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All data and charts contained within the Hertfordshire Constabulary Annual Management Statement have been annotated with a date range and/or were accurate at time of submission to HMICFRS in June 2018. The published document is unchanged in respect of data and charts.
Foreword from the Chief Constable

Hertfordshire Constabulary is a modern, pro-active and flexible Police Force. We put the communities we serve first and are there for victims when they need us most. We employ more than 3,400 Police Officers and Staff and have the support of 250 Special Constables plus many more volunteers. Together we work hard to keep people safe, reduce crime and catch criminals.

The Police and Crime Commissioner for Hertfordshire has set an ambitious Community Safety and Criminal Justice Plan for the county for the five years from 2017-2022. Titled ‘Everybody’s Business’, this outlines clear strategic intentions to build further upon the success of neighbourhood policing in Hertfordshire by bringing policing, communities, partner agencies and the Criminal Justice System still closer together for the safety of our communities and the good of victims.

The plan contains four major themes: Putting Victims at the Centre, Public Focus, Offender Pays and Business Sense. Within this document are outlined many of the priorities for policing to achieve, working alongside others, within the County.

For the first time, we have this year compiled this Force Management Statement to detail how well placed the Constabulary is to deliver against the priorities within ‘Everybody’s Business’ alongside the other policing and organisational pressures we face. The document looks at the full breadth of Constabulary business, both operational and organisational, and identifies the current demands that are encountered. It considers how well resourced the Constabulary is to meet those demands, how those demands may be expected to change in the future and whether the Constabulary is well positioned to be able to adjust to those changes.

The Force Management Statement and the valuable information it contains will be used by the Constabulary to help inform our future strategic planning, to engage meaningfully and productively with the Police and Crime Commissioner over priorities and funding, and to inform HMICFRS inspection activity concerning Hertfordshire.

We intend to continue to refine this document in the years ahead and to annually publish this Force Management Statement to provide a comprehensive insight into the overall health of the Constabulary. I consider that this approach will serve Hertfordshire well as we strive to deliver the most effective and efficient policing service possible for our communities.

Charlie Hall QPM

Chief Constable
Executive Summary

In completing this Force Management Statement the Constabulary has undertaken data analysis and worked with senior managers from across the Constabulary to examine the demands influencing the organisation in all areas of business. It builds upon our existing and comprehensive internal change programmes to further understand current and likely future demands, the status of the workforce and other organisational assets. It describes the steps to be taken to meet emerging demands and the issues that remain for the Constabulary to understand. Alongside our existing change work, this has provided a rich picture of the Constabulary, its abilities to cope with the demands faced, the gaps and the readiness to address future challenges.

Hertfordshire is an economic engine room of the UK and a net contributor to GDP. Consequently the county will continue to see significant population growth from its current population of 1.18 million residents, with each of Hertfordshire’s ten districts predicting growth of at least 2000 homes over the next ten years, whilst East Hertfordshire expects the development of Gilston to add around 10500 homes. The under 25 population in particular, a useful proxy for Police demand, is expanding rapidly with predictions that this will grow as sharply as any area outside of London. The County’s diversity also continues to increase, with 19.2% of the population from minority ethnic groups. The growing population, trends towards greater population density and a younger and more diverse demographic can be expected to increase demand for policing services.

Demand for Policing Services

During 2017/18 increased demand was evident in calls for service within the Force Communications Room (FCR), leading to additional resource investment to improve call handling and accurately identify vulnerability and the threat of harm. It is projected that emergency calls may continue to slightly increase as the demography grows, although it is anticipated that simultaneously non-emergency calls will continue to decline as alternative means to contact the Police are expanded. Importantly however, the Constabulary expects to convert a higher proportion of those calls into incidents requiring service.

The Constabulary has also seen a noticeable increase in recorded crime, an important indicator for many reasons not least because this represents genuine demand on policing. Since the low point of recorded crime in April 2015 of 51,359 offences, the Constabulary has recorded increasing levels of crime and at year end 2017/18 recorded 82,940 offences. Whilst some of this is attributed to administrative factors and improved compliance (we estimate 54% of the overall increase), it also undoubtedly includes some real increases in crime. The Constabulary will continue to strive to increase its crime recording compliance (HMICFRS found this to be 87.2% compliant in 2017) and consequently it is anticipated that further smaller increases in recorded crime will be experienced in the next 2-3 years.

In-line with the PCC’s Community Safety and Criminal Justice Plan the model of neighbourhood policing has been maintained, with identifiable Safer Neighbourhood Teams across the county led through the ten local policing commands. This model places local policing teams within communities and encourages a problem solving approach to issues of crime and disorder. The ability to deliver this style of neighbourhood policing is being challenged by the overall growth in demand for policing services, so in response work has been undertaken to model projected demand, and the efficiency of our processes and shift systems. Additional resources have been built into this year’s budget to strengthen local response and pro-active teams as a result.
Particular upwards trends in recent years have been seen in the reporting of offences involving vulnerable people. This includes Sexual Offences, Domestic Abuse and Child Sexual Exploitation. Whilst these increases have slowed lately, the Constabulary still expects slight rises in the reporting of these types of crime as confidence to report continues to build. Many of the investigations that follow these reports are increasingly complex, placing additional strain upon investigative resources and capabilities, including most recently disclosure pressures. The demands on policing emanating from mental health issues within communities has also increased noticeably, as has the number of missing people.

Collectively, these demands have increased further the pressure on our safeguarding resources to ensure prompt and effective action is taken to reduce the risk of vulnerable people coming to harm. The Constabulary works closely with well-established and active partnerships in this high volume and complex areas of work. As it is predicted that the levels of vulnerability within our communities will continue to grow and partner agencies will remain insufficiently resourced to completely address this, it seems unlikely the safeguarding demands will abate. Despite investments in this area in recent years, these demands are expected to create additional safeguarding resourcing and capability pressures.

Of particular concern of late has been the significant growth in Knife Crime. In addition to volume increases, the Constabulary has observed a general lowering of age in both victim and suspect profiles and clear associations with drug dealing gangs operating county lines. Much partnership effort is being expended to break this cycle and this will be an absolute focus for the Constabulary in coming months.

The growth of the digital world and new technologies has also changed the nature of offending, with the Constabulary seeing more cyber dependent and cyber enabled crime. Whilst the Constabulary has previously invested in specialist capabilities to support such digital investigations, demand in these areas continues to increase. Online Fraud in Hertfordshire is at one of the highest levels in the country. This will require further enhancement of the organisation’s capabilities and capacity, including ensuring frontline staff have the necessary competence to initiate investigations. Recognising these risks, the Constabulary will also be looking to provide additional digital preventative advice to individuals, businesses and communities and enhance the support given to victims.

In the last twelve months the demand upon investigators when dealing with disclosure matters has sharply increased, driven partly by the proliferation of mobile devices and computers and partly by tighter legislative requirements. Additionally, there is a growing requirement to obtain third party disclosure material, which by its nature is not available without delay and effort. Whilst these pressures are being alleviated to an extent by the Constabulary employing additional disclosure officers, further work will likely be required.

The Workforce and Organisational Assets

The Human Resources (HR) department is a collaborated function that works alongside Bedfordshire and Cambridgeshire forces. Ambitious workforce plans are in place, enabled by the recent council tax precept rise agreed by the Police and Crime Commissioner, to increase the number of Police Officers in the county to assist in meeting the operational demands. Simultaneously the Constabulary is aiming to maintain PCSO numbers, further increase the Special Constabulary strength and manage turnover in other roles. This, alongside national workforce reforms being introduced by the College of Policing, is
placing particular strains upon the HR function and it seems likely that resources will need increasing within both the HR and Learning and Department (L&D) functions if all aspirations are to be met.

To improve capability in this area Hertfordshire introduced a Workforce Development Team last year to alleviate some pressure. This has resulted in improved resilience and workforce planning across the Constabulary and more focus on skills development. Positive action on recruitment within Black Minority and Ethnic (BME) Communities has also seen a significant increase in successful applications from minority ethnic groups.

A particular challenge remains upon increasing numbers and resilience within the detective cadre. Detective capacity and capability needs to grow within the Constabulary as investigations and safeguarding complexity increases. In response an innovative Accelerated Detective Programme for new recruits has been introduced alongside other measures to recruit and retain detectives. With around one third of posts not presently filled by fully qualified detectives and the number of required posts likely to increase further, this area will require continued attention.

Supporting the welfare and wellbeing of all staff also remains a key objective. The Constabulary has made significant recent strides by re-investing into Occupational Health and introducing a number of initiatives and schemes all aimed at improving wellbeing pathways. The Constabulary has been especially active with Durham University around our staff survey. A comprehensive ‘Valuing our Leaders’ programme is also being delivered to enhance supervisory skills throughout the organisation.

A number of programmes are in the process of being delivered to improve overall ICT provision to staff to enhance productivity and better manage demand. This includes the recent implementation of the Athena crime, intelligence, custody and case building system from which the Constabulary expects to be able to achieve effectiveness and efficiency improvements. Replacement programmes for mobile devices are planned and now necessary to increase productivity of frontline staff. The ICT department is also delivering a number of local and national convergence programmes. Whilst these all appear achievable within current funding and resourcing, there are tight tolerances and they will need to be kept under close review to ensure they deliver the benefits expected on time.

**Future Steps**

The Constabulary has invested considerable resource into its future demand modelling work, titled Project Odyssey. This work is enabling the neighbourhood policing model to be protected and the public better served through closer temporal matching of response team resourcing with demand. It has also introduced the Investigation Management Unit to improve supervision of investigations and better manage allocations. A similar evidence based approach is now being applied into the Force Communications Room and Safer Neighbourhood Teams to improve efficiency. The expertise developed by the Project Odyssey Team will be used to review efficiency and productivity of other Constabulary functions in due course.

There are many examples of effective partnerships in which the Constabulary is an active partner. These are particularly important in areas such as safeguarding, local policing, criminal justice and serious and organised crime. As the demand patterns continue to change the Constabulary intends to work closely with its partners to review these and ensure that problem solving remains central to the work of these partnerships. Addressing the knife crime issues affecting Hertfordshire is one of the first priorities.
Embedding a culture of learning across the organisation is also a focus, ensuring that the Constabulary adopts a leadership model that properly values staff and develops an evidence base of what works throughout the organisation. To assist, the organisation will be investing in innovative technology including data and text analytics to better synthesise high volumes of data and free text public feedback. These technologies will continue to transform the business, enabling it to better listen to the customer voice, then better assess that information and respond to it in the public interest.

A number of exciting estates projects are currently being taken forward which promise to make significant improvements to the premises the Constabulary operates from. Where possible these are being delivered as part of the One Public Estate, including close working with local authorities, and seeking to deliver more agile and flexible buildings to better suit modern working practices and improve productivity. The schemes, which are likely to be delivered within the next five years, are mostly substantial in nature and include redevelopment of the headquarters site.

Finally, financial planning has been a Constabulary strength for many years. Substantial budgetary savings have been delivered whilst simultaneously maintaining an annual budget that has not required drastic resource reductions as a consequence of using balancing funds enabled by healthy reserves. These reserve levels are now reducing meaning the Constabulary will be less able to sustain the annual revenue budget in this way. This results in the medium term financial plan needing to address a £7.2m annual revenue shortfall by 2022/23. Whilst the Constabulary has the time and capability to manage this, it will need to work closely with the Police and Crime Commissioner to ensure the revenue budget remains sustainable.

