chief officer lead. The contact management call-handling strategy and project board underpins Programme Mercury – the overall contact management programme.

- The contact management programme board is chaired by the ACC (OS). It oversees a number of projects, eg training of staff to prepare for the QoSC and assessment of calls under the national call handling standards.

- An automatic call distribution system, Symposium, has been in place since August 2004. This monitors all contact centre and control room extensions, providing vital and comprehensive data on answering times, abandoned calls, etc.

- Regular customer surveys are conducted of 999 callers, and a pilot survey for non-999 callers has been completed. Customer responses including feedback received have been instrumental in guiding strategic choices, eg the decision to establish area service desks.

- HR relations in the contact centre have improved during 2005/06 with the introduction of call-handling user group meetings, better training, flexible working arrangements, improved staffing levels and a stronger focus on peak demands and staffing levels.

- Complaints are tackled in real time by a service recovery manager. Information about access and service was provided to all residents in the summer 2005 edition of the *Hertsbeat* community newspaper.

- The contact management quality team conducts monitoring of reported race/hate incidents. A language line catering for 150 different languages is immediately available to call takers requiring language assistance for callers. A Minicom facility is available for use by deaf or hard-of-hearing customers. A text facility is being marketed to a target audience of 3,000 deaf or hard-of-hearing people in the county.

- Contingency plans relating to loss of staff are in place, with a mutual aid agreement with Thames Valley Police and Bedfordshire Police to assist with call handling at times of exceptional or critical demand, eg during the Buncefield incident in December 2005.

- The presence of a dedicated intelligence officer on each control room shift provides fast-time briefing for officers responding to incidents, helping to improve their effectiveness and identify any special risks.

- A dedicated team of trainers operates within the department. There is full-time strategic HR support through an HR business partner equivalent. This includes dedicated recruitment, selection, development and reward programmes.

- Contact management has been piloting a 'work-life balance' scheme, aimed at offering flexibility on shifts and days worked by staff while also seeking to improve the resource/demand match. This has been supplemented by targeted recruitment of students from the University of Hertfordshire to fill part-time posts in the evenings and at weekends.

- New recruits have access to trainer/mentors within contact management training and to peers on teams trained as tutors. Leadership development courses have been delivered to supervisors and managers. Exit interviews are conducted for all staff and results are analysed to feed back into process improvement.

Work in Progress

- Area service desks on each of the BCUs are due to go live in April 2006, aimed at improving local services for non-emergency calls and facilitating better follow-up communication between the police and public.

- From April 2006 the force will commence operating to national call-handling standards. Policy includes guidance for call takers in managing the expectations of callers.

Areas for Improvement

- Contact management strategy is being reviewed. Advanced call handling is being piloted, and provides caller history as well as scripts and policy/procedural guidance. It will also provide people and location based information and intelligence, related to active initiatives under way on BCUs. The intention is to maximise information and intelligence available at call-takers' fingertips with a focus on quality of service. Full implementation should be complete by April 2007. Migration to the new OSB 1 will occur in autumn 2006.

- Control room staff consider that the shift system is not effectively aligned to demand. Staffing problems have been exacerbated by high sickness rates, ie an average in the CCR of 23.8 days for police officers and 14.9 days for police staff. Similarly, in the force communications centre the average number of days is 16.4 days for police officers and 10 days for police staff.

- There have been difficulties in recruiting, training and retaining control room staff. Members of staff within the department consider that a new continuous training course makes it too difficult for trainees to absorb the knowledge and develop necessary skills. The temporary recruitment into control room duties of police officer applicants has been of limited help, as several staff left soon after being provided with training.

- There is limited awareness among control room staff regarding disaster recovery arrangements should the main control room fail or have to be evacuated.

- Although the policy is available on the intranet, headquarters specialist support staff have limited awareness about recognising and dealing with critical incidents.

- The force's business continuity plan is due for exercise during summer 2006. With the approaching completion of the new operations centre (OSB 1), further work is currently under way to review all aspects of business continuity and disaster recovery within contact management. Options including residual on-site opportunities, the establishment and equipping of a 'ghost' operations centre, and opportunities for force collaboration are being explored.

5B Providing Specialist Operational Support	Grade	Direction of Travel
	Good	**Improved**

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

There are clear policies, processes and procedures for the management of firearms and less lethal weapons.

The force is engaged in joint regional training processes, and has received positive feedback as a result of the Buncefield oil depot explosion.

Current work is ongoing to integrate contingency and business continuity plans – due for completion in November 2006.

Strengths

- The ACC (OS) is the identified ACPO lead on the police use of firearms, and chairs the firearms strategic review group. There is full compliance with national firearms training and manual of guidance, and a documented NCPE agreed action plan for the provision of specialist operational support. Indications are that NCPE compliance will be achieved to the required standards by November 2006, and the force will be awarded a provisional licence.

- The strategic firearms group meets quarterly. The tactical firearms user group meets bi-monthly and is chaired by the head of operational support. The firearms supervisory team meets monthly. All firearms incidents are fully debriefed. Authorisations and debrief notes are quality checked by members of the strategic and tactical groups. Learning points are captured in writing and fed back into training, equipment and resources as appropriate.

- A firearms threat and risk assessment has been conducted on the basis of the operating environment at local, regional and national level, and the identified need for the numbers of officers engaged in firearms, including specialist skills. Use of a threat and risk assessment database is assisting and informing decision making.

- Firearms staffing levels are stable, although loss of experienced staff to other forces (such as the Metropolitan Police Service) is still a threat. Current staffing levels of the firearms support unit allow for a full range of activity and tactics. The unit has in place a recruitment and retention action plan that includes career plans for individual officers.

- A force capability assessment, gap analysis and training plan have been completed, along with standard operating procedures for the development, qualification and authorisation of Bronze, Silver and Gold firearms commanders and control room inspectors.

- Baton launchers, distraction devices and Taser are used, and are carried on all armed response vehicles (ARVs) and available for all pre-planned operations. All authorised firearms officers carry additional normal personal protection equipment, including PAVA spray, and are authorised to carry Taser on their tactical vest to ensure that it is readily available at all times as a less lethal option. Police dogs and handlers provide capability for general purpose and tactical firearms operations.

- Within NIM processes, the operational support tasking manager and duty supervisor liaise daily with area (BCU) intelligence units and the control room intelligence operators for tasking opportunities. Detailed discussions take place at the four-weekly OPM.

- Firearms training courses and records are audited in the training section of the national duties system, PROMIS. the operational planning and public order unit maintains a database in relation to selection, training – including refreshers – and deployments of all officers – including commanders – involved in public order and chemical, biological, radiological and nuclear (CBRN) events.

- There is a formal cadre of 12–14 trained firearms incident commanders. Membership of the cadre is reviewed by the strategic firearms group based on individuals' performance in the role.

- Chiltern Air Support Unit is a consortium of three forces – Thames Valley, Bedfordshire and Hertfordshire. The force does not have a marine unit or mounted section. Thames Valley provides an underwater search capability, and the City of London Police provides mounted support to Watford football.

- Support and contribution to the Eastern region protocols for mutual aid are well evidenced. They cover the specialist firearms disciplines of dynamic intervention, rifle, close protection and ARV cross-border deployments. The dog section trains with Bedfordshire Police, producing tactical firearms and public order support dogs.

- The force contributes annually to regional public order training exercises. Within the region, forces have specialist public order capability, which they share with others according to need. Hertfordshire provides PSU dogs, and has recently made use of specialist 'lock on release' from Cambridgeshire and height access from Essex.

- Under Hertfordshire Resilience protocols there are well established joint plans with partner agencies. Agencies meet together in various forums and train together a minimum of once a year. Working arrangements are formalised via a joint training strategy. A high profile recent example of joint working on a critical incident was the series of explosions at Buncefield oil depot in December 2005.

- There are six trained post-incident managers who form part of force standby procedures. During 2005/06 eight senior officers have received national critical incident training, and twelve received management of major incident training. A total of 137 sergeants and 89 inspectors have received critical incident training.

- Public order is not specifically identified in the force strategic assessment. Analysis has been developed around vulnerable communities by the crime reduction unit,

highlighting wards most at risk. Risks and community impact are considered at notification and planning stages of events and incidents.

- There is a cadre of principal public order Silver/Bronze commanders in force. Tactical advisers are present at planning meetings. The conflict management model is used as the basis for assessment of event risk at TCG meetings. Where PSU deployment is considered necessary, co-ordination is undertaken centrally. Systems are in place to ensure that community/source intelligence triggers operational activity: recent examples include animal rights and anti-war issues.