Future Challenges

This Force Management Statement has enabled an analysis of the demands upon the Constabulary and the resources and plans presently in place to address these and future demands. The Constabulary expects the need to address the following significant operational and organisational challenges in the next twelve months:

Operational

- Knife crime and county lines drug dealing
- The increasing complexity of investigations and disclosure requirements
- Continued increases in demand for Safeguarding, particularly Domestic Abuse and Child Sexual Exploitation
- Police deployments to mental health crisis in communities
- The prevention of economic crime
- Expanding the capacity and capability to address cyber crime
- Resilience within the Force Communications Room

Organisational

- Capacity and capability within the HR and L&D function to sustain the workforce plan and simultaneously manage the national workforce transformation programmes
- Effectively addressing the detective skills and recruitment gap
- On time delivery of the ICT programme, including Enable ERP and refreshed mobile working solutions
- Identification and delivery of further efficiency and productivity benefits from Project Odyssey
- Realisation of tangible benefits from the 7 Force Collaboration programme
- Fully embedding problem solving and learning into the organisational culture and key partnerships
- Achieving a sustainable medium term financial plan

These areas for further action will be progressed via the Constabulary’s Chief Officer Group and Organisational Development Board. Collaborative partners will be engaged as necessary and the Police and Crime Commissioner regularly updated on progress via the Strategic Executive Board. The Force Management Statement and key future challenges will be used further to inform the risk registers and future strategic planning, including the 2019/20 budget submission to the Police and Crime Commissioner.
Introduction to Hertfordshire

Hertfordshire covers 634 square miles, 70% of the county is designated as rural, whilst four population centres have over 50,000 residents: Hemel Hempstead, St Albans, Stevenage and Watford. The standard of living is mostly high, with low unemployment and residents generally healthy, well-educated and well paid, however there are areas of deprivation and social exclusion. The population of 1.18m continues to increase, rapidly rising from 1.02m in 2001, with a noticeable increase to the young and elderly population. 19.2% of residents are from ethnic minority groups.

The Constabulary’s 2018/19 budget is £190.2m; £170m is currently spent on staff (this is all Officers and Staff pay costs, including allowances and overtime). The workforce comprises of 1,853 Police Officers, 210 Police Community Support Officers, 1,340 Police Staff and 250 Special Constables.¹

The Constabulary maintains a strong local policing focus through ten Community Safety Partnerships each aligned to Local Authority areas. Each has dedicated neighbourhood, local response and crime teams, supported by inter-agency partnerships and centralised specialist support. There is significant collaboration, chiefly through its strategic alliance with Bedfordshire Police and Cambridgeshire Constabulary which provides protective services and a range of other operational and support functions increasing effectiveness and efficiency.

In 2017/18 recorded crimes have increased from the previous year by 11.8% to a total 82,940, the increases predominantly attributed to reports of Assaults, Harassment and Domestic Abuse. Whilst this rise is considered to be mainly the result of increased victim confidence and improvements made to ensure accurate crime recording, an increase in acquisitive crime has also been witnessed.

Keeping people safe through safeguarding, in particular those who are vulnerable, remains a key priority. The Constabulary has collaborated with partner agencies to further strengthen this area during the last year including, for example, the Fire and Rescue Service. Additionally there has been increased resourcing and focus within the Force Communications Room ensuring improved handling of incoming calls and the management of risk to the public.

The projected population increase in Hertfordshire is likely to result in a corresponding increase in the incidence and reporting across all crime types.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Households</th>
<th>Year</th>
<th>Population</th>
<th>Households</th>
<th>Year</th>
<th>Population</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1.17m</td>
<td>482k</td>
<td>2018</td>
<td>1.18m</td>
<td>494k²</td>
<td>2021</td>
<td>1.23m</td>
<td>511k</td>
</tr>
</tbody>
</table>

Hertfordshire will grow over the next 5 years, with plans to develop a number of housing options. Each of the 10 CSPs within Hertfordshire is expected to grow by at least 2000 homes; with Gilston in East Herts adding an additional 8500 – 10500 new homes. This will inevitably lead to an increase in requests for service/response to incidents for communities becoming increasingly diverse and with an aging population, this will

¹ Staffing figures data as at 28th February, 2018
² Estimate – predicted 501k in 2019
necessitate more innovative response processes. This will clearly contribute to the demand all business areas within this Force Management Statement will face over the next 3-4 years.

KEY FACTS\(^3\) (as at 2017)

<table>
<thead>
<tr>
<th>Force Area</th>
<th>634 square miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>2.9 per 1000 population (3.6 national average)</td>
</tr>
<tr>
<td></td>
<td>↓17% change in local workforce since 2010 (↓15% national change since 2010)</td>
</tr>
<tr>
<td>Victim-based crimes</td>
<td>0.04 per person (0.06 national average)</td>
</tr>
<tr>
<td></td>
<td>Local 5 year trend: no change (national 5 year trend, no change)</td>
</tr>
<tr>
<td>Cost</td>
<td>45p per person per day; local (55p per person per day; national)</td>
</tr>
</tbody>
</table>

**Scrutiny and Monitoring of Performance**

The focus of performance reporting and monitoring by the Constabulary is against strategic objectives, as outlined in the Police and Crime Commissioner’s (PCC) Police and Crime Plan and the Constabulary’s Operational Policing Plan.

Some of the performance objectives require Action Plans; others are measured through routine performance monitoring frameworks or are subject to reports on progress from Business Leads.

Performance is reported through a robust dynamic performance management culture and control framework at a number of Department and Senior Management Team meetings, including:

- A Strategic Performance Board (SPB) which is the Constabulary’s primary performance management meeting for monitoring and managing progress toward the Constabulary’s strategic targets and objectives
- A Strategic Executive Board (SEB) is chaired by the PCC. The results at SPB lead to a detailed discussion of outcomes and actions to address areas of concern. This board is a strategic decision making forum at which the PCC also holds the Chief Constable (CC) to account
- Chief Officer representation at monthly collaborated Delivery Management Boards, such as those for Joint Protective Services (JPS), Operational Support (Chaired by a Hertfordshire Chief Officer) and Organisational Support
- A joint meeting of Bedfordshire, Cambridgeshire and Hertfordshire Chief Officers (JCOB) which covers collaborated issues including performance
- Strategic Alliance Summit meetings (SAS) which cover the progress of collaboration projects and oversight of business as usual

The Constabulary uses its own Performance Development Review (PDR) system to monitor both Police Officer and Police Staff performance against individual objectives and behavioural competencies, and identifies development needs.

\(^3\) HMICFRS Website 2017
Risk Management

The Constabulary has a record of successfully managing risk in order to deliver innovative programmes of change. A proactive approach is taken to managing opportunities that can deliver business and performance benefits, as well as risks. The Constabulary uses a risk database called ‘Orchidsoft’ to record its risks, which is also used by units collaborated across Bedfordshire, Cambridgeshire and Hertfordshire. The benefits of using this system are that:

- risks can be accessed via the Intranet
- access to users can be tailored to ensure they only view what they need to
- there is a full audit trail built into the system
- it provides consistency in managing risk

The Strategic Risk Register is reviewed and updated monthly by each individual Risk Owner. The risk register review process is monitored by the Inspection and Review Manager who reports to the Risk Management Board.

The Risk Management Board reviews both collaboration and Hertfordshire only risks and reports to both the Police and Crime Commissioner’s Strategic Executive Board (SEB) and the Joint Audit Committee (JAC).

Local risk registers are also managed on Orchidsoft. This allows local risks to be escalated to a corporate level if required, or corporate risks to be downgraded and managed locally.

Hertfordshire also hold a Strategic Issues Log, where risks are no longer predicted but are a reality.

Demand Assessment

A demand matrix methodology has been applied to all sections within this Force Management Statement (Appendix A). This helps to identify key demand risks by assessing and comparing the effectiveness of the Constabulary’s assets to meet current demand against the expected future demand trends. This enables Hertfordshire to focus on the higher risk areas to mitigate this demand prior to fruition.

Implementation of Athena

The force implemented Athena in May 2018. It is an integrated operational policing system, managing crime recording and investigations, providing real-time intelligence and other information across participating forces, which will improve information sharing between forces and provide more effective investigations and management of risk as a result.

This system will capture additional information and should bring a greater ability to measure and monitor demand. Athena records additional information over the previous system, and thus, once bedded in, will have an additional impact on resources in terms of data sourcing/matching and input. Athena should, however, bring a greater ability to measure, monitor and report on demand and performance.
National Priorities

**Strategic Policing Requirement**
The Strategic Policing Requirement focuses on those areas, listed below, where government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary threats and supports Chief Constables and Police and Crime Commissioners (PCCs) in balancing local and national priorities.

- Terrorism
- Serious & Organised Crime
- National Cyber Security Incident
- Public Order or Public Safety Threats
- Civil Emergencies
- Child Sexual Abuse

Local Priorities

**Police and Crime Plan**
The plan is based around the themes that were endorsed by the electorate of Hertfordshire and the delivery of promises the PCC made to them.

- Building on success
- Putting Victims at the centre
- Public Focus
- Offender Pays
- Business Sense
- Holding to Account

**Operational Policing Plan**
This plan sets out our operational priorities for the next year. It supports the Police and Crime Commissioner’s Police and Crime Plan, ‘Everybody’s Business’ and is intended to ensure that everything we do is focused on fighting crime and tackling the issues that cause the most harm. Keeping people safe and safeguarding is our top priority.

**Hertfordshire Strategic Assessment 2018**
The Hertfordshire Strategic Assessment provides an overview of the current and long-term issues affecting, or likely to affect, policing. The Strategic Assessment itself does not outline the Constabulary’s priorities, nor does it describe the priorities that we have agreed to commit resources to. Rather, it is a tool that helps to identify emerging or future threat, risk and vulnerability: issues that should be accounted for when determining planning assumptions and when setting future priorities.
This Strategic Assessment is a living document and therefore is underpinned by a programme of research and analysis. It should also highlight gaps in our organisational knowledge and set the focus of future analysis. As a result, this assessment will highlight areas requiring focus.

**The Herts Way and the Code of Ethics**

Policing in Hertfordshire follows the “Herts Way”, This identifies three core objectives defining how we are:

- Keeping People Safe
- Reducing Crime
- Catching Criminals

The three core policing objectives are linked to the Code of Ethics.

This code sets out the ethical standards to which Officers adhere.
Project Odyssey Demand Infographic

This infographic shows demand for Hertfordshire Constabulary, on an average day in 2017.

Data Period 1/1/17 - 31/12/17
Section 1 – Responding to the Public

1.1 Responding to the Public

1.1.1 Current and Future Demand – 2018-2022

The Force Communications Room (FCR) is responsible for processing requests for service via the telephone (101 and 999), online self-service and webchat functions. It is also responsible for tasking the response to those incidents via its command and control function. The response to incidents will either be resolved through the deployment of officers from the Local Policing Command (LPC), supported by specialist units if required, or resolved by staff within the FCR with no requirement for a Police Officer to be deployed.

The table below shows the breakdown of requests for service received via the FCR in 2017. A number of additional requests for service are made at Police Station Enquiry Offices and direct to Officers; these figures cannot be accurately identified, therefore they have been excluded.

<table>
<thead>
<tr>
<th>Calls for Service</th>
<th>Number received during 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>101</td>
<td>427,061</td>
</tr>
<tr>
<td>999</td>
<td>158,510</td>
</tr>
<tr>
<td>Webchat</td>
<td>17,069</td>
</tr>
<tr>
<td>Online self-service</td>
<td>5,444</td>
</tr>
</tbody>
</table>

Online self-service and webchat were launched in the first quarter of 2017 and usage has grown steadily since their introduction offering a wider range of options to access services. This is in line with the Policing Vision 2025 to make policing more readily accessible through digital means.

Data from 2017 shows that 55% of all calls received resulted in either an incident log or a crime report being created. 45% of all calls received, resulted in either no action being taken or the call being directed elsewhere. Work is currently on-going to further understand this demand.

The FCR is responsible for assessing all calls to determine the risk associated with that call. The THRIVE risk assessment is applied for calls not requiring an immediate response to identify and prioritise vulnerability. The response to mitigate any risk identified will be varied dependent on the type of call/information received. Therefore, there is no standard response to dealing with a request for service.

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4 Threat, Harm, Risk, Investigation, Vulnerability, Engagement (THRIVE) – assessing risk against set criteria
The following table shows the total number of incidents managed by the FCR in 2017, broken down by category. Immediate, Priority and Scheduled calls, all result in the deployment of a police resource as a response.

<table>
<thead>
<tr>
<th>Incidents 2017</th>
<th>Admin *</th>
<th>ASB</th>
<th>Crime</th>
<th>Public Safety and Welfare</th>
<th>Transport</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate</td>
<td>4763</td>
<td>3112</td>
<td>11776</td>
<td>25399</td>
<td>10520</td>
<td>55570</td>
</tr>
<tr>
<td>Priority</td>
<td>9828</td>
<td>10325</td>
<td>13450</td>
<td>34943</td>
<td>7272</td>
<td>75818</td>
</tr>
<tr>
<td>Scheduled / Appt</td>
<td>20374</td>
<td>7178</td>
<td>10258</td>
<td>8717</td>
<td>1808</td>
<td>48335</td>
</tr>
<tr>
<td>Resolved without deployment</td>
<td>27148</td>
<td>14651</td>
<td>8466</td>
<td>36199</td>
<td>16903</td>
<td>103367</td>
</tr>
<tr>
<td>Total</td>
<td>62113</td>
<td>35266</td>
<td>43950</td>
<td>105258</td>
<td>36503</td>
<td>283090</td>
</tr>
</tbody>
</table>

(*) Admin’ relates to incidents that do not fit within the other categories.

Call volumes experience seasonal peaks and troughs, which are accounted for in our resource modelling/forward planning. When unexpected events occur, the FCR Inspector will implement tactical options to protect the response to 999 calls.

The graph below shows how 999 calls, 101 calls and the number of incidents resulting from those calls have changed over the past 4 years. There has been an increase in the number of calls requiring a response.

Future demand is difficult to predict, however, trend data provides indications of what will change. At present, there are increases in digital reporting and decreases in 101 volume. Yet, 999 calls have seen an upward trend which is currently captured on the Force Strategic Risk Register to ensure appropriate mitigation and scrutiny. It is predicted that digital reporting will continue to grow over the next four years and divert the traditional 101 demand to the online service. At present, the digital platforms in operation do not wholly digitalise the response and any digital requests still place a demand on the FCR for a response.
Demand in Hertfordshire for digital services has grown by almost 25% in the first quarter of 2018 (Jan: 1598, Feb: 1803, Mar: 1990). The volumes include online crime reporting, online intelligence and online anti-social driving. Damage Only accidents are also reportable, although this is a collaborated function.

Figures for Hertfordshire for all online crime reporting, online intelligence, online anti-social driving and Damage Only accidents have risen by 356% over the period May 2017 (1924) to May 2018 (4126).

Current developments, including the recent introduction of Business Crime (on-line) reporting and the ability to upload digital images, are expected to see further engagement with online reporting and further step changes in the use of services.

The following graphs show previous and forecast demand data for 999 calls and 101 calls.
The following graphs show the number of incidents since 2014 and forecast until 2020.

1.1.2 Current status of the workforce and other assets

In 2016, HMIC graded Hertfordshire Constabulary as 'inadequate' in relation to vulnerability and the assessment of risk when a call was made to the Police. Since then, an improved risk assessment (THRIVE) and Quality Assurance (QA) function has led to better identification of vulnerable victims to allow the appropriate response. THRIVE assessments are carried out on approximately 65% of incident logs (immediate incidents and duplicates are not subject to THRIVE).

A mental health triage facility (see Section 4 - Protecting Vulnerable People) is available from 8am to 4am, based in the FCR. This provides immediate scrutiny of calls for service, providing advice and support where required. The facility can be mobile and is often deployed to incidents where additional advice and support are required. Prior to officers using their S136 powers, advice is sought from the triage nurse.
The Constabulary uses 'Storm' as its command and control system. Storm Qualifiers are applied when an incident is closed, flags can be added by an operator if required and some are auto added due to the opening classification e.g. a domestic incident. Flags are generally used as a reminder that a certain action is required whereas qualifiers provide data and allow for a certain category to be identified.

A drop in overall call handling performance was experienced during 2017. Increases in requests for service and the introduction of the THRIVE assessment tool saw the average handling time increase from circa 6 minutes to over 9 minutes. Athena may further increase handling times in the short term, as part of the familiarisation process.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>% 999 calls answered within 10 seconds</td>
<td>77%</td>
</tr>
<tr>
<td>% 101 calls answered within 30 seconds</td>
<td>59%</td>
</tr>
<tr>
<td>% 999 calls ‘abandoned’ (calls are moved between lines)</td>
<td>3.2%</td>
</tr>
<tr>
<td>% 101 calls abandoned</td>
<td>10.6%</td>
</tr>
<tr>
<td>Webchat response</td>
<td>&lt; 2 mins</td>
</tr>
</tbody>
</table>

Any 999 calls that do drop out are urgently called back. For 101 calls the Integrated Voice Recognition (IVR) system gives callers the option to report online or webchat; therefore some abandonment is encouraged. The FCR aims to answer a 101 call within 30 seconds; whilst this figure was not achieved in 2017, 80% of those calls were in fact answered within 2 mins suggesting that the delay for most callers is not significant.

In relation to responding to incidents approximately 38% of all requests for service are resolved without deployment. 2017 performance in relation to the remaining 62% of requests is shown in the table on the next page.
A demand report from Project Odyssey reviewed the response times and concluded that an 85% response within 15 minutes and 80% response with 60 minutes could be considered ‘good’.

The ambition is that all staff within the FCR become multi-skilled, so when required, staff can be moved between call handling and the controlling of incidents.

The telephony and online systems provide data for staff performance, enabling line managers to monitor and make any interventions that are required. This is further supported with a QA function to dip sample records. The FCR has recently seen an uplift in establishment to address the increased average handling times and the introduction of Athena. Targeted recruitment is ongoing and it is anticipated that establishment will be reached by September 2018.

Mapping technology is also available and can track vehicle and individual locations (via personal radio), for allocating the most appropriate resource to incidents. In addition telemetrics in vehicles monitor and record the quality and standard of driving.

Where an incident requires deployment, this is generally dealt with by Intervention Officers, supported by specialists where appropriate e.g. Dog Unit or Authorised Firearms Officer.

Overall Intervention Officers resources are further broken down across the 10 Hertfordshire Community Safety Partnerships (CSPs) and deployed locally. The figures described solely relate to Intervention Officers and include Inspectors, Sergeants and Police Constables.

Intervention has a significant proportion of young (in service) staff which has resulted in a high number of officers requiring response driving courses and at present there is insufficient Learning and Development capacity to meet demand. This is an emerging risk recorded on the Strategic Risk Register. A plan is in place to increase the number of drivers. The force should be back up to strength by September 2018. In the meantime, this may have an impact on the response to incidents.

<table>
<thead>
<tr>
<th>Grade / Role</th>
<th>2017/18 (budgeted)</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Establishment</td>
<td>Actual</td>
</tr>
<tr>
<td>Officers</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>207</td>
<td></td>
</tr>
<tr>
<td>A3 Communications Operators</td>
<td>218.5</td>
<td>197.8</td>
</tr>
<tr>
<td>PC Communications Operator</td>
<td>21</td>
<td>16.8</td>
</tr>
<tr>
<td>A4 Supervisor</td>
<td>23.7</td>
<td>22</td>
</tr>
<tr>
<td>Totals</td>
<td>241</td>
<td>263.2</td>
</tr>
</tbody>
</table>
In order to manage demand in the most efficient way the Constabulary has made advances in digital mobilisation in recent years, allowing officers and staff access to enhanced technology; pooled tablet style devices (Toughpads) and personal issue mobile phones. This allows them to carry out their role in a more mobile and agile way. It also allows them to view incident records prior to attending an incident, complete and record Stop and Search events and upload data e.g. evidential photos at the scene.

Toughpads are reaching the end of their service life and are being replaced over the next 3 - 6 months with pooled laptop devices. Longer term laptop devices will be personally issued to all operational officers and staff. The current Windows phone will be replaced by Android smartphones, improving functionality and processing speed, including compatibility with the ‘tuServ' mobile application enabling offices to create reports directly into Athena.

Each Intervention, Safer Neighbourhood Team (SNT) Officer and Police Community Support Officers (PCSOs) has been provided with their own personal issue Body Worn Video (BWV). The use of BWV is promoted at all levels.

1.1.3 Current status of the workforce and other assets - wellbeing

The FCR has its own well-being policy which reflects much of what is in place for the wider organisation, such as trauma management through TRiM and Occupational Health Unit support. The FCR has its own TRiM lead and well-being champions in place. It also supports breaks from Visual Display Units due to the nature of the role. From February to April 2018 the senior team held feedback sessions for FCR staff. Feedback showed difficulties in obtaining annual leave, constant pressure regarding call figures and inconsistencies with the shift patterns. The senior team implemented some immediate changes such as amendments to the leave policy, however, there is still a lot of work to be done and the feedback is being developed into an action plan which will be fed into the wider FCR review.

The priority is to develop staff and retain their experience and skills within the FCR. When staff leave they are asked to provide feedback, which will also inform the action plan. Issues such as shift patterns will take time to amend and the review will recommend how best to change to help manage the balance between demand and welfare of staff.

The LPC has trained Post Incident Managers who are crucial for the public and ensuring the Officer/Staff trust regarding any incident requiring investigation by the Independent Office of Police Conduct (IOPC). They have an agenda to provide support to Supervisors and LPC Commanders, ensuring they are kept informed of any strategic issues and links made to tactical plans.

1.1.4 Planned changes to meet future demand

The FCR is currently 20.7 call handlers short of the 2018/19 establishment, however, recruitment is underway to fill these posts. Training is extensive and it is anticipated that the target staffing numbers will be in place by September 2018. Intervention as a whole is currently 55 officers short of the 2018/19 establishment, however, recruitment is also underway to fill those posts. Police Officer recruitment is the primary route of entry to the LPC and the Constabulary recruitment plans are described in Section 14 – Workforce.

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5 tuServ is a mobile application designed to enable officers to access multiple systems from a single app
6 The aim of TRiM is to assist and support individuals exposed to critical incidents. It also provides advice to supervisors/managers with regards to the needs of staff after critical incidents.
The Home Office has recently provided a number of biometric devices which allow greater access to information for frontline officers, such as capturing fingerprints, which can be used to speed up identifying Foreign National Offenders and present opportunities to identify those at risk e.g. sex trafficking. The devices are in the process of being rolled out across Hertfordshire. The introduction of National Law Enforcement Data Services (NLEDS), which is the replacement for the Police National Database in 2018, will also allow officers greater access to national intelligence.

In April 2018, Hertfordshire Constabulary commissioned a full review of the FCR including call handling, training, resourcing and supervision structures and demand. Approximately 45% of all calls received, do not result in a log or incident being created: anecdotal information suggests that those calls are likely to be enquiries for advice or duplication for large incidents etc. Once the assessment of that demand is complete, options to divert/improve the possibilities for that demand can be considered such as the use of artificial intelligence, improvements to the integrated voice recognition or different online services.

The review will be completed by July 2018 and recommendations made for improvements in service and efficiency opportunities.

Hertfordshire Constabulary recently agreed and are tendering for the ‘Hopper Project’ which will allow an automated survey system to engage the public and ask their opinion on the services received. It will provide useful feedback on public satisfaction and confidence levels and inform the preferred options for contact. Hopper will use powerful text analytics to make feedback available in near ‘real time’ through dashboards, tailored to individual departments and operations across the entire organisation.