- Force representatives sit on safety advisory group meetings, and there is a programme of exercise planning through the multi-agency Hertfordshire Resilience training group. Significant events are subject to formal debriefing, eg the policing of disturbances in the county during the Euro 2004 football tournament, which has influenced planning for the 2006 World Cup.

- PSU call-out is tested through call-outs, eg a further support request from Scotland for the G8 summit. Arrangements for assistance in force are informal. Recently the force received mutual aid from the Metropolitan Police following the Buncefield oil depot explosions (see case study).

- The results of debriefs and best practice are discussed by the force public order policing user group – made up of Silver/Bronze cadre commanders, public order planners and tactical advisers. A force representative attends the regional public order practitioners group and the regional ACPO strategic group.

- Accurate records of PSU numbers, equipment and vehicles are maintained. Training and equipment levels are maintained, above the national average for level 2. PSU capacity has taken into account mutual aid and the force's own needs. The mutual aid commitment is five PSUs, with the force maintaining personnel and equipment for between eight and ten PSUs.

- In July 2005 the force supported the Metropolitan Police following the London bombings, while also providing three PSUs for the G8 summit in Scotland. In a separate incident, the force was able to continue normal policing operations, including weekend public order patrols, while tackling the Buncefield oil depot explosions.

- A contingency planning officer attends the local resilience forum (LRF) risk assessment working group and district council emergency planning forum meetings. The operational planning unit uses the Civil Contingencies Act (CCA) guidance in developing and agreeing risk assessments for a range of generic hazards/threats with partners prior to completion of the community risk register for the LRF.

- Each operational and contingency plan has been risk assessed and given a risk rating to identify the continued need or otherwise for those plans. Risk assessment and rating is an ongoing process, subject to regular reviews and updates and carried out by trained contingency planners. The ACPO representative on the LRF also represents British Transport Police interests in force.

- Processes are in place for vetting and authorisation of persons from partner organisations nominated to share and view sensitive information.

- A force representative sits on the LRF media group, which produces the communications strategy for warning, informing and communicating with the public.

The force is also represented on the LRF aftercare and reception centre group, which provides support facilities to vulnerable members of the community and was used to good effect in the Buncefield oil depot incident.

- Multi-agency generic and specific plans have been produced through the LRF. They are reviewed and updated on agreed timescales, and progress is monitored at the operational and contingency planning forum and by the LRF joint chairs forum. Recent provision includes planning for a potential avian flu outbreak and potential strike action by police staff members of Unison.

- Staff are trained for incidents and emergencies in HOLMES 2, casualty bureau, and the major incident room. Multi-agency exercises take place with a mixture of table-top and live exercises.

Work in Progress

- Two firearms trainers will have completed their assessor qualification by April 2006 and two more by August 2006. These assessors will commence training of Bronze incident commanders in March 2006.

- A capability assessment for public order is scheduled for completion by the end of 2006.

Areas for Improvement

- The integration of contingency and business continuity plans across the force is currently being prepared in conjunction with LRF partners, to ensure that acceptable minimum standards are deliverable and to conform with the requirements of the CCA 2004. The full plan is scheduled for completion by November 2006.

- A force mobilisation plan has been commissioned to formally record arrangements and expectations, and forms part of the operational support department policing plan.

- A number of vulnerable sites and structures within the police district that do not have specific plans have been identified for work, which is ongoing.

- While communication links between LRF partner organisations has always been good, the force is considering the need to introduce more formalised structures.

- A draft policy has been prepared to take account of the need to share sensitive information as defined by the Government Protective Marking Scheme.

	Grade	Direction of Travel
5C Strategic Roads Policing	**Good**	**Improved**

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The Chief Constable is the national ANPR lead, and there is clear commitment to expanding ANPR, with technology fitted to all ARVs, and further static ANPR sites planned for 2006/07.

During 2005/06 there has been a significant focus on the seizure and the scrapping of uninsured vehicles, with 2,757 seizures between August 2005 and the end of March 2006, of which 46.1% were scrapped.

The killed or seriously injured (KSI) targets are in line with the government target for 2010.

Road death figures have remained high as a proportion of overall KSIs. For the calendar year 2004, total KSIs were 701, of which 52 were fatalities. For the 2005 calendar year total KSIs were 588, of which 60 were fatalities.

Strengths

- The ACC (OS) is the lead officer for roads policing. He also has involvement in the Combined Integrated Policing Group and Eastern region senior traffic officers committee, as well as chairing the Eastern Regional Control Centre (ERCC) for the roll-out of Highways Agency Traffic Officers (HATOs) across the region.

- The Chief Constable is the ACPO national lead for ANPR and a member of the Roads Policing Business Area (RPBA). The ACC (OS) leads on ANPR work for the region.

- The head of operational support sits on the county safety camera strategic programme board, while the head of roads policing has responsibility for implementing the roads policing strategy.

- The roads policing strategy reflects the ACPO document, with increasing emphasis on reducing criminality as well as casualties. The force has adopted the ACPO speed enforcement policy for patrol enforcement.

- The roads policing strategy is supplemented by an ANPR strategy, based on the national ACPO ANPR strategy. The policy includes the planned expansion of mobile ANPR capability, and the developing of ANPR-enabled CCTV in a number of

locations, working with partner agencies. The majority of roads policing unit (RPU) vehicles also have ANPR fitted.

- While there is an RPU at HQ, most roads policing resources are devolved to the three BCUs, including dedicated ANPR intercept teams on each BCU. Each area has a roads policing inspector responsible for area resources.

- More emphasis is being placed on intelligence-led roads policing as the roll-out of HATOs starts to free RPU officers from certain tasks.

- While ARVs are not part of the roads policing function, their vehicles are fitted with ANPR equipment.

- The force follows the ACPO road death investigation manual, and currently has six trained SIOs for road deaths, plus sufficient family liaison officers for roads policing, and plans for more officers to be trained in 2006/07.

- As part of the safety camera partnership and the road collision reduction group, the force is working with partners, including HCC, the Highways Agency, the fire service, the magistrates court service and the CPS.

Work in Progress

- A roads policing crime analyst has been preparing problem profiles on various aspects of the ACPO strategy. Roads policing elements have been included in the control strategy. Further work is ongoing on integrating intelligence processes, particularly to ensure that ANPR benefits are maximised.

Areas for Improvement

- A multi-agency road collision reduction group has recently been formed. This group is in its infancy but will produce a strategic road safety plan to support the local transport plan produced by the Hertfordshire highways department.

- Recent work on demand profiles and response times is being reviewed in light of the introduction of HATOs to the force area.

- Two police posts are being introduced into the safety camera unit to improve investigation and intelligence flow.

- Consideration is being given to increasing the size of the collision investigation unit to take in responsibility for all category A and category B road death investigations.

6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

The recalibration project, conducted during 2005/06, was a major review of resource usage across the force, and resulted in the redeployment of 91 posts (see case study).

The force is close to establishment levels, with PCSO numbers continuing to rise. A target for recruitment of specials has been set at least 300 by the end of 2006/07.

HR IT provisions in force are in need of upgrade, but are currently on hold pending amalgamation decisions. BME recruitment continues to be an issue for the force, as does the continual loss of staff to the Metropolitan Police.

The force failed to reach eight-day targets for sickness absence for both officers and staff in 2005/06. Improved data and management information has been produced to inform the corporate sickness monitoring review group (SMRG), chaired by the DCC and local SMRGs, now established in BCUs and departments. Figures for 2005/06 are 9.1 days for officers and 8.6 days for police staff, compared with 10.13 and 10.64 days respectively for 2004/05.

Strengths

- The HR costed plan is agreed with the Police Authority as part of the annual planning process, and sets out key objectives and targets in the areas of diversity; recruitment; retention and workforce planning; health, safety and welfare, and development, to support the key policing plan objectives. Delivery against the plan is monitored by the HR working group.

- During 2004 the new HR structure was introduced. This included five new HR business partners (HRBPs) for the five main operational units in the force: the three BCUs, the crime management department and the operational support department. HRBPs are members of the area command teams. Local issues, eg discipline, fairness at work issues and day-to-day advice, are delivered through HRBPs, supported through 'centres of expertise', eg occupational health, the pay and conditions unit, the equality and diversity unit and learning and development.

- Performance data such as sickness rates and PDR completion rates is reported to the managing staff board and the OPM.

- The recalibration programme undertook a review of staff deployment throughout the force and introduced changes to create a more efficient use of human resources. The work included a revision of shift patterns focusing on supply and demand. The project enabled the creation of 91 new posts without an increase in establishment or funding. (See case study.)