The Chief Constable and Police and Crime Commissioner are keen to encourage new and better ways of working with partners to reduce demand and share resources. For example, working with the East of England Ambulance Service, to reduce unnecessary police demand on ambulance and service drift from ambulance to police.

Intervention Officers have undertaken problem solving training to develop and implement long term problem solving measures. Engagement with partners is key and work is ongoing with our major hospitals such as Lister and Watford General as well as Kingsley Green, one of our main mental health hospitals, to ensure that demand in those areas have joined up processes to ensure they are efficient and provide the best response for the public. A review of hospital generated demand is ongoing and learning from Cheshire Constabulary is being reviewed to establish whether or not, practices are suitable for adoption within Hertfordshire, as they have reduced demand in this area.

Another area of work is focusing on Missing Persons and the capture of data/transfer of risk between partner agencies to ensure risks are managed appropriately.

The Constabulary is currently reviewing organisational learning from Derbyshire Constabulary, in relation to their Incident Resolution Team. Derbyshire have reduced 30% of demand on their frontline response by implementing a team to respond to incidents. They have also made decisions regarding aspects of demand that they will no longer service, which has impacted on that figure. There is a desire to implement a similar system, on a trial basis, before the end of 2018. This is being cautiously worked through, as resources will need to be taken from the LPC to staff the team and that has to be sensibly balanced.
Hertfordshire Constabulary has a well-established digital mobilisation/innovation programme:

- On-going work to enhance the website and its provision of services, with the launch of business online crime reporting (from May 2018)

- Online reporting still generates demand on the FCR as there is a requirement to input that data into the crime reporting system. There are plans to integrate into Athena and remove the demand from the call handlers (commence late 2018/19)

- Nationally the single online home is a national maintained website with a local front page. Hertfordshire has committed to move to the ‘Single Online Home’ (SOH) when the current contract expires in 2020. We are exploring opportunities to invest in services prior to that date. For example, due to legislative requirements it is not currently possible to report injury accidents online through the Hertfordshire website, yet this will be available through the SOH. There is an appetite to invest in some of the services earlier than 2020.

Security of Supply
Backup systems are in place for any failures of the FCR. Relocation was last tested February 2018.

1.1.5 Identification of future demand at risk of not being met

The plans in place are expected to meet current and known future demand, however the increase in population with a changing demographic could have an impact which cannot be foreseen at this stage. The FCR demand in terms of 999 and online services is increasing whereas 101 is decreasing. The plans to automate aspects of this demand should mitigate the current increases in 999 calls. The forecasting predicts an increase in incidents over the next 3-4 years with increases in population. The Constabulary has already made significant progress in relation to mobilisation and there is ongoing work with partners to reduce demand as well as establishing an effective Incident Resolution Team but once the increase in demand is known, there may be a requirement for further change and possibly additional resources.

Demand Matrix Risk Score – Responding to the Public:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Section 2 – Prevention and Deterrence

2.1 Prevention and Deterrence

2.1.1 Current and Future Demand – 2018-2022

The Constabulary has undertaken a force wide analysis of crime trends on each of the neighbourhood wards across the county to identify the highest crime wards and highlight potential specific causes of crime and harm within them. This is to enable focus of resources and problem solving expertise on the highest crime harm wards.

One key result of this work was identifying the top 19 wards and within this, seeing that the Welwyn Hatfield Community Safety Partnership (CSP) has, (disproportionately), 5 of the top 19. Therefore, Welwyn Hatfield was the first CSP to benefit from this work. This has enlisted the assistance of Crime Reduction and Community Safety (CRCS), the Safeguarding Command and local experts in beginning the local OSARA7 work to tackle potential causes of crime and is ongoing with partners over the next two years. Further work will be progressing on the other high crime wards identified.

Political
The uncertainty around what Brexit will bring may improve, or worsen, short, medium or long term business investment and stability and consequently, improve or worsen employment. There may be a correlation with acquisitive crime, such as shoplifting. Tighter immigration policy leading up to and after Brexit may lead to a less tolerant society and an increase in Hate Crime as we have seen before.

Economic
There is strong evidence that the general lack of prison capacity is having an effect on remand decisions/sentencing, potentially leading to a vicious cycle of lower (even medium) level offending not being curtailed and potentially, even implicitly encouraged (the risk versus reward equation being skewed towards the latter). There are multiple examples of this, particularly for lower level acquisitive crime by repeat, high volume offenders for Shoplifting and Vehicle Crime.

There is some evidence to suggest, in the wake of global financial instability (including the unknown impact of Brexit) that any substantial price rises would increase Burglary, Theft and theft of fuel from petrol stations.

Social
The projected general increase in population, leads to a predictable overall uplift in demand, whether calls for service, crime, anti-social behaviour or safeguarding. Certain parts of the county, such as East Herts (Bishops Stortford and Gilston) are predicted to have a higher level of house building therefore demand may increase unevenly. Since some of these growth areas are on or close to county borders (Essex) there will be corresponding challenges in being able to react to that increased demand. For example:

- potentially further to travel to attend calls for service and transport to custody
- meeting the increased complexity of cross-border offending

The projected increase in population among people aged between 16-25 will increase demand. They are typically more likely to be an offender, victim or both, and involved in certain high volume crime types, including violent crime.

7 OSARA is a problem solving methodology assessing objective(s), scanning, analysis, response and assessment
Similarly demand is likely to grow with the projected increase in the school age population. Children are increasingly offending or being victims of, knife crime/gang related activity/drugs.

**Technology**
Cyber enabled or dependent crime is expected to increase as connectivity increases and a greater percentage of older people are habitually using online technology. There will also need to be increased investment in the Hi-tech Crime Unit in order to triage/examine electronic devices. New challenges are emerging e.g. vehicles being stolen through electronic circumnavigation of security and such methods could diversify.

**Environment**
With more electric vehicles crime types may evolve. For example, theft of fuel from petrol stations, changes to abstraction of electricity, theft of vehicles in order to steal battery packs rather than previous trends around catalytic converters.

Planned mass house building may bring with it both political and environmental protest which may need a policing response.

**Legal**
The impact of changes to legislation around bail have added complexity to keeping track of offenders and as more are Released under Investigation (RUI) it may be that fewer suspects are deterred from reoffending.

The challenges of proper disclosure, particularly for more complex cases including sexual offending and particularly in light of challenges associated with full disclosure of social media related material, will require enhanced staff skills and sometimes Hi-Tech Crime Unit input.

**Organisational**
Continued recruitment of mainly younger staff may assist in the understanding and use of technology and the investigation of cyber enabled/dependent crime. However, factors such as rising rent and housing costs and increased travel to work distances already impact on recruitment, wellbeing and retention.

### 2.1.2 Current status of the workforce and other assets, including wellbeing

The Police Foundation paper, ‘Neighbourhood Policing: A Police Force Typology’ (April 2017) found Hertfordshire to be a ‘classic example’ of the ‘consistent traditionalist’ type of Neighbourhood Policing, with neighbourhood staff spending their time mainly on engagement, problem solving and prevention activity in a specified location.

Alongside the work of the Project Soteria Working Group, Hertfordshire re-launched its approach to Problem Solving in October 2017. Safer Neighbourhood and Intervention staff, analysts and partners have received Problem Orientated Policing (POP) training and there is now a core specialist capability in the form of 68 Problem Solving Ambassadors. The problem solving approach has been enhanced with the recruitment of seven Police Now Officers who are delivering OSARA based local crime and ASB prevention programmes. Following attendance at the National Problem Solving Conference in February, the Project Soteria Working Group is progressing an action plan to further develop and embed Problem Oriented Policing, ahead of the county conference in June.

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*Project Soteria aims to enhance local agencies’ response to anti-social behaviour and associated crime through efficient and effective problem solving, with a specific focus on understanding the impact of harm and vulnerability.*
There is good partnership working between the Constabulary and the Fire and Rescue Service (FRS).

**East Hertfordshire FRS Partnership example**

- FRS attend:
  - Hertfordshire Constabulary’s (HC) Operational Performance Group
  - HC Monday Daily Management Meetings
  - the Responsible Agency Group and Joint Agency Group with HC
- Successful joint bid to the OPCC in 2017
- Joint funding bids for 2018 have been submitted to the Office of the Police and Crime Commissioner (OPCC) for £60,000
- Internal educational videos have been created in partnership
- Operation Stomp: a multi-agency event where Fire, Police, Housing and Health work together in an area to identify vulnerable residents and support them as needed on fire prevention, security, health or assistance in the home. They are invited to join Online Watch Link⁹, creating strong Neighbourhood Watch areas and increasing community cohesion
- Rural Watch is similar and also covers vulnerable businesses and land requiring crime prevention. Support includes use of wildlife cameras to tackle fly tipping or criminal damage from driving on fields. Farmers work with the partnership to assist understanding between agencies and the rural community
- Award received for HC work carried out in conjunction with the Fire Service

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**Stop and Search**

The Constabulary actively participates in two types of Stop and Search scrutiny panels:

1. **An Independent Stop and Search Community Scrutiny Panel (monthly)** led by the Office of Police and Crime Commissioner (OPCC) with Constabulary representatives in attendance. The panel comprises members of the public who scrutinise a ‘dip sample’ of Stop and Search forms. Chief Inspectors for the Community Safety Partnerships (CSP) being reviewed, attend and are questioned. Recently, the panel has begun to review the Body Worn Video footage of Stop Searches. Feedback is given to the Constabulary and CSP Chief Inspectors to action if required. Minutes of the meetings are made public to ensure transparency.

2. **Annual Public Stop and Search Scrutiny Panel (April 2018)**

Stop and Search complaints are shared with the monthly panel. These are very low in Hertfordshire. The Professional Standards Department and Crime Reduction and Community Safety (CRCS) are reviewing how the Constabulary identifies complaints about Stop and Search. For example, if a member of the public calls in to complain about a Stop and Search and states they were stopped and searched unlawfully, this will be recorded as a Stop and Search complaint. However, if they state they were stopped and searched because of a protected characteristic, this may be recorded as a complaint about discriminatory behaviour. The Constabulary wants to ensure that it is accurately capturing all complaints about stop and search to improve our service.

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⁹ The Online Watch Link (OWL) emails subscribed residents information about crimes within their neighbourhood, along with news and updates about the work of their Safer Neighbourhood Teams
Use of Force
Hertfordshire Constabulary publishes Use of Force figures on its external website in line with Home Office guidance quarterly and annually.

Following an HMICFRS recommendation the Constabulary set up a Use of Force Scrutiny Panel. Members have been recruited with the first meeting in May 2018.

Offender Type
In terms of local officers’ understanding of which offenders are in their locality, there is:

- Integrated Offender Management cohort accessed daily by local teams
- Public Protection Unit briefing on highest risk Registered Sex Offenders in each CSP
- Serious and Organised briefings on drugs and gangs to each CSP
- Briefing on Missing Persons to each CSP

Protecting Vulnerable People
Local teams, in conjunction with CRCS conduct campaigns, such as the anti-rape campaign over the Christmas period, aimed at preventing people becoming either victims or offenders.

Each CSP has a Sergeant who acts as a Domestic Abuse Single Point of Contact. They have additional training in conjunction with the Domestic Abuse Investigation and Safeguarding Unit (DAISU) colleagues and carry out such functions as additional dip sampling of DASH10 risk assessment books, facilitating two-way communication between Officers and DAISU, and delivering key messages. The additional safeguarding knowledge this provides to a CSP is aimed at improving crime prevention.

Best practice in tackling Domestic Abuse (DA) is shared on a CSP level, and one result of this is the employment of a Medium Risk Independent Domestic Violence Adviser within the partnership of the Police and the Council in Dacorum CSP.

Priority Setting Forums
The thirty-three neighbourhoods in Hertfordshire all have a Priority Setting Forum where local people, usually represented by local councillors, influence local community safety priorities. Each forum is led by the neighbourhood’s dedicated Safer Neighbourhood Team (SNT) Sergeant. Police and partners’ activity is managed on SafetyNet, a joint agency cloud system. In many neighbourhoods this process is well established, but in some, participation and prioritisation is weaker. Work is underway with the OPCC to provide enhanced structure and guidance to all forums.

Victim Service Team and Catch22 (previously Victim Support).
The Victim Service Team (VST) focus on victim care by ensuring that victims receive timely information relating to their experience of crime in accordance with their rights under the Victim’s Code of Practice. The VST are co-located and work collaboratively with colleagues from Catch22 under the umbrella banner of Beacon – Hertfordshire Victim Care Centre. The VST aim to contact all victims of crime (excluding specialist areas: Child Abuse/SOIT etc.) within 24 hours of reporting the crime (considerably swifter than the statutory 5 days), where contact cannot be made a letter is sent. The VST will conduct a needs assessment of the victim and identify vulnerable or intimidated victims who would benefit from the assistance of a Vulnerable Victims Case Manager. The Vulnerable Victim Case Managers are employed by Catch22 and deliver emotional and practical support and restorative justice for the victims of crime within Hertfordshire. It is planned to extend

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10 Domestic Abuse, Stalking and Harassment Risk Assessment (DASH)
access to Vulnerable Victim Case Managers into DAISU in the autumn 2018 to facilitate immediate support, advice and guidance to DA victims designated at Standard or Medium risk.

Key Individual Networks
The Constabulary uses the Key Individual Networks (KINs) to build relationships with all of our communities, alongside work led by strategic leads for the six protected characteristics, leading to activity within the Constabulary to make it a more inclusive employer and externally to help build social cohesion.

Considerable work has been done to map and re-engineer KINs during 2017, so that we better understand our community and its needs. This has allowed us to identify gaps and seek to close them. This is work in progress and will need to be revisited regularly to ensure that we stay up to date with community changes and needs. See Section 14.3 – Workforce Planning.

Our growing and emerging communities related to Eastern Europeans, represents groups from 11 different countries, while a smaller but emerging group related to the Middle East and North Africa represents 6 different countries. These groups have limited KIN coverage at present and represent a gap which we are working to address, to ensure that we can better understand and engage accordingly.

An innovative approach to reaching these communities is the fitness, wellbeing and safety classes for BME women in Watford which is co-ordinated through a Hate Crime Officer.

Some SNTs use social media, where some activity is coordinated from the Corporate Communications Team. There is wide coverage of homes with Hertfordshire through the Online Watch scheme. With 136,784 households signed up, this equates to 30% of all Hertfordshire households.

Resources – Capacity and Capability
Successive Police and Crime Plans have reinforced Hertfordshire’s commitment to a dedicated SNT model. The current plan (2017–2022) contains a commitment to ‘Ensure that the local policing model in Hertfordshire is maintained and supported by a Safer Neighbourhood Team comprising of warranted Police Officers, PCSOs and Special Constables’.

Hertfordshire Constabulary is committed to ensuring that it has SNTs in parallel with each of the ten CSPs that make up the county. Each local policing team comprises:

- Safer Neighbourhood Team Constables, Sergeants and Inspectors
- Police Community Support Officers
- Crime Reduction and Community Safety Team
- Crime Prevention Officers
- Community Safety Unit ASB Officer, Licensing Officer, Sergeant, Hate Crime Officer
- Intervention Constables (including Operation Scorpion\(^\text{11}\) Officers), Sergeants and Inspectors
- Specialists involved in Safeguarding
- and are supported by the Special Constabulary

\(^{11}\) Operation Scorpion is a proactive front-line team focused on acquisitive crimes such as domestic burglary.
In total the Safer Neighbourhood Teams comprise of 242 Officers, ranging from PC to Inspector and 197 PCSOs. Intervention\textsuperscript{12} comprises of 588 Officers, which ranges from PC to Inspector. Intervention numbers include 42 Operation Scorpion Officers.

Responding to an HMICFRS report to ‘better understand the extent to which SNT staff ‘actuals’ match ‘establishment’ and the level of abstraction from core role or specified Neighbourhood’, the LPC developed a Safer Neighbourhoods Availability Procedure (SNAP) to better understand the extent to which neighbourhood officers are not able to fulfill their local duties. In February 2018, the percentage of deployable SNT staff compared to the establishment was 89% (taking account of vacancies and restrictions).

Since its launch in May 2017, the SNAP has shown that of the deployable actuals, SNT staff have been available for deployment in role/their own neighbourhood, for 98% of their normal duty time. This data is reported to the Operational Performance Review meeting for organisational attention and the Constabulary continues to emphasise the requirement on SNT staff to complete this data at all times, to closely monitor and address any change. New constable intakes are seconded to SNT for their initial five weeks after Foundation Training and the more intakes we get, the more this will increase.

In the first five months of 2018 the Constabulary has recruited 103 Constables and plans to recruit further 191 by the end of the financial year.

**Special Constabulary**

Hertfordshire’s Special Constables (SC) are delivering an average of 32 patrol hours each month (5% year on year increase). To help deliver demand, the formation of the Special Public Order Support Team (SPOST), enabling the SC to deliver focussed response policing in the highest areas of need at critical times. SPOST is deployed in preventative activity as well. SPOST sits within the Special Constabulary Operational Support Unit, a department formed in late 2017 providing night time economy support to relevant locations within the county. The SC also staff a Warrants and Bail Team. Special Constables are currently placed in Roads Policing, within SNT and Intervention and Safeguarding. SC who are ICT experts assist with examining electronic devices.

**Project Odyssey**

Project Odyssey has been conducting demand and activity analysis for SNTs. The recently completed activity analysis had 94% completion and the headline results were provided to the CSPs to assist in ensuring resources are focussed appropriately.

**Training**

All analysts and the vast majority of the SNTs, Community Safety Unit and Intervention Officers, along with a broad range of partner agency community safety staff, have been trained in problem solving. Hertfordshire’s approach to problem solving training has been recognised as best practice by the national Problem Solving and Demand Reduction Visioning Programme.

### 2.1.3 Planned changes to meet future demand

Since 2012, SNT resources have been allocated across the county, in both CSPs and neighbourhoods, according to an assessment of the demand created by a range of factors, including case managed and non-case managed Anti-Social Behaviour (ASB), crime, safeguarding, population, households and geography. Project Odyssey is continuing to

\textsuperscript{12} Intervention is 24/7 response
conduct demand analysis for SNTs and looking at how we can improve our supply to meet demand including an updated review of resource allocation.

The Constabulary regularly reviews ‘persistent caller’ data to ensure that the threat, harm and risk to those individuals or organisations is assessed and prioritised, to reduce ongoing demand through effective problem solving, recorded on SafetyNet.

**Project Soteria**

Project Soteria aims to enhance local agencies’ response to ASB and associated crime through efficient and effective problem solving, with a specific focus on understanding the impact of harm and vulnerability. Although the project is inclusive to all responsible authorities and relevant stakeholders, the Constabulary and the County Community Safety Unit (CCSU) continue to coordinate the county’s strategic approach. Historically, Project Soteria has focused on tackling ASB only. Through review of the Hertfordshire process and by taking a systematic approach to addressing problems, there is now a broader focus centred on both ASB and associated crime with an efficient and effective OSARA problem solving model. The Project Soteria Working Group reports to the County Community Safety Board.

The working group continues to oversee and support the system and processes by which joint agency case management of ASB is carried out and recorded on SafetyNet. Over 30 agencies have access to the system, including all Local Authorities and 17 Housing Associations. Looking forward, the working group is assessing options for transferring the county’s joint case management from SafetyNet to a bespoke module on to the Athena system, called the Partnership Problem Solving Solution. This will further enhance the integration of joint agency ASB information with crime and intelligence functions.

The current capacity and capability of partnership resources to carry out effective problem solving is mixed. Many Police Community Safety Units and SNTs work very closely and effectively with partner agencies to solve local problems, following the OSARA model. Yet it is recognised that there are opportunities to enhance the approach and to extend problem solving to other departments and issues, including more serious crime and safeguarding matters.

Therefore the Constabulary and partners have recently carried out problem solving training for its staff, focusing initially on community safety practitioners such as Local Authority Community Safety managers, ASB and Licensing Officers, SNTs and Intervention Officers. A county Problem Solving Conference (June, 2018) has endorsed the partnership approach and recognised excellent examples of partnership problem solving, thereby preventing and deterring crime and ASB.

Following the national Problem Solving Conference, the Constabulary has successfully bid to the national Problem Solving and Demand Reduction Visioning Programme (PSDRVP) to be the national pilot site to test and develop, with the College of Policing, an evidence base for ‘what works’ in influencing and embedding organisational cultural change around problem solving. This will include the capacity and capability of partnership resources.

All ten Local Authorities in Hertfordshire have dedicated community safety staff, working closely with their respective SNTs and Community Safety Units. Each have a Community Safety Manager/Officer (or equivalent role).

In addition, each has a number of staff whose main responsibilities lie in the prevention and deterrence of ASB, licensing, environmental enforcement, partnerships support,
mental health and/or Domestic Abuse. However, this varies significantly across CSPs according to local priorities and funding capacity.

Housing Associations also have a varying range of coverage, stock and staff dedicated to preventing and deterring ASB. Some Housing Associations have gone through commercial amalgamation in recent years. As such, they have extended their geographic footprint (which often extends beyond Hertfordshire) but without necessarily increasing their prevention and deterrence capacity (e.g. ASB Officer). Therefore staff have increased workloads. In many cases, it is believed that this has led indirectly to greater demands on Police resources.

In August 2017, a Chief Inspector from CRCS and the Specials Development Manager made a pitch to Citizens in Policing and Institute of Public Safety, Crime and Justice, for Home Office Police Transformation fund and academic research capability. The pilot was accepted and £5k was awarded, with additional the support of Dr Iain Britton and his team to launch a ‘Career Pathways’ project. This matches organisation demand and the new candidate’s chosen policing career pathway from initial contact, whether at a recruitment event or assessment centre. This is being presented to the Transformation Board in September 2018.

2.1.4 Identification of future demand at risk of not being met

- Resource pressures on key partners, including NHS, Ambulance Service, Local Authorities and Housing Associations. Risk of partners growing apart rather than ‘shrinking together’ although there are strong partnership ties within Hertfordshire
- Keeping up-to-date with social media technology
- Skills sets of Crime Prevention Officers as the move from traditional crime types to more complex crime types takes place (Cyber / Digital)
- Ensuring all new housing and commercial developments have suitable Crime Prevention Design Advisor input, to ensure ‘secured by design’ will be a pressure with the extensive developments that are planned across Hertfordshire
- Lack of credible court sentencing options for acquisitive criminals - and the focus on prison sentences greater than 1 year - will not provide respite to the public with regards to, in particular, acquisitive criminals whose offending often make up large crime volumes (motor vehicle / shoplifting / burglary)
- Pressure on charities who undertake diversionary work for those offending or on the cusp of offending
- Pressure on Probation to appropriately manage offenders in the community
- There is evidence that offender behaviour is adjusted (positively) if there is a realistic chance of the offender being detected. With more resources being deployed within safeguarding/mental health and missing people, the traditional resources deployed to proactive patrol will potentially be limited

### Demand Matrix Risk Score – Prevention and Deterrence:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>Medium-High</td>
</tr>
</tbody>
</table>

13 Evidence gathered from CSU Sergeant feedback by LPC Supt.
Section 3 – Criminal Justice and Investigations

3.1 Volume Crime

3.1.1 Current and Future Demand – 2018-2022

The Constabulary recognises the growing complexity of many crime areas whereby individuals may simultaneously be vulnerable victims and offenders, across a range of crime types such as gang violence including knife possession, drugs conspiracy and Child Sexual Exploitation. The ability of the Constabulary to identify threat and vulnerability and to ensure high quality holistic investigation and victim support with high quality supervision is crucial. It is also important that the organisation harnesses its advantages as a medium sized Police service to regularly alter its operational stance in an agile and flexible manner to meet emerging threats.