- All professional HR staff are Chartered Institute of Personnel and Development (CIPD) qualified, and staff wishing to develop a career in HR are supported in studies for qualification. Based on feedback from key stakeholders, overall the new model is delivering improved HR services. The Head of HR attends the Chief Officers Meeting (COM) and the OPM and plays a full role in all strategic decision-making processes. The force would welcome the publication of national guidance regarding costed HR plans.

- New products supporting operational performance during 2005/06 include the accredited diploma programme designed to develop leaders, the quality of service commitment led by the head of HR, which is on target to commence in November 2006, and a disability standard audit. Additionally, HR is leading for the force on workforce modernisation.

- The HR workforce plan provides the framework to meet the needs of the force. Key actions for 2006/07 include work to improve sergeant, inspector and detective numbers and recruit to strength in key police staff roles.

- Police officer strength is close to establishment levels (2,145 against a target of 2,171). PCSO strength was 144 posts by the end 2005/06 and the number of special constables continues to grow (currently at a total of 232, including 30 supervisors).

- The force continues to focus on the development of officers for promotion to the ranks of sergeant and inspector, to address the current shortfall.

- For police officers the national assessment process is used to select candidates. The Initial Police Learning and Development Programme (IPLDP) is in place through the probationer programme, Compass. New local student officer premises opened in February 2006. For police staff, the integrated competency framework is used as a basis for all recruitment and selection.

- The special priority payment scheme is reviewed and updated annually. A bonus panel meets monthly and bonus payments are awarded in accordance with scheme criteria. Links are made between performance and competence-related threshold payments.

- PDR is championed by the DCC. Completion rates of PDRs are monitored on a monthly basis, after the end of the PDR activity period on 31 May each year. Performance is reported to the managing staff board chaired by the DCC and to local command teams.

- The current HR software system is able to produce key management information, eg sickness absence data, force strength data, leavers' information, and diversity and training data. The HR intranet has been upgraded to encourage self-service.

- Medicals for chief officers, superintending ranks, senior police staff and chief inspectors have been introduced. These have flagged health issues that need to be addressed, while for others advice has been given about maintaining a healthy lifestyle.

- Unsatisfactory attendance and performance procedures for officers and police staff are in place, with all staff on any form of restricted and recuperative duties reviewed regularly monthly at SMRG meetings. There are currently 20 officers on unsatisfactory attendance procedures, 7 at the formal stages, and 80 police staff, of whom 30 are at the formal stage.

- The force has low levels of tribunal activity. In the case of settlement or a finding against the force at tribunal the legal services department produces a 'lessons learnt' document that can be circulated to the relevant HR professionals.

- A new policy developed to ensure compliance with the Gender Recognition Act is in place. The force is a member of Stonewall, and a support network for gay and lesbian members of the workforce, Keystone, is in place.

- A three-year health and safety plan is in place, and revised annually. All departmental and area command team meetings have health and safety as a standing agenda item. The corporate health and safety committee is chaired by the head of human resources and the Police Authority is represented by the PA vice chair. All BCU commanders and heads of department hold local health and safety meetings with staff association involvement.

- On the day of the Buncefield Oil depot explosion, occupational health advisers gave input on health and safety issues to the Gold group, including advice on protective

measures and tracking staff identified as first responders. This included risk assessment, follow-up and a joint questionnaire with the Health Protection Agency. There have been no injuries on duty or other health and safety issues identified as a result of this incident.

- Training for risk managers and risk assessors has been provided to staff responsible for ensuring that up-to-date risk assessments cover all of their tasks and activities. The corporate risk register highlights the highest organisational risks for corporate consideration of control measures and acceptability of residual risk. There have been no improvement notices served on the force during 2005/06.

- A policy is in place regarding the European Working Time Directive. Working hours are recorded, monitored and reported to BCU and departmental managers. Overtime has reduced in force over the two years. A traffic light system is used to identify staff working excessive hours. Individuals shown to be in the red are supported, and action taken through an agreed action plan.

Work in Progress

- In recognition that the grievance procedure was not well regarded or used, the new Fairness at Work policy has been introduced. As part of that process, First Contact representatives have been introduced.

- The new national exit questionnaire was implemented in March 2006. Results will be reported into the HR strategic assessment process to add qualitative data to the current quantitative data.

- Some detailed work is currently being undertaken to understand why some staff habitually work excessive hours, in order that appropriate action can be taken to resolve this. Monitoring processes of working hours identified recently that senior staff typically work the longest hours over a sustained period.

- Work has commenced on policy review and procedural changes to ensure compliance with age discrimination legislation, to be completed by October 2006.

Areas for Improvement

- There are plans to introduce a shared service centre (SSC), to advise on and co-ordinate all transactional HR processes. Work is under way, but recent discussions on potential future force structures placed on hold the IT requirements necessary to implement the full arrangements. In the interim, administrative functions are being centralised in line with the SSC concept, with the aim of streamlining and improving processes and improving service to customers.

- Recruitment of BME staff continues to be a challenge for the force. In attempts to address this, a number of initiatives are under way. For example, a Black Police Association representative assists with recruitment activity, which takes place at surgeries and open days in community venues.

- Community teams have been provided with resource packs to allow them to respond to recruitment queries, together with a workshop for these officers to support recruitment effort. Positive action events including application advice sessions have been held, and there is a 'buddy scheme' for BME applicants to see policing first

hand, eg through the ride-along scheme. This activity has resulted in increased levels of interest, but the majority of candidates are failing at assessment. The force has raised this issue with Centrex and discussions are ongoing.

- There are significant challenges around staff retention, particularly for specialist police officer posts, given the proximity of the force to the Metropolitan Police. As a result, retention opportunities are constantly reviewed. These include a comprehensive flexible working policy, and the active marketing of the sergeant and inspector development programme to attract transferees from other forces. The year-end figure for 2005/06 is a net loss of 26 staff.

- The occupational health, safety and welfare unit has been the subject of review, with a report from consultants delivered in March 2006. A wide-ranging series of recommendations will be implemented to improve this provision through improved processes, a changed unit structure, a revised staffing complement and some limited introduction of technology, as well as creating capacity for further health promotion programmes beyond those already achieved.

- There are plans to implement the new national PCSO assessment process in 2006/07.

- In an effort to use data from PDRs in a more sophisticated way, the force introduced an IT system – PDR on-line – in April 2005. Users found the system too complicated, and a decision was made to revert to a paper-based system until any new HR IT system is introduced.

- A comprehensive staff survey is due to be undertaken in early 2006/07.

- The force has a target of at least 300 specials by April 2007, requiring additional effort during 2006/07.

- The decision has been taken not to seek IiP accreditation. There has been a focus on improving the processes that would support the achievement of the standard, for example PDR.

6B Training, Development and Organisational Learning	Grade	Direction of Travel
	Good	**Improved**

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

 HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

Contextual Factors

This section summarises the results of improvement activities that have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place, together with an understanding of the outcomes.

The force was graded Fair during the 2005 baseline assessment, with a number of recommendations made for improvement.

A costed training plan that complies with Home Office guidelines has been developed and data from the national training costing model is being used to help the organisation manage its investment in learning and development and to support the effective management of non-attendance of staff on courses..

The current force training plan contains details of all training activity, including training in those areas for which the head of learning and development has only functional responsibility, eg firearms, dogs, scene of crime officers and the contact centre.

There is strong management, with the head of learning and development taking the role of head of profession and overseeing the standards, costs, quantity and quality of all training activity in Hertfordshire Constabulary.

There is a strong quality assurance framework for workplace assessment and, as a consequence, the force holds direct claim status with an awarding body for qualifications. Work remains to be done if similar standards are to be applied to all learning and development products, but there is work in progress to address this matter.

There is a dedicated training evaluator who sits outside the learning and development function. The evaluation strategy is based on risk assessment principles to make the best use of scarce resources. Evaluation at levels 3 and 4 is prioritised; this is intended to enable the force to measure significant business impact.

Strengths

- The force has a robust training strategy that meets the requirements of Home Office Circular 44/2005 and gives clear direction, over a three-year period, to a learning and development function that is intended to support a young 'in-service' workforce. The strategy is integrated with the requirements of the National Policing Plan and is also aligned to local community safety strategies.

- The DCC is the chief officer with responsibility for the strategic HR function and, as part of this, learning and development. He is the chair of the managing staff board and is the main link to a Police Authority that remains well engaged. There is a particularly strong commitment to the development of probationer constables, and the DCC is a driving force in this area.

- There are good arrangements in place for managing the learning and development function through a strategic training council that identifies the corporate training needs, develops the annual business plan, monitors delivery against the plan and, where necessary, re-prioritises activity, scrutinises budget spend and signs off design and delivery plans for major training initiatives. Service users indicated that they felt there was a good focus on operational requirements and that, as clients, their needs were well serviced by the available resources.

- Each policing area and the two operational departments have their own training council to identify needs and prioritise training, and to inform the learning and development function or strategic training council as appropriate. This ensures that priority is given to training that will contribute most to the achievement of Hertfordshire's policing plan objectives.

- There is clear commitment to collaborative working across the region, particularly evidenced by a consistent approach to the police race and diversity learning and development programme and the development of a regional improvement plan.

- The force has a costed training plan that captures all learning and development activity and is based on the annual budget for the resourcing and delivery of courses. The finance and learning and development leads are both involved in developing the use of the national training costing model and are committed to making full use of it as a tool for financial planning. The current focus is on managing spare trainer capacity down to a minimum, and within this year's budgeted model spare capacity has been reduced to no more than six hours.

- HMIC's recommendations are being implemented through a comprehensive improvement plan that forms part of the overall business plan for the learning and

development function. Areas for improvement are clearly specified and allocated to named individuals.

Work in Progress

- A revised structure for learning and development has been agreed and will be implemented in 2006/07, with the proposed changes being managed in two phases. The first phase, budgeted for and taking place now, revolves around the recruitment of an assistant manager for learning and development to provide resilience to the existing management structure and to allow for an improved focus on quality assurance. The anticipated date of appointment is December 2006.

- The second phase, which will take place during the first quarter of 2007, will introduce an improved career structure for trainers to help the department retain experience and improve service and performance. The main change will be the creation of a flexible pay structure to allow for the development of trainer and senior trainer roles, which will give opportunities for stepped career progression. Becoming a team leader will cease to be the only option open to a skilled trainer who seeks development and career progression.

Areas for Improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide which the force retains. That document contains an 'indicative scalar' of between 1 and 5 for 90 specific areas. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

The progress on the areas summarised below will be reported on in the context section of next year's report.

- The force has recognised a pressing need to improve the management of quality assurance processes within the department. HM inspectors were pleased to find that progress is under way to recruit someone for a newly created post that will allow the force to address this issue.

- Key practices and systems of work, such as quality assurance frameworks and evaluation, are well established but not well documented. The processes for workplace assessment are the exception to this. There is a need to apply similar principles to all learning and development products across the organisation.

- While there is an embedded evaluation function, constraints on resources mean that there is limited evaluation actually taking place within the department. There is little evaluation activity at levels 1 and 2, but the head of learning and development is addressing this by introducing an IT-based system that will allow for the electronic capture of data and a more detailed analysis of results. This solution is currently available within the region and HMIC has been told that the costs are minimal. This should be progressed as a priority. Evaluation at levels 3 and 4 is being risk managed and is only performed in respect of those programmes that impact on prioritised business outcomes. There needs to be a systematic evaluation process for all learning and development events within the force.

6C   Race and Diversity

Grade	Direction of Travel
Good	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

The recent HMIC inspection of the RES in force revealed significant activity promoting RES issues both internally and externally.

There are diversity boards at both force and BCU level. The Disability Discrimination Act has been implemented and progression action plans are in place for BMEs and women.

A new staff survey is planned for 2006/07.

Strengths

- The DCC is the force lead for race and diversity issues. The diversity strategy and agenda are managed through the force diversity board and local (BCU and HQ) diversity boards.

- Within the diversity strategy there are 14 work streams – each with a senior manager lead who reports on progress to the force diversity board.

- The new diversity unit, led by a chief inspector, incorporates RES monitoring and progress, stop and search, community engagement, a diversity project co-ordinator, an equality and diversity officer who leads on HR related activity, and a data analyst.

- Effective response to hate crimes and incidents is closely supervised through TCG processes, while performance related issues such as quality of service to BME victims is scrutinised through OPM (see also framework 1A).

- Progress against achieving a diverse workforce is indicated by current HR statistics:

  Population: 94% white   6% BME   49% male   51% female

  Constabulary: 96.4% white   3.6% BME   56% male   44% female

- Local diversity boards have objectives, and are held accountable for improvements. Objectives include workforce profile monitoring, and identification of under-representation in roles and departments.

- The RES was published in May 2005 after widespread consultation. In accordance with the RES, all force policies have been reviewed, equality impact assessments introduced and a delivery mechanism for all diversity issues established at corporate and BCU level.

- The Western area diversity board is exploring possibilities for attracting disabled people to work in the service as police staff. There is partnership working with appropriate charities to assist this piece of work. Crime management is working in partnership with Hertfordshire University inform university students of opportunities within the service and to encourage them to apply. The objective of this work is to attract BME and female applicants.

- The last cultural audit in 2003 led to the creation of specific work streams, and resulted in initiatives to improve work-life balance, provide support to minority groups, and progress the Gender Agenda.

- Positive action initiatives to support recruitment activity have included application, advice sessions, pre-assessment briefings, introduction of a buddy scheme, outreach work in local communities and the ride-along scheme, supported by staff associations and support groups.

- The new Fairness at Work Policy enables monitoring for discrimination, and was introduced in direct response to the low numbers of grievances previously reported, and the anecdotal mistrust of the system. A communication plan is in place to ensure that staff have access to briefings, information and support. To increase confidence in the new procedures a registration system has been introduced and is subject to monitoring by the diversity and equality officer.

- A progression action plan is in place for minority ethnic and women employees. This includes a mentoring scheme, a senior women's group and membership of the British Women's Police Association. A communication plan is in place to promote the Fairness at Work policy and ensure that awareness is raised regarding the principle and operating procedures.

- There are regular reviews of policies in order to achieve a diverse workforce. Policies assessed in the last year include attendance management, trans-sexualism and gender reassignment, special leave and internal force vetting.

- Force plans set out clear targets in line with Dismantling Barriers to improve the workforce profile of BME officers and staff.

- Monitoring of employment data has led to a number of actions. For example, it was found that a higher proportion of female police recruits were failing the fitness test. A DVD was produced to help with preparation for the test and, as a result, there is currently no disproportionality between male and female candidates.

- There has been a programme of training on 'stop, search and account' procedures, resulting in increased officer awareness of roles, powers and engagement with members of the public. Interviews with representatives from the community who experienced or witnessed officer engagement during a stop and search encounter were positive.

- Progressive steps are being taken at local and HQ level to interrogate disproportionality figures. Stop and search data findings are fed back to the force diversity board.

- BCUs and departments have developed local action plans to address under-representation through their local diversity boards. An action plan to improve progression of those from minority groups has been introduced.

- BCU commanders are held to account in respect of hate crime and associated satisfaction rates through the OPM. Issues concerning bullying, harassment and representation are dealt with at both divisional and force diversity board meetings.

- Staff associations and representative groups are all represented locally and at force level on diversity boards, and are regularly consulted on such issues as RES and discipline matters.

- The Disability Discrimination Act has been implemented, and the Employers Forum on Disability Standard Survey was conducted in 2005, with results used to develop an action plan. A policy to support the implementation of reasonable adjustments is being used by managers. For instance, the force recently recruited a man with no fingers on one hand as a police officer, after assessing his ability to carry out the requirements of the role and making a minor adjustment.

- Disability issues are considered in any building plans. For example, Enable – which represents the interests of staff with disabilities – proactively assisted in the planning of the new OSB 1 building at HQ. The Western area has supported community-based recruitment events in areas of high BME population, and is also piloting work with the Shaw Trust to help those with disabilities to secure employment.

- In 2005/06 all officers and staff had specific objectives in respect of furthering their understanding of the RRAA, and making a personal contribution in line with the general duties of the RRAA. Most departmental heads had some understanding of responsibilities under the RRAA, with senior managers recently receiving training to underpin PDR objectives.

- All operational staff on BCUs have received training on the stops policy, 'street intervention'. Specific training on Sections 43 and 44 of the Prevention of Terrorism Act is due to be rolled out in 2006/07.

- The force currently has the following staff associations: the Police Federation, the Superintendent Association, the Black Police Association, Keystone (lesbian, gay, bisexual and transgender) and Enable (for staff with disabilities), a Gender Agenda work stream and a senior women's forum. Each of the staff associations is fully supported by the force, with regular access to ACPO, and each is represented on the force diversity board.