Cyber-based crime and fraud have steadily increased in recent years and this upward trend is expected to continue; bringing about greater complexities in the investigation of cyber-enabled criminality.

The latest Office for National Statistics report shows that an average of one in 12 adults is a victim of fraud and one in 22 is a victim of cyber fraud; brought in part by rising personal debt and stagnant living standards.

Due to recent amendments to the recording of volume crime, it is difficult to produce any exacting, comparative data for the current and prior performance years. However, the anticipated additional demand projected over the course of the next four years is substantial. Linked to the projected rise of fraud offences, increases (as reflected in the data provided) in Serious Acquisitive Crime (SAC) are also foreseen.

Year on year, a greater proportion of the population become more proficient with technology. The Constabulary strives to become as accessible as possible and actively encourages greater levels of crime reporting. This, coupled with improved crime recording practices (National Crime Recording Standard compliance), will undoubtedly mean that demand will grow.

3.1.2 Current status of the workforce and other assets, including wellbeing

Performance

In 2017/18 recorded crime has increased from the previous year by 11.8% to a total 82,940, the increases predominantly attributed to reports of assaults, harassment and domestic abuse. Whilst this rise is considered to be mainly the result of increased victim confidence and more accurate crime recording, an increase in acquisitive crime and serious sexual offences has also been witnessed.
<table>
<thead>
<tr>
<th>Crime Group</th>
<th>Crime</th>
<th>Actual Change</th>
<th>% Change</th>
<th>CJO Rate</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Crime</td>
<td>82,940</td>
<td>+8,766</td>
<td>+11.8%</td>
<td>17.6%</td>
<td>-5.1%</td>
</tr>
<tr>
<td>Violence Against Person</td>
<td>23,578</td>
<td>+3,222</td>
<td>+15.8%</td>
<td>17.8%</td>
<td>-4.6%</td>
</tr>
<tr>
<td>Domestic Abuse</td>
<td>10,445</td>
<td>+939</td>
<td>+9.9%</td>
<td>18.7%</td>
<td>-5.2%</td>
</tr>
<tr>
<td>Burglary Residential Dwelling / Burglary Dwelling</td>
<td>3,822</td>
<td>+940</td>
<td>+32.6%</td>
<td>5.3%</td>
<td>-6.8%</td>
</tr>
<tr>
<td>Theft From Vehicle</td>
<td>5,131</td>
<td>+553</td>
<td>+12.1%</td>
<td>3.4%</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Burglary Business and Community/ Burglary Residential Non-dwelling</td>
<td>3,293</td>
<td>+360</td>
<td>+10.9%</td>
<td>7.4%</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Public Order</td>
<td>5,228</td>
<td>+374</td>
<td>+7.7%</td>
<td>16.1%</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Shoplifting</td>
<td>8,063</td>
<td>+489</td>
<td>+6.5%</td>
<td>38.6%</td>
<td>-11.4%</td>
</tr>
<tr>
<td>Theft Of Vehicle</td>
<td>1,542</td>
<td>+447</td>
<td>+40.8%</td>
<td>5.3%</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Stalking and Harassment</td>
<td>4,339</td>
<td>+373</td>
<td>+9.4%</td>
<td>16.7%</td>
<td>-4.4%</td>
</tr>
<tr>
<td>Criminal Damage</td>
<td>10,180</td>
<td>+199</td>
<td>+2.0%</td>
<td>9.9%</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Making Off w/o Payment</td>
<td>2,744</td>
<td>+353</td>
<td>+14.9%</td>
<td>6.9%</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Serious Sexual Offences</td>
<td>1,819</td>
<td>+400</td>
<td>+28.2%</td>
<td>9.5%</td>
<td>-3.7%</td>
</tr>
<tr>
<td>Robbery</td>
<td>876</td>
<td>+244</td>
<td>+38.6%</td>
<td>13.5%</td>
<td>-4.7%</td>
</tr>
<tr>
<td>Hate Crime</td>
<td>2,134</td>
<td>+43</td>
<td>+2.1%</td>
<td>12.8%</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Theft From Person</td>
<td>1,186</td>
<td>+123</td>
<td>+11.6%</td>
<td>3.0%</td>
<td>-0.8%</td>
</tr>
</tbody>
</table>

Total detections were **14,568** with an outcome rate of **17.6%**, a **4.9%** decrease on the previous year.

The Bail and Warrants Team have provided a comprehensive overview of other measures relating to those circulated as ‘wanted’ on the Police National Computer (PNC) (486 as of 12/04/18), and on various stages of Police bail/released under investigation (RUI).

**Forensic Tracking System**
As of 25th April, 2018, there were a total of **387** forensic hits on the tracker. Of these:

- 15 – subjects on bail
- 161 – subjects RUI
- 65 – subjects circulated as wanted on PNC
- 11 – dealt with out of custody
- 13 – dealt with by way of prison visit
- 2 – other force/agency taking primacy
- **120** are being actioned.
Victims Code of Practice

A Victim Services Team (VST) currently manage the recording and quality assurance of the majority of Victims Code of Practice (VCOP) updates. The department manages a database of all investigations to monitor and enforce code compliance (85% on 13/04/18).

Prior to March 2017, a VCOP review was carried out every 28 days, in line with the date they were reported to Police. Since March 2017, the system is flexible enough to allow VST staff to review the crimes in line with the Victims Contract, as agreed between the Officer in the Case and the victim. The time that quality assurance checks are conducted has been increased, from 84 days to the lifetime of the investigation, improving the service to victims.

Poor compliance is reported to immediate supervisors and monthly reports are produced for senior managers to compare their Community Safety Partnership (CSP) performance on a monthly basis. A ‘top ten’ report highlights repeated non-compliance, assisting local management in identifying any training issues that may arise.

Training has been delivered to all crime groups on the Local Policing Command (LPC), around aspects of VCOP: Victims Contract, Victim Personal Statement and Victims Right to Review.

All LPC ‘Right to Review’ cases are reviewed by the Detective Sergeant within the VST, providing an independent, consistent approach. These cases arise when a victim is unhappy with the outcome of an investigation.

An aide memoire has been devised and sent to all officers and staff as well as dedicated VST intranet guidance, describing Officers’ responsibilities under the VCOP:
- Victims Contracts, Victim Personal Statements and Victims Right to Review (Aide Memoire)
- When victim updates are required for both priority and non-priority victim groups
- What constitutes a victim priority group
- Information on what to include in victim updates (letter templates)
- Information and considerations for updating the victim on closing an investigation.
- Recorded Crimes Outcomes Checklist – which includes the necessary victim focus required for each finalised outcome.

Victim Personal Statements

The secondary Athena upgrade (July 2018) will capture the offer of Victim Personal Statements (VPS) and the analytical software will assist in the measurement of the offer and its effective use.

The File Quality Checklist held by both the Administration of Justice Team and File Build Unit (FBU) has been amended to capture both the offer and presence of a VPS in criminal proceedings. The FBU file review/upgrade spreadsheet has been revised to provide a ready means by which to baseline performance and provide a measure moving forward.

Reporting forms have been amended to capture the offer and inclusion of the VPS and enforce VCOP compliance.
The offer and inclusion of the VPS is also being recorded during the Crown Prosecution Service file quality reviews. Any non-compliance is reported back to force on a monthly basis. There is now a process in place to monitor file quality failures and provide feedback to Officers in Charge (OIC) and supervisors.

Work is on-going with both Thames Chiltern and East of England CPS to drive the proper use of Victim Personal Statements at trial and develop a measure by which to determine their effectiveness.

Victim Satisfaction Data:

<table>
<thead>
<tr>
<th>Satisfaction with the Whole Experience</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burglary Residential</td>
<td>93%</td>
<td>93%</td>
<td>92%</td>
<td>90%</td>
</tr>
<tr>
<td>Hate All</td>
<td>NA</td>
<td>85%</td>
<td>85%</td>
<td>79%</td>
</tr>
<tr>
<td>Racist Incident</td>
<td>85%</td>
<td>85%</td>
<td>85%</td>
<td>80%</td>
</tr>
<tr>
<td>Theft of/from Vehicle</td>
<td>88%</td>
<td>90%</td>
<td>90%</td>
<td>84%</td>
</tr>
<tr>
<td>Violent Crime</td>
<td>81%</td>
<td>85%</td>
<td>80%</td>
<td>79%</td>
</tr>
<tr>
<td>White</td>
<td>91%</td>
<td>89%</td>
<td>88%</td>
<td>83%</td>
</tr>
<tr>
<td>BME</td>
<td>85%</td>
<td>85%</td>
<td>84%</td>
<td>81%</td>
</tr>
</tbody>
</table>

**Resources**

**Investigation Management Unit**

The unit’s primary function is to quality assure the commencement of investigations and then to either conduct the primary investigation or allocate an investigation to the appropriate resource. The unit is also responsible for the finalisation process of crime investigation and public engagement with regard to investigative updates.

**CRIME Assessment Process**

This process has been in place since December 2017 and focuses on victim need, risk factors and evidential opportunity (assessed as part of the primary investigation) to determine whether a crime should receive further/secondary investigation. The IMU play a key role in the management/application of this process with specialist safeguarding teams developing a dedicated resource to review and evaluate crime.

IMU staff will review recorded crime utilising the CRIME process, to ascertain whether there are any viable and proportionate lines of enquiry, including vulnerability, witnesses, closed circuit television (CCTV) and forensics. This is known as the primary investigation. Where there are viable and proportionate lines of enquiry the crime is allocated for secondary investigation. For mandatory allocation crimes they are automatically allocated for secondary investigation.

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14 The Crime Review Investigation, Management and Evaluation (CRIME) Assessment Process is a crime assessment method which is enabling the force to undertake far more effective, efficient and proportionate use of resources in the investigation of offences.
Training is being rolled out across the force to various crime supervisors, whilst a communication strategy to inform staff has been implemented.

**Case Investigation Team**
Based at two custody stations, Stevenage and Hatfield, teams are comprised of Detective Constables, Trainee Investigators and Police Staff Investigators. The Case Investigation Team (CIT) investigate crimes following the arrest of an individual(s) by a reactive unit (servicing an average of 47% of prisoners accepted into custody). They are then responsible for any subsequent case file preparation.

CIT across the two custody stations are a single unit and provide support to each other as and when required. Where spare capacity within CIT is not available, support is provided from within LCUs or the Safeguarding Command.

Incorporated into a 5 weekly shift pattern is a training day which allows for corporate training or in-house bespoke training, for the roles within CIT.

The CIT, Intervention, Safer Neighbourhood Team (SNT) and Roads Policing Unit (RPU) are supported by the File Build Unit, who upgrade their Not Guilty Anticipated Plea (NGAP) files and have a wider responsibility for monitoring file quality, affording advice and guidance, providing training and driving improvements in this area throughout the force.

**Local Crime Unit**
There is one Local Crime Unit (LCU) for each Community Safety Partnership (CSP), each of which is led by a Detective Inspector and three teams comprising a Detective Sergeant, Detective Constables and a Police Staff Investigator.