- Diversity training is an integral part of staff learning and development, starting with IPLDP (the Compass project) and running through every aspect of operational learning, eg critical incident training, the management development programme, and quality of service training.

- As part of the recalibration project, a review of staff deployment was undertaken with staff association and support group representation. Resource management units are now in place on BCUs and HQ. Revised shift patterns have been introduced and staff encouraged to consider flexible working arrangements.

- A pilot on work-life balance within the CCR has enabled staff to work more flexibly, while improving the matching of resources to demand. A European Working Time Directive policy is in place, supported by a workplace agreement with the Police Federation.

- Monitoring of religions and faith commenced during 2005/06.

Work in Progress

- The new confidence and equality strategy will be launched across the organisation in June 2006 following the consultation period.

- A new harassment policy is being developed, and is due for implementation in Spring 2006.

- The force is hopeful that the new in-house initial probationer training programme will make the service more attractive to female candidates. The first intake in March 2006 resulted in 9 females among the 19 recruits.

Areas for Improvement

- The BME profile is regarded as a priority, given the gap between target and actual numbers of staff. Positive action activity has seen an increase in levels of interest from BME candidates. However, the majority of candidates are failing at the assessment stage (as per previous comments). The force has been in discussions with Centrex and the Home Office to identify potential barriers in the process.

- RRAA monitoring is being conducted, but analysis has to date been limited. Additionally, recording of training applications by ethnicity requires strengthening in order to be RRAA compliant.

- A staff survey due for completion in 2006/07 will include questions on fairness at work. The results of the survey will be used to identify any organisational issues that need to be tackled.

- Female officers continue to be under-represented in the operational support department. The department conducted an open day to attract women to the firearms unit, and has plans during 2006/07 to conduct similar activity in the dog unit and roads policing department.

- The Police Authority has raised concerns regarding the accuracy of stop and search forms, now requiring supervisors to intervene as appropriate. In addition, action is required to address the backlog of uncaptured and unanalysed stop and search forms.

- There is reliance at BCU level on HQ capturing stop and search data profiling ethnicity.

- Despite the widespread circulation of the *Hertsbeat* publication, interviews with community representatives highlighted limited awareness of the public rights on stop and search, which need promotion.

- The force has engaged with consultants to identify barriers to the retention and progression of BME and female members of the workforce.

- Sexual orientation and disability monitoring is planned to commence in 2006.

6D Managing Financial and Physical Resources	Grade	Direction of Travel
	Good	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

The assessment is based on force self-assessment and HMIC findings, as well as a consideration of the police use of resources evaluations (PURE) by the Audit Commission's appointed auditor.

Set out at the end of this section are the appointed auditor's summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor.

Work on the potential for force restructuring has had a significant impact on the finance department and other support services.

Strengths

- There is a significant level of budget devolvement, including the controlled devolution of police pay, supported by strong financial planning processes, based on the medium-term financial plan, and working with the Police Authority, enabling early implementation of any budget decisions.

- The overall business planning processes demonstrate the linking of resources to performance, with budget holders having clarity over available resources to deliver performance.

- The force has a good record of delivering efficiency gains through strong financial planning processes. Examples include the use of new forms of provision such as police surgeons, and the outsourcing of the fleet body-shop. Further efficiency savings have been made by the restructuring of teams, eg the MCTF and surveillance teams.

- Resource managers, trained in all aspects of resource management by a nationally recognised expert, have been introduced to each BCU to provide support and advice to BCU commanders. Resource departments are required to submit plans for process improvement each year.

- The force has worked with its partners in local government and the University of Hertfordshire to effectively combine central government grant and local resources to deliver a significant number of PCSOs.

- Efficiencies in the policing model have been achieved through the recalibration programme, providing 91 additional posts and meeting expanding demands such as financial investigators and protective service business areas, such as managing critical incidents and major crime.

- Performance is measured across resource departments against a range of cost, quality and output performance indicators, and there is significant use of external benchmarking.

- During 2005/06 agreed revised financial regulations were agreed with the Police Authority, based on the latest good practice.

- A finance department restructuring was implemented in 2005/06. This produced cashable efficiencies through the centralising of process functions. Additionally, the finance department actively promotes technology improvements. Examples are the recent successful implementation of an electronic purchase ordering system, and the Government Procurement Card, which has reduced the number of invoices processed by over 4,400 per year.

- The vehicle replacement strategy has been highlighted as best practice in the Eastern region by external consultants. The savings achieved since adopting the strategy equate to £100,000 a year.

- Purchase of the Hatfield site for future development during 2005/06 has enabled development of new BCU and custody facilities in line with the PAVS. The strategy – approved by the Police Authority in 2002, based on principles set out in the Action Stations and Open all Hours HMIC reports, is recognised as an excellent example of a comprehensive estate strategy.

- The force has led in the policing region, to achieve an agreement of supplementary planning guidance, to ensure that expected major developments producing significant growth in population over the next few years will result in a fair contribution towards policing costs.

- Progress has been made in developing a web-based overtime system, which is planned for roll-out across the force during the first half of 2006/07. Further IT enhancements are planned in 2006/07, including an upgrade of the departmental intranet site.

- Appropriate risk-management arrangements are now in place within the Police Authority and force, and are being embedded into the business management of the organisation.

- The fleet department has undergone considerable change during 2005/06, in line with the fleet strategy plan, to enable greater support for the recalibration project and provide a better service to operational policing. Over the year the number of workshops has been reduced from two to one. They are centrally based and have resulted in significant efficiency gains.

- The fleet manager was a key member of the professional team that introduced the new transport procurement arrangements and made a significant contribution to the delivery of efficiency gains.

- Hertfordshire has the lowest transport revenue costs of the MSF group, together with comparatively low premises-related expenses.

Areas for Improvement

- The 2006/07 budget report notes that the Police Authority received a general grant settlement of £110.4 million – an increase of 1.4%. To achieve a precept increase below 5%, savings of £2.8 million need to be implemented and £1.4 million applied from the general reserve. In the medium term, standstill pressures will continue to exceed the increase in grant funding and estimated council tax levels. One of the factors contributing to this is the increase in borrowing costs associated with the necessary investment in the public access and visibility strategy.

- In considering the budget for 2006/07 the Police Authority was advised that the use of reserves was preferable to the implementation of "savings that would likely impact on service delivery".

- To balance the budget over the next three years there is a need to identify savings in excess of £5.4 million, together with the use of reserves. The Police Authority is aware that to achieve medium-term stability, there is a need to manage the projected budget gap without recourse to reserves. Over the medium term this will be a difficult challenge to meet without impacting on performance.

- The integration of HR and finance systems to improve the efficiency and reliability of people data has been put on hold, pending the ongoing debate on force restructures.

- There are resilience difficulties concerning the provision of professional support services to operational policing. For example, an annual report on procurement has not yet been presented to the Police Authority due to problems of professional resilience. An annual report on procurement makes a key contribution to the Police Authority's corporate governance responsibilities for contracting. Support services are an obvious area for collaborative working with other forces, and this should not be delayed pending the debate on force restructures.

- There is clear commitment to relentless 'reality checking' of key routine activities on a daily basis.

Audit Commission Assessment of Use of Resources

Element	Assessment
Financial Management	*3*
Financial Standing	*3*
Internal Control	*3*
Value For Money	*3*

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

GOOD PRACTICE

TITLE Proceeds of Crime Act
PROBLEM At the end of 2004 HMIC released their thematic inspection entitled 'Payback time'. Essentially this document highlighted the fact that Forces had not made full use of the powers available under the Proceeds of Crime Act 2002. Hertfordshire conducted an internal review.
SOLUTION A Force Strategy Group was formed, Chaired by the Head of Serious and Organised Crime, with representatives from headquarters and each BCU. An inter-agency group was also formed with 'champions' from the CPS, Courts and the police.   These groups developed a comprehensive action plan to address the problem under key headings: • Improving organisational focus   • Increasing capability   • Training and Education   • Information technology   • Partnership working   • Performance measurement   • Identifying best practice   • Communication

- Intelligence
- Enforcement
- Prevention

Results / Achievements

Increase in total force resources dedicated to Proceeds of crime Act work from 4 to 23.

Economic Crime Unit formed (2005) including a money laundering team, financial investigation and confiscation unit, fraud squad and cheque and credit card unit led by a dedicated detective Inspector.

Introduction of Basic Command Unit (BCU) based money laundering units consisting of 3 detectives and 1 financial investigator.

Further 5 staff trained as financial investigators to perform the role part time for specialist units such as major crime, special branch and covert investigation units reducing the burden on the core team.

Over 500 front line staff in key roles provided with targeted training.

Financial investigation databases – Equifax, ELMER etc devolved to BCU level to increase proactive use. Introduction of agreed protocols with CPS for money laundering charges. POCA included at all levels of the tasking process.

Monitoring of performance through Force Operational Performance Meeting and local Criminal Justice Board.

Comprehensive communication strategy in place including POCA website.

Comprehensive response to Suspicious Activity Reports.

OUTCOME(S) – Performance to Date

Restraint

Over £8M assets are currently restrained for this year awaiting court outcomes and decisions.

Confiscation / Forfeiture

2004/05 - £363,668/9 orders (full year)

2005/6 - £965,000/27 orders (to end of Feb. 06)

The force will be seeking confiscation of the £8m restrained at future hearings together with an additional £2m of assets already identified for confiscation.

Cash Seizures

2003/04 - 3 (full year)

2004/05 - 5 (full year)

2005/06 - 28 (£557,000) (to end of Feb 06)

Money Laundering Detections

2003/04   - 0 (full year)

2004/05   - 11 (full year)

20005/06   -96 (to end of Feb 06)

Over 40 cases being processed through the courts that could provide the £10m identified if every case is won by the prosecution.

FORCE CONTACT .

D/Supt Bob Saunders

Head of Serous & Organised Crime

Tel:- 01707 354605

bob.saunders@herts.pnn.police.uk

	Grade	Direction of Travel
6E Information Management	**Good**	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

Force IT systems are robust and reliable, and performance is consistent. The new IS strategy was approved in December 2005.

There are currently serious concerns in force on the current viability of the NSPIS Custody project, due to its incompatibility with existing force systems. As a result the project is on hold pending further IT developments.

Strengths

- The force has an up-to-date information systems (IS) strategy, developed by qualified information and communications technology professionals and approved by the Police Authority in December 2005. Key members of the Police Authority, force stakeholders and senior users were consulted and contributed to its development.

- The new IS strategy includes an increased commitment to mobile data provision, and is fully costed within the context of budgetary pressures. All costs are forecast for a five-year period, and are used within the overall force medium-term financial forecasting model.

- The management information board (MIB) meets bi-monthly and is the primary decision-making group on IS strategy, delivery of the IS investment programme and related IS matters. The MIB consists of a chief officer, a Police Authority member, the head of communications and IT, senior users, staff association representatives, senior IS/IT staff, and senior information management staff. The chair of the MIB is a chief officer – the director of resources – and is supported by the head of communications and IT. Both the director of resources and the head of communications and IT are experienced chartered professionals.

- All IS projects operate under the Projects in Controlled Environments 2 (PRINCE2) project management framework. Individual IS project boards are held responsible for successful delivery and demonstrate this to MIB through a formal post-implementation review. Communications and IT projects review meetings are held bi-monthly ahead of MIB meetings to fully review all IS projects.

- Key elements of the MIB programme are reviewed by all chief officers in their quarterly review of the force Programme of Programmes.

- The Communications and IT department has performance indicators on 'project success rating', indicating timeliness, budget and cost benefits. Other performance indicators relate to key service measures such as 'time to fix', 'time to install' and help desk answering. Performance is reviewed monthly at the communications and IT departmental management meeting. Eight out of the 15 current plans relate to successful delivery of key IS projects.

- There is a robust, resilient and stable IT infrastructure, with a high level of integration between crime information, custody and command and control systems. As a lead force on the IMPACT nominal index (INI) project, Hertfordshire has been providing full data for the pilot since June 2005. Since 'go-live' of INI in January 2006, the force has been providing 'nominals' data from crime, custody, intelligence, firearms and child protection into INI.

- Annual customer satisfaction surveys gauging customer opinion and satisfaction levels show improved satisfaction levels of 96.8% in 2005, compared with 96.07% in 2004. A more comprehensive customer survey is carried out as part of the ACPO IM benchmarking exercise every two years.

- A business impact review identified key systems and their desired recovery times following a disaster, and led to the development of the disaster avoidance and recovery strategy. Recovery of key systems is tested on a quarterly basis at a recovery centre.

- Command and control, crime and custody systems have standby fail-over servers providing increased resilience.

- Annual security and penetration test exercises are carried out by an independent organisation, and action is taken to make improvements as highlighted. Email and internet content is monitored, and action taken on that which contravenes the information security policy, either through direct communication with the perpetrator or via line management or the professional standards unit for more serious breaches.

- In accordance with IT infrastructure library (ITIL) recommendations, the communications and IT department has a customer services manager at management team level, who leads on user support, support and maintenance performance, and customer relationships.

- The IT help desk is currently fully resourced, and has been exceeding the 40% target for immediate resolution of IT issues.

Work in Progress

- A Cross-Regional Information Sharing Project (CRISP) data warehouse has been introduced, to provide all operational information in one place for 'one-stop-shop' user accessibility, is populated with crime, custody, intelligence, firearms and child protection systems, and is due to commence in early 2006/07.

Areas for Improvement

- As highlighted in the last baseline assessment report, during 2005/06 the force has continued to have serious concerns regarding the viability of the NSPIS Custody project, given the current version's incompatibility with current force IT systems. To date there is no updated version that might tackle this issue. As a result, the force has taken the decision not to proceed with the roll-out of NSPIS Custody pending further developments.

- Intelligence searching through INI is available to the force from one location at present, but it is intended that it will be rolled out further as soon as the national programme enables this.

- Several key communications and IT senior managers and staff have undertaken ITIL training for phased implementation during 2006/07.

6F   National Intelligence Model

Grade	Direction of Travel
Good	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

NIM processes, including briefings and level 1 and 2 FTCG meetings are embedded and are complemented by the four-weekly OPM.

The force is currently conducting a major review of the NIM in force. The NIM 2 project is on schedule for delivery in November 2006.

Strengths

- The DCC is the ACPO lead for the NIM. OPM meetings are held every 28 days and on the same day as level 2 FTCG meetings, in order that priority issues can be addressed using the appropriate tactical options.

- The NIM 2 compliance project is led by a dedicated chief inspector, and follows NIM guidance published in November 2005. This post includes a quality assurance function for NIM processes at levels 1 and 2. The next NIM self-inspection was carried out in March 2006 and tested all 135 minimum standards.

- TCG meetings are consistent across the force, ensuring equitable comparisons of performance and intelligence. Scientific support personnel now attend every TCG meeting, providing forensic tactical options, and assist with crime series identification.

- The tasking and briefing IT system TABS is used to task and brief officers at central and remote stations, ensuring effective briefing and collation of tactical activity, and results for analysis. Dedicated source management units exist at level 2 and on each BCU. Each intelligence unit has a champion specifically trained in open source searching for information.

- The force is a partner in a joint intelligence unit, driving activity against regional level 2 criminality. Level 2 tactical tasking and co-ordination group (TCG) meetings take place every 28 days and document the decision-making process for allocation of level 2 resources.

- At CDRP level on the NHP Pathfinder BCU, NIM-style meetings are in place and feed into the level 1 TCG meeting on the BCU. This process is to be rolled out across the force in 2006/07.

Work in Progress

- A significant review of intelligence functions across the force is under way. The review will look at structures, processes and procedures. Recommendations will be made to the force management board in May 2006.

Areas for Improvement

- Until recently a daily meeting (seven days a week) was being held, at BCU and force level, using conference call, ensuring the prioritisation, effective resource allocation and early identification of critical incidents. A decision was taken to stop the daily meeting, which now only takes place at weekends. The force is missing an opportunity to have a fully joined-up daily update and discussion on issues. The force may wish to further review this decision.

- In light of its focus on NHP and on increasing community intelligence, the force may wish to further link with the senior analyst, who is not utilised currently.

- There are currently no IT linkages between the HOLMES 2 database and the force intelligence system.

7   Leadership and Direction

7A   Leadership

Grade	Direction of Travel
Good	**Not Graded**

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

The Chief Constable leads a cohesive talented team, with strong vision, energy and direction. The team has demonstrated real commitment to high visibility and personal accountability in addressing change. A strong relationship exists between the ACPO team and the Police Authority.

There are well established formal and informal consultation and engagement processes with staff associations and support groups.

The recalibration exercise – seen as successful – is a good example of programme management in force.