The LCU provide investigative ownership for all serious and complex crime. Additionally they will investigate any crime where the threat, risk or harm to an individual or a community necessitates their specialist skills (this generally excludes crime investigated by DAISU or the Safeguarding Command).

In addition, they deal with all Prolific and Priority Offenders (PPO) regardless of the classification of the offence for which they have been arrested.

The unit Detective Sergeants are, in line with the crime allocation and investigation policy, responsible for reviewing and appropriately allocating (having appended a suitable investigation plan) all crime originating from the IMU to each CSP.

As a force, our detective establishment posts within the LPC, Serious and Organised Crime Command and Safeguarding Command equates to 350.

The LCU predominantly deal with serious and complex crime within their respective CSPs. However, should the offending form part of a series, or a PPO be suspected, they will assume investigative responsibility.

The CIT predominantly deal with those arrested on suspicion of committing volume crime.

**Collaborated Arrangements**
Trainee Investigators application and recruitment has been agreed across Bedfordshire, Cambridgeshire and Hertfordshire, to include collaborated Induction Days and National
Investigators Examination support. A Strategic Investigative Board has overview of PIP\textsuperscript{15} across the three Forces.

The Tri-force promotion process will now include a PIP process for Sergeant and Inspector to qualify for these roles.

**Police Staff Investigators**
The Constabulary has a total of:

- 120 Police Staff Investigators
- 70 Investigators
- 50 Assistant Investigators

The CIT has 22 establishment posts, the LCU have 14.23.

**LCU and CIT Uplift**
Following an extensive review in early 2017, it was agreed that all Assistant Investigator posts on LCU and ten of those within CIT should be uplifted to the A4 grade, leaving 12 A3 posts on CIT. The rationale was that the LCU investigate reasonably serious crimes and there would be a benefit to the business to have investigators who can carry a workload. Investigators for both would be able to take on the role of Officer in Charge and therefore will require less supervision.

In addition, a recruitment process saw the filling of 23 vacant staff positions across the LPC and Safeguarding Command.

All new Police Staff Investigators have attended a revised, modular-based training event, coordinated by Learning and Development, with local inputs from the LPC.

Work is in hand to deliver PIP 2 accreditation for all A4 Police Staff Investigators.

**Night Turn Detective Cover**
A review of the night turn detective role was undertaken and identified that duties were often not evenly distributed between LPC and specialist resources. There were weaknesses in the model, due to the lack of supervision and the ability to effectively task resource from the on call Detective Inspector.

From January 2018, there has been a night turn Detective Sergeant working with a team of two Detective Constables. The team advises and responds to serious incidents across the county and reports to the on call Detective Inspector. This is having a positive impact on improving the quality of investigations by additional support and supervision for officers, and enabling detectives to meet the mandatory PIP requirements and continuing professional development.

**Operation Qualis**
Owing to national issues relating to file quality and the proper understanding of disclosure in criminal proceedings, BCH set up a Gold Group chaired at Assistant Chief Constable level and attended by Senior Police, Criminal Justice, AOJ and CPS representatives. The overarching objective is to introduce a range of measures to improve performance, transforming Summary Justice and National File Standard compliance.

\textsuperscript{15} The Professionalising Investigation Programme (PIP) was implemented in 2003 to deliver a professional, ethical and effective investigation capacity for policing in the 21st century by providing robust, national benchmarked standards maintained and overseen by a professional policing institute.
and mitigating against the risk of undermining prosecution cases through the incorrect application of the Criminal Procedure and Investigation Act.

Pivotal to improving file quality is sharing knowledge of processes and procedure by specific training to Single Point of Contact (SPOC) officers, who in turn, will deliver this knowledge to their officers. They are now actively engaged in educating their respective commands. Several Disclosure SPOCs will receive enhanced training to act as Force Champions, providing guidance as required.

Overlapping Themes of Knife Crime, Youth Crime and Gangs
There is a national trend of increasing gang membership with risks including Child Sexual Exploitation and Abuse, criminal child exploitation, violence and drugs. Nationally there is increasing knife crime and other crimes involving young people, as both victims and offenders. These trends are reflected within Hertfordshire, with an upward trend in knife crime. Of concern, is the reducing age of victims and offenders involved in the most serious violence, particularly males under 21. Hertfordshire will focus on violent crime and the violence and harm inflicted on communities by gangs. It has been identified that only a holistic and multi-agency approach to resolving gangs, youth crime and knife crime will be successful.

3.1.3 Planned changes to meet future demand


3.1.4 Identification of future demand at risk of not being met

- Detective capability and capacity insufficient to fully meet demand
- Cybercrime capabilities
- Population growth and consequent demand increases
- Serious and Organised Crime are covering other crime type areas e.g. Modern Day Slavery and gangs

Demand Matrix Risk Score – Volume Crime:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>
3.2 MAJOR CRIME

3.2.1 Current and Future Demand – 2018-2022

The Major Crime Unit (MCU) is a tri-force collaborated function. The MCU has responsibility for the investigation of Major Crime across the tri force area. In addition to investigating homicide the MCU has responsibility for a variety of investigations including attempt murder, stranger rape, crimes in action and manhunt following fail to stop fatal RTCs.

The MCU works with stakeholders across the tri-force and in partnership with the National Crime Agency, Anti Kidnap and Extortion and various national groups.

The MCU recruits Detectives from within BCH.

_MCU Investigations 2017/18 (Hertfordshire Data)_

<table>
<thead>
<tr>
<th>Investigations (Herts Data)</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homicide</td>
<td>9</td>
</tr>
<tr>
<td>Attempt Murder/GBH</td>
<td>1</td>
</tr>
<tr>
<td>Suspicious Deaths – No Crime/Coroners Cases</td>
<td>2</td>
</tr>
<tr>
<td>Rape/Attempted Rape</td>
<td>1</td>
</tr>
<tr>
<td>Crime in Action</td>
<td>3</td>
</tr>
<tr>
<td>CSE</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
</tr>
<tr>
<td>Cold Cases Re-opened</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
</tr>
</tbody>
</table>
### Annual Demand (BCH Data)

<table>
<thead>
<tr>
<th>Statistic Title</th>
<th>Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trials taken to Court</td>
<td>26</td>
</tr>
<tr>
<td>Conviction Rate</td>
<td>93%</td>
</tr>
<tr>
<td>Domestic Homicide Review/Serious Case Review / Safeguarding Adult Reviews</td>
<td>18</td>
</tr>
<tr>
<td>Internal and External training sessions provided</td>
<td>74</td>
</tr>
<tr>
<td>Number of Family Liaison Officers deployed</td>
<td>46</td>
</tr>
<tr>
<td>Number of occasions support was provided to investigations outside of BCH</td>
<td>110</td>
</tr>
<tr>
<td>Number of hours of support provided to investigations outside of BCH</td>
<td>7160.75</td>
</tr>
<tr>
<td>Total Custodial Years Secured</td>
<td>502 years and 6 months</td>
</tr>
<tr>
<td>Number of occasions Advice was given to other units</td>
<td>57</td>
</tr>
<tr>
<td>Total Investigations:</td>
<td>84</td>
</tr>
<tr>
<td>• Including 5 Attempted Murders,</td>
<td></td>
</tr>
<tr>
<td>• 1 Attempted Stranger Rape,</td>
<td></td>
</tr>
<tr>
<td>• 4 Manslaughters,</td>
<td></td>
</tr>
<tr>
<td>• 2 Historic Murder/Sexual Abuse cases, 9 Kidnap/ Extortions,</td>
<td></td>
</tr>
<tr>
<td>• 31 Murders,</td>
<td></td>
</tr>
<tr>
<td>• 6 Rapes,</td>
<td></td>
</tr>
<tr>
<td>• 6 Stranger Rapes,</td>
<td></td>
</tr>
<tr>
<td>• 6 Unexplained/Suspicious Deaths, 14 Other crimes</td>
<td></td>
</tr>
<tr>
<td>Number of Freedom of Information Requests</td>
<td>14</td>
</tr>
<tr>
<td>Number of Cold Case Reviews</td>
<td>18</td>
</tr>
<tr>
<td>Number of Cases Requested by the Criminal Cases Review Commission</td>
<td>11</td>
</tr>
<tr>
<td>Number of Misc. Reviews</td>
<td>14</td>
</tr>
<tr>
<td>Approximately 10% reduction of material held at the Records Management Centres at Letchworth and Dunstable in the MCU Archives</td>
<td></td>
</tr>
</tbody>
</table>

### Demand Change

Serious violence offences, involving knives or sharp implements has increased across all three counties in 2017 (47% in Hertfordshire). This trend has continued in 2018 with 6 knife related murders committed already this year; 3 in Hertfordshire.\(^{16}\) It is likely that if the increase in serious violence incidents involving knives is sustained, there will be an increase in the number of Homicides year on year. Work is on-going to support the National Homicide Reduction Strategy with a regional product.

Operation Painter was established to deal with historic undetected stranger rapes. This has been a successful project and is likely to continue with extended time parameters.

In April, 2018, the MCU extended the Cold Case Team from existing staffing levels to manage the increasing volume in historic cases and to improve efficiency. The unit is

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\(^{16}\) All data and charts contained within the Hertfordshire Constabulary Annual Management Statement have been annotated with a date range and/or were accurate at time of submission to HMICFRS in June 2018. The published document is unchanged in respect of data and charts.
overseen by a Detective Sergeant and 4 x Detective Constables who work across the tri-force collaboration.

### 3.2.2 Current status of the workforce and other assets, including wellbeing

The BCH collaborated Major Crime Unit has a total Officer and Police Staff establishment of 161 people. The department is led by a Detective Superintendent, the largest budgeted post is that of Detective, of which there are 71 Officers performing this role. The total number of Hertfordshire Officers and Police Staff within the Major Crime Unit is 52.

The shift pattern was amended in April 2018, to allow for more resources to be moved into the Cold Case Unit. The analysis of Major Crime and demand peak times, shows there is no definitive day/time of the week, although there is a slight increase on Saturday; perhaps due to offences related to the night time economy. As the numbers are so low it is difficult to show a significant difference. The shift pattern has just been reviewed and is viewed as fit for demand.

The workload of MCU resources are investigated as cases and are a team effort. During the last financial year the MCU investigated 84 Major Crimes/Suspected Major Crimes. Outcome rates for major crimes, by crime type are shown below:

#### Overall Detections

<table>
<thead>
<tr>
<th>April 2012 - March 2018</th>
<th>Herts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homicide</td>
<td>96%</td>
</tr>
<tr>
<td>Attempt Murder/GBH</td>
<td>100%</td>
</tr>
<tr>
<td>Rape/Attempted Rape</td>
<td>33%</td>
</tr>
<tr>
<td>Crime in action</td>
<td>86%</td>
</tr>
<tr>
<td>CSE</td>
<td>N/a</td>
</tr>
<tr>
<td>Other</td>
<td>50%</td>
</tr>
<tr>
<td>Cold Cases Re-opened</td>
<td>11%</td>
</tr>
</tbody>
</table>

### 3.2.3 Identification of future demand at risk of not being met

As BCH forces are all struggling to attract officers into a Detective career pathway and meet their establishment numbers, they are less willing to release staff to MCU.

Advances in digital media offer great forensic opportunities for Major Crime and this is a very necessary tool for investigations.

#### Demand Matrix Risk Score – Major Crime:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>
3.3 CRIMINAL JUSTICE

3.3.1 Current and Future Demand – 2018-2022

Organisational Structure Change
Criminal Justice is currently in its first full year as part of the BCH tri-force collaboration. This was a two phase collaboration:

- Phase 1 · October 2015: Typing Services, Tape Library Staff, Criminal Justice (CJ) SMT and Policy Team and Digital Working Team.
- Phase 2 · April 2017: Administration of Justice Team (AOJ) formed · mostly sited at Hatfield · joining together:
  - BCH wide Administration of Justice,
  - Witness Care for Bedfordshire and Hertfordshire
  - Crown Court Liaison for Bedfordshire and Hertfordshire.

The main driver for change was to provide the CJ functions for BCH at a reduced cost. In total, savings in the region of £1m will be delivered.

For Phase 2 of the CJ collaboration, where the Administration of Justice function was centralised challenges were:

- Reluctance to relocate particularly from Luton to Hatfield, addressed by recruiting new staff resulting in more inexperienced administrators working as Case Coordinators and first line supervision roles. Re-establishing the status quo and rebuilding experience is likely to continue for the next 18 months until turnover slows.

- The buoyant job market in the BCH region has made it difficult to recruit, specifically in roles requiring a good working knowledge of the Criminal Justice System. This created issues with efficiency and effectiveness now addressed by reenergised recruitment and mentoring of staff already in roles, developing them for promotion.

Case Material
Athena will introduce significant changes to the way case material is submitted to CPS. Lessons from other live Athena Forces suggests, in the short to medium term, that a lack of knowledge/understanding by some operational staff will result in errors in the file submission processes. Athena introduces an entirely new prosecution pathway with direct submission of case material from the operational supervisor into the CPS system for cases requiring Pre-Charge Decision and Remands.

Responding to this risk, there will need to be an additional checking process undertaken by the BCH AOJ which could test their capacity and experience. This may impact on the timeliness of submission of case material and delay in the progression of some types of cases especially Postal Charging Requisitions.

AOJ demand is completely dependent on the volume of case checks required post go-live. If files submitted are poor, this will increase the demand on the unit.

Other Demand
BCH use mainly electronic digital files and all will be digital by May 2018.

The national drive towards two tiers of out of court disposals, conditional cautions and community resolutions only, will impact upon AOJ. Should monitoring and enforcement be added to AOJ responsibilities without sufficient addition to resource capacity this will be a significant demand.
A consequence of the changes to Police bail legislation was the rise in Postal Charge Requisitions (PCR). Current PCR numbers show as follows:

<table>
<thead>
<tr>
<th>PCR numbers</th>
<th>February 2018</th>
<th>March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hertfordshire</td>
<td>188</td>
<td>274</td>
</tr>
</tbody>
</table>

While there will be a proportionate decline in charged cases, the PCR process initially increased administrative burdens upon AOJ which the adoption of Athena should reduce.

<table>
<thead>
<tr>
<th></th>
<th>Jan ‘18</th>
<th>Feb ‘18</th>
<th>March ‘18</th>
<th>April ‘18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fail to Appear</td>
<td>74</td>
<td>66</td>
<td>78</td>
<td>83</td>
</tr>
<tr>
<td>1st Instance</td>
<td>51</td>
<td>34</td>
<td>33</td>
<td>56</td>
</tr>
<tr>
<td>Breach warrants</td>
<td>18</td>
<td>18</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td>Recall Warrants</td>
<td>15</td>
<td>12</td>
<td>6</td>
<td>16</td>
</tr>
</tbody>
</table>

_Warrant information (Hertfordshire only)_

### 3.3.2 Current status of the workforce and other assets, including wellbeing

Administration of Justice establishment and functions are:

- **Head of Department**
- **Administration of Justice Manager**
- **Case Management Team Leaders (3) each leading two Case Management Teams**
- **Case Management Teams (6), each comprising:**
  - Case Coordinator (1), Case Administrators (5) and Witness Care Officers (5).
  - (Case Administrators progress files from BCH officers to CPS).
- **Witness Care:**
  - update and support victims and witnesses from decision to prosecute to outcome at court.
- **Camera, Tickets and Collisions:**
  - deal with all prosecutions for traffic offences and Fixed Penalty Notices

<table>
<thead>
<tr>
<th>NOTICE TYPE</th>
<th>NOTICE SUB TYPE</th>
<th>Hertfordshire 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>January</td>
</tr>
<tr>
<td>Endorsable Notice</td>
<td>Driver Not Seen Officer Witnessed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Driver Seen Officer Witnessed</td>
<td>493</td>
</tr>
<tr>
<td></td>
<td>Roadside Deposit</td>
<td>8</td>
</tr>
<tr>
<td>Non Endorsable Notice</td>
<td>Driver Not Seen</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Driver Seen Officer Witnessed</td>
<td>216</td>
</tr>
<tr>
<td></td>
<td>Roadside Deposit</td>
<td>1</td>
</tr>
<tr>
<td>HORT Notice</td>
<td></td>
<td>26</td>
</tr>
<tr>
<td>VDRS Notice</td>
<td></td>
<td>52</td>
</tr>
</tbody>
</table>
3.3.3 Planned changes to meet future demand

A single AOJ has necessarily produced alignment and cross county process uniformity. This has however removed previous local practice where CJ units improved file quality, correcting errors made by officers in the case. Time constraints and capacity in AOJ have not allowed such correction to nearly the same extent. Consequently a reduction in file quality has occurred. This has caused a significant three force effort to improve file quality at the initial build point. Continued activity for improvement is led by the Assistant Chief Constable. The ambition has been to improve file quality competence as much as possible with all staff engaged in creating files, and increasing supervisory standards to quality assess and ensure correction of sub-standard files ahead of submission.

The second half of 2018 will see a settling of prosecution pathways, to which AOJ BCH can be shaped for more permanent efficiency. This is key in the approach to Athena as the new process will reduce the ability of AOJ to intercept and improve poor files before receipt by CPS.

The nationally high profile collapse of cases, where disclosure of material had not been carried out, has caused a thorough review of disclosure practices. BCH have reacted with a single CJ led group with high level participation from all three forces and Thames and Chiltern and East of England CPS. The national improvement plan has been followed. A robust analysis of training has been undertaken to assess capability at different levels. As a result, there is a new wave of training starting with 90 BCH Disclosure Champions, followed by all Detective Sergeants. Training is shaped and delivered by BCH Learning and Development together with CPS lawyers.

After the 2017 changes to bail legislation, there has been a rise in RUI and corresponding decline in bail. The Home Office and National Police Chiefs Council recognition of the changes in custody outcome proportions has led to a moderation of the numbers of RUI. If this continues there will be an increase in Police bail and possibly a shift away from PCRs back towards charge cases to which AOJ would need to adapt.

3.3.4 Identification of future demand at risk of not being met

If Hertfordshire opt for an early adoption of the two tier Out of Court Disposal System, (Conditional Cautions and Community Resolutions). The monitoring and enforcement of breaches of Criminal Justice will produce an increase in demand that may not be able to be met by the current establishment.

BCH tri-force AOJ works with two CPS, Thames and Chiltern and East of England. Despite urging commonality of requirement there is often disparity in demands, e.g. different formatting, which are challenging to deliver.

Demand Matrix Risk Score – Criminal Justice:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>
3.4 Custody

Hertfordshire Constabulary undertook a review of custody facilities in 2015 which led to closing custody facilities at Hoddesdon and Watford in August of that year, leaving Hatfield and Stevenage suites. Since that closure Officers formerly using Watford have now adopted Hatfield as their primary custody facility. A review was conducted to identify the impact upon the policing.

A Mitigation Plan was agreed between Custody and Local Policing Command. Actions within the plan included:

- re-examining the distribution of investigative staff to improve capability and efficiency in prisoner handling
- a requirement for better liaison between custody and investigating teams to make sure cases are progressed expeditiously
- dealing with the management of planned event arrests which create predictable surges of detainees
- maintaining and balancing cell availability (from ensuring quick repair of cell defects through to dealing with maximum occupancy, thus avoiding custody closure
- to improve detainee-related cross team working, elimination of pinch points and driving up efficiency from arrest, through reception into a suite and thereafter to more efficient prisoner handling

Improvements resulted in tighter management of the two remaining suites to optimise cell capacity, develop better transportation of detainees into and away from custody and exploring technological solutions to custody problems. March 2017, saw the launch of collaborated BCH custody functions. Collaboration harmonised processes and procedures across the three forces to make custody units more effective and efficient for staff and detainees. Custody collaboration aimed to narrow the funding gap, to bring about better economies of scale, improved staff resilience and increase negotiating powers with suppliers.

3.4.1 Current and Future Demand – 2018-2022

There has been a decrease in the number of arrests over the last few years. It is unclear if this correlates with a fall in officer numbers, the larger distances officers travel from point of arrest to custody suites or other factors.

The chart below predicts a continuing downward trend in volume of custody detainees, assuming no significant changes in future Police numbers or in the policing environment.

---

17 OPCC Strategic Executive Board 14th March 2016 paper ‘Impact of the Closure of Watford Custody Suite’
The figures for the number of voluntary attendances were not easy to extract or identify from the pre-Athena systems, the data supplied may under estimate the actual numbers of those invited to voluntarily attend Police stations for the purpose of interview. The Athena system will enable this data to be easier to identify.

Hertfordshire Constabulary has eliminated the use of a Police Station as a place of safety for those detained under Section 136 of the Mental Health Act (MHA) for the last 3 years by using an embedded street triage model. Those detained under Section 136 on the street are triaged by MH professionals before conveyance to a health based place of safety.

A robust process, in partnership with Hertfordshire Partnership Foundation Trust is embedded in custody for detainees requiring assessment under the MHA. This process enables swift cross agency triage and conveyance to a health based place of safety should full assessment under the MHA be required.

Over the past 2 years Hertfordshire’s overall criminal justice outcome rate has decreased to **17.6%** in 2017/18, from **22.5%** in 2016/17. In 2017/18, out of custody disposals increased slightly to **30%**, with **70%** ‘in’ custody, compared to **28%**, with **72%** ‘in’ custody in 2016/17.

The table below shows the number of Out of Court disposals issued to individuals 2017/18:

<table>
<thead>
<tr>
<th>Disposal</th>
<th>Apr-17</th>
<th>May-17</th>
<th>Jun-17</th>
<th>Jul-17</th>
<th>Aug-17</th>
<th>Sep-17</th>
<th>Oct-17</th>
<th>Nov-17</th>
<th>Dec-17</th>
<th>Jan-18</th>
<th>Feb-18</th>
<th>Mar-18</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cautioned by Police</td>
<td>204</td>
<td>161</td>
<td>170</td>
<td>192</td>
<td>156</td>
<td>117</td>
<td>205</td>
<td>147</td>
<td>163</td>
<td>191</td>
<td>173</td>
<td>153</td>
<td>2032</td>
</tr>
<tr>
<td>Conditional Caution</td>
<td>13</td>
<td>7</td>
<td>6</td>
<td>8</td>
<td>8</td>
<td>4</td>
<td>3</td>
<td>8</td>
<td>7</td>
<td>4</td>
<td>4</td>
<td>15</td>
<td>87</td>
</tr>
<tr>
<td>Youth Caution</td>
<td>16</td>
<td>11</td>
<td>15</td>
<td>9</td>
<td>5</td>
<td>6</td>
<td>18</td>
<td>11</td>
<td>11</td>
<td>5</td>
<td>8</td>
<td>8</td>
<td>123</td>
</tr>
<tr>
<td>Youth Conditional Caution</td>
<td>10</td>
<td>11</td>
<td>14</td>
<td>8</td>
<td>6</td>
<td>11</td>
<td>16</td>
<td>17</td>
<td>10</td>
<td>18</td>
<td>8</td>
<td>14</td>
<td>143</td>
</tr>
<tr>
<td>Community Resolution - Adult</td>
<td>61</td>
<td>83</td>
<td>52</td>
<td>82</td>
<td>78</td>
<td>58</td>
<td>62</td>
<td>62</td>
<td>77</td>
<td>58</td>
<td>68</td>
<td>54</td>
<td>795</td>
</tr>
<tr>
<td>Community Resolution - CYP