Strengths

- The chief officer team is stable and has been in place for some time. It comprises the Chief Constable, appointed in October 2004, the DCC, the ACC (O), the ACC (OS) and the director of resources. One chief superintendent has been acting ACC (O) as cover while the full time post-holder completes a secondment away from the force. Succession planning is managed and considered between the chief officer team and the Police Authority, with use of internal and external appointments to balance experience and new thinking.

- The Chief Constable holds monthly meetings with chief officers to discuss their portfolios and personal development, and conducts their PDRs. 'Awaydays' and quarterly evening meetings are programmed, providing teambuilding activity and strategic discussions, and both take place away from HQ. Strategic scanning and problem-solving days are held every two months with area commanders, departmental heads and staff associations.

- The vision and values statement has recently been refreshed, and is reinforced at leadership seminars led by the Chief Constable. He has spoken at each round of leadership development seminars, setting out his vision for the leadership role within

the force. The policing plan is distributed to all households through *Hertsbeat*, which is delivered to every household annually.

- The DCC chairs the leadership development board, a tailored programme that is designed to meet the individual needs of staff with leadership potential and is currently focused on sergeants and inspectors.

- All chief officers are engaged in a continued visibility programme across the county to meet staff, listen to their concerns and reaffirm the values of the organisation. The introduction of Saturday working for the ACPO team has greatly increased the time available to spend on this programme and this is fully recognised by staff.

- Each chief officer has a role in national activity, supported by specialists in force and his or her own research team. The Chief Constable is the national lead for ANPR. The DCC sits on the NIM working group. The ACC (O) led the work to establish the national community tension team, and the director of resources (who is a member of ACPO finance and resources) is leading regional finance work.
The 'Ask the Executive' feature on the force intranet site allows staff to ask questions directly of chief officers, and provides an opportunity for staff concerns to be answered while reinforcing key organisational values.

- A series of stakeholder sessions has been running for all district and county councillors, rural stakeholders such as the National Farmers Union and the Country Landowners Association, magistrates, head-teachers and business leaders. The sessions set out the Chief Constable's vision and provide information on current policing issues.

- During 2005/06 the recalibration project has been the major change programme for the force. The project was led by a chief superintendent reporting to the DCC, who chaired the programme board. Project management, maintenance of performance, staff morale and direct communications by chief officers at shift briefings, question times and full involvement of staff associations were key issues monitored closely during the project. Challenging issues such as the change in shift systems and the widespread reintroduction of single crewing have been successfully managed and introduced (see case study).

- During summer 2005 the ACC (O) was seconded for six weeks to establish the national community tension team, and has chaired the Muslim safety forum. He appeared regularly on national media in the period following the July 2005 London bombings.

- A well established county IAG is in place, currently advising on stops and street intervention and on HR processes including recruitment, retention and training. During 2005/06 IAGs have been established at BCU level.

- There is a positive and professional relationship between the force and the Police Authority. The Chief Constable has fortnightly meetings with the chairman, and chief officers are allocated responsibility to lead on each of the Police Authority committees and working groups. The Police Authority was pleased with the media profile of chief officers and the force, evidenced in particular through the handling of Buncefield.

- Daily performance data, and the Chief Constable's daily report, are available to Police Authority members via access to the force intranet. Regular reports on

performance are provided to the Police Authority performance scrutiny committee.

- The ACC (OS) leads for the region on the regional intelligence cell, and is involved with Centrex in the planning and delivery of Gold command training for superintendent ranks. He is currently engaged in presentations to inform national and international policing agencies and other stakeholders on the Buncefield explosion.

- The force has previously conducted cultural, wellbeing and gender audits, resulting in action plans, forming the basis of the diversity board work streams. For example, the cultural audit led to the chief officer visibility programme, and the gender audit led to the introduction of mentoring by senior women.

- The Chief Constable has regular, diaried meetings with all staff associations and support groups. Staff associations are invited to be represented on all programme boards for major work being undertaken. Staff associations believe they are well consulted, and given opportunities to challenge and raise concerns. Positive feedback was provided with regard to the management of the recalibration programme.

- The Police Authority staff liaison panel meets regularly without chief officer presence, and provides an opportunity for staff associations to raise issues direct with members.

- There is an external communications strategy and media strategy, monitored by the DCC at regular intelligence-led planning meetings with the head of corporate communications. As part of the strategy, media coverage for force operations and initiatives is actively sought by chief officers. For example, members of the press often accompany officers on operations, and chief officers make themselves available for interview. During the Buncefield fire incident the Chief Constable and the ACC (OS) appeared regularly on TV.

- The executive diploma scheme has been introduced, and a series of leadership seminars were held in January and February 2006, with all supervisory staff required to attend.

- The Chief Constable presents awards to members of the community who have acted bravely in situations where criminal activity was taking place. Ceremonies are attended by Police Authority members and key community partners, as well as family members of those receiving awards. The Police Authority also held its own awards evening, with awards for the community officer of the year presented alongside awards for members of the community.

- The Chief Constable meets with local authorities and other stakeholders on a regular basis over key issues, eg new licensing laws and paying for additional PCSOs. This is supported by regular force and area editions of *In the Loop,* and monthly stakeholder evenings held by the Chief Constable. The Chief Constable is a member of the Local Criminal Justice Board, the county chief officer group and the county local strategic partnership.

- The force is currently piloting the alternative to Objective Structured Performance-Related Examination (OSPRE) part 2 police examinations. The training programme is designed to develop the leadership skills of candidates while exposing them to workplace experience.

Work in Progress

- A comprehensive staff survey has been designed and is about to go live. One area of focus will be staff morale.

Areas for Improvement

- A corporate risk register operates within the force, and is subject to six-monthly reviews. One such risk is declining performance, as highlighted by the reductions in sanction detections, and continued areas of underperformance, eg the burglary detection rate. The force needs to ensure that it is proactively identifying such risks on an ongoing basis.

- While overall comments from staff associations were very positive, there were concerns raised by Keystone on the potential under-reporting of homophobic related incidents, and also from Enable – a recently formed group representing the interests of disabled members of staff on issues of consultation.

- Some staff remain to be convinced about the realignment of resources following the recalibration project. Some believe that the reduction in resources in rural areas at certain times, combined with the single crewing policy, hampers the speed and effectiveness of incident response. There are also concerns that the travelling distances to custody centres exacerbate this problem. Once the recalibration project is finalised, the force intends to conduct a review in summer 2006. In addition, a full-time resource allocation unit will be established to ensure that management of resources becomes a permanent feature of force planning.

- Another issue of concern expressed by staff associations was that, while supportive of an agreed clear focus on performance, the force needs to satisfy itself that performance is maintained, while the high levels of integrity currently present are also retained.

- Although the force has working time policy, a number of senior police officers regularly exceed their hours. This calls into question both their operational and managerial effectiveness when they work for prolonged periods without adequate rest.

7B   Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	**Stable**

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

There is a clear performance management focus at force and BCU level. The OPM meeting process is rigorous and well attended. Daily performance information is available and accessible.

Legislation and opportunities linked to POCA are seeking to be fully exploited.

While the issue of sanction detections was recognised in the summer of 2005, it took some time for the force to embrace the action necessary to reverse its declining performance.

Strengths

- Chief officers receive daily performance information, and formally review performance as a chief officer team once a week.

- The OPM takes place every 28 days, when BCU commanders and departmental heads are held to account over performance issues. Performance is compared in detail with that of the MSF and BCU family groups. The OPM is chaired by the ACC (O), attended by the Chief Constable and other chief officers, and followed by the level 2 FTCG meeting.

- Thematic inspections are commissioned by chief officers into areas of work identified via the OPM, to ensure that there is a proper understanding of issues. A health check is kept on key operational processes, eg officer workloads, arrest levels and custody waiting times.

- The OPM identifies any decline in performance, eg in sanction detections. As a result, chief officers commissioned a major operation (Operation Accumulate) to bring focus to this area of activity. Chief officers adopted one BCU each. As a result the overall sanction detection rate decline was reversed, and the force achieved its year-end target. The OPM is reinforced by a cycle of monthly performance meetings and two weekly FTCG meetings on area, with daily area management meetings to address immediate issues.

- Live performance data is provided via the force-wide website. ACCs have PDR objectives specifically relating to operational performance. Chief officers review the PDR objectives of all BCU commanders and departmental heads.

- The force has developed a risk matrix that captures past, present and predicted performance trends. Performance is compared in detail with that of the MSF and BCU family groups (see 7A).

- Police Authority members attend the OPM and force Project Management Board (PMB) meetings. The Police Authority performance scrutiny committee oversees force performance at strategic level, supplemented by twice-yearly force performance presentations to the full Police Authority membership.

- Best value reviews have been integrated into the risk-based programme of inspections and reviews, supported by a team of business analysts.

- The force has for some time worked in collaboration with Bedfordshire Police, and also works with regional partners on issues such as ANPR, cross-border intelligence and corporate development, eg environmental scanning. The force leads for the region in developing the regional intelligence unit.

- Dedicated POCA resources are now in place. Considerations on the use of POCA are showing signs of beginning to be embedded at all levels, including the execution of warrants.

- Chief officers scrutinise user satisfaction and public confidence data, and have commissioned additional work for a more in-depth analysis of satisfaction levels. For example, satisfaction levels for minority ethnic communities have been an area of particular focus.

- As part of the Chief Constable's leadership seminars, a substantial number of supervisors in the force have received a comprehensive training input in managing performance.

- There is a tiered approach to inspection and review, from local through to thematic issues. The force has undertaken a number of inspections, including the street intervention policy (stop and search/account), and the service to minority ethnic communities.

- The corporate risk register is managed by the risk management forum and chaired by the director of resources. The forum meets on a monthly basis to assess and maintain the corporate risk register and drives thematic inspections.

- The value of debriefing is recognised across the organisation and formal documented debriefs are carried out in respect of any major operation, critical incident (eg Buncefield) or significant business process.

- 'Ask the Executive' is a feature of the force's intranet website, where any member of staff can email the chief officers directly on any subject. This has proved to be extremely popular and has assisted with the process improvements.

Work in Progress

- While POCA has been embraced by the force, the head of crime is due to meet with a senior judge to discuss confidential hearings being held at the same time as guilty pleas in order to quicken processes. A lawyer within the legal services department has been assisting on some POCA hearings in an attempt to make the process swifter.

Areas for Improvement

- The decline in the sanction detection rate was clearly identified by June 2005. Action to reverse the decline had little impact for the following six months, before the start of Operation Accumulate. It is important that lessons are learnt from this delay to ensure that early identification of declines in performance lead to detailed analysis, fast-time action plans and rigorous follow-up.

- In comparison with other forces, Hertfordshire appears to have initially under-used PNDs. Feedback suggests that training on this issue was not well regarded. As a result of research linked to Operation Accumulate, the use of PNDs has increased significantly, although there is also evidence to suggest that approximately 10% of PNDs issued during the early days of Operation Accumulate will be discontinued due to administrative errors.

- A comprehensive three-tier approach to audit and evaluation, which dovetails with the corporate risk register, is now being established. This will allow the force to assess and categorise risks in a wide range of ways. Significant training has already taken place to ensure that expertise is available to properly understand the issues and that proportionate assessments are made. This is led by the director of resources.

GOOD PRACTICE

TITLE : Re-Calibration Project
PROBLEM The Hertfordshire policing model led to significant performance increases for the constabulary. However it was identified that the model needed to continue to evolve to reflect: - Changes in the external environment.   - New opportunities.   - Focusing on 'what works' in policing.
SOLUTION: In January 2005 the Re-Calibration project was formed with 40 separate strands of activity identified. The deputy chief constable was appointed as project lead supported by a dedicated chief superintendent and his team.   Extensive consultation took place throughout the force including staff associations.   A communication strategy was developed to keep staff informed.

Results / Achievements

Changes to the shift arrangements enabling a more effective match of supply of resources to the demand predicted for each hour of the day.

Posts have been transferred from areas to create a fully independent Major Crime Task Force(MCTF). Since inception there have been no abstractions from areas to support the MCTF. This has reduced the area abstraction by 28 posts per day compared to last year.

Increased numbers of officers deployed within CIT and the introduction of a demand modelled shift pattern have seen substantial increases in the number of prisoners dealt with by CITs.

15 posts have been provided to contribute towards staffing Area Service Desks.

Tactical Teams have increased staffing and have moved to a shift pattern to reflect the 7-day nature of policing.

Areas have moved to an enhanced 7-day intelligence and briefing function.

Additional posts have also been created to provide 'real time' intelligence support and turnaround.

Increased staffing levels within for File Preparation Units ensured these teams have the capability to deal with the workload placed upon them without needing to allocate files out to other teams for upgrading.

The introduction of a supply demand modelled shift pattern in Beat Crime Units (less serious volume crimes) and Priority Crime Units (burglary, robbery etc.) has meant that teams are able to work more efficiently.

The introduction of dedicated posts for the investigation of computer crime has reduced the significant backlogs.

The introduction of technical support posts on each Area has increased the provision of technical surveillance equipment.

The introduction of a crewing procedure where more single crewed vehicles are deployed has introduced benefits improving the supply demand match and removing the in-built inefficiency created by excessive double crewing.

Staffing for a dedicated Prolific or Other Priority Offender Units have been established on each Area to co-ordinate the effective targeting of those offenders who cause the most harm through their prolific criminal activity.

91 new posts were created from existing resources to meet new demand. This reflects an efficiency saving of approximately £3 million.

14 new posts have been created for financial investigation. Allowing the formation of a Money Laundering Unit, targeting Level II crime and above, supplemented by Financial Investigator posts on Areas focussing on the seizure of assets from local criminals.

OUTCOME The bulk of changes under Re-Calibration went 'live' on 3rd January 2006, and the success criteria for the project continue to be monitored. Early

indications are promising.
FORCE CONTACT . T/Supt. Andy McCracken
Re-Calibration Project
Tel: 01462 425107 andrew.mccracken@herts.pnn.police.uk

Appendix 1: Glossary of Terms and Abbreviations

A

ACC	assistant chief constable
ACC (O)	assistant chief constable (operations)
ACC (OS)	assistant chief constable (operational support)
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic

C

CAI	child abuse investigation
CBRN	chemical, biological, radiological and nuclear
CCR	county communications room
CDRP	crime and disorder reduction partnership
CHIS	covert human intelligence source
CIA	community impact assessment
CID	criminal investigation department
CRISP	Cross-Regional Information Sharing Project
CSI	crime scene investigator

D

DCC	deputy chief constable
DCI	detective chief inspector

DI	detective inspector
DV	domestic violence
DVLA	Driver and Vehicle Licensing Agency

E

ECU	economic crime unit
EFQM	European Foundation for Quality Management
EIA	equality impact assessment

F

FIB	force intelligence bureau
FTA	fail to appear
FTCG	force tasking and co-ordination group
HATO	Highways Agency Traffic Officer
HCC	Hertfordshire County Council
HOCR	Home Office Counting Rules
HOLMES 2	Home Office Large Major Enquiry System 2
HR	human resource(s)
HRBP	human resources business partners
HRSO	high risk sex offender
HSE	Health and Safety Executive

I

IAG	independent advisory group
INI	IMPACT nominal index
IPLDP	Initial Police Learning and Development Programme
IS	information systems
ITIL	information technology infrastructure library

K

| KSI | killed or seriously injured |

L

| LRF | local resilience forum |

M

MAPPA	multi-agency public protection arrangements
MCTF	major crime task force
MIB	management information board
MIDAS	Multi-Tier Distributed Application Services
MIS	management information system
MISPER	missing persons
MSF	most similar force(s)

N

NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NIM	National Intelligence Model
NMIS	National Management Information System
NHP	neighbourhood policing
NPT	neighbourhood policing team
NSPIS	National Strategy for Police Information Systems

O

OCE	organised crime enterprise
OPM	operational performance meeting
OPSY	operational security
OSB 1	operational support building
OSPRE	Objective Structured Performance-Related Examination

P

PA	Police Authority
PAVA	Pelargonic Acid Vanillylamide
PAVS	public access and visibility strategy
PCSO	police community support officer
PDR	performance development review
PIP	professionalising the investigative process
PNC	Police National Computer
PND	penalty notice for disorder
POCA	Proceeds of Crime Act 2004

POP	problem-orientated policing
PPO	prolific and priority offender
PPU	public protection unit
PRINCE2	Projects in Controlled Environments 2
PSU	police standards unit
PURE	police use of resources evaluations

Q

| QoSC | quality of service commitment |

R

RES	race equality scheme
RPU	roads policing unit
RRAA	Race Relations (Amendment) Act

S

SETS	Single Evidential Tracking System
SIO	senior investigating officer
SMRG	sickness monitoring review group
SOCG	serious organised crime group
SSC	shared service centre

T

TABS	tasking and briefing information technology system
TAPS	Tasking and Problem Solving
TCG	tasking and co-ordination group
TSU	technical support unit
TTCG	tactical tasking and co-ordination group

V

| ViSOR | Violent and Sex Offenders Register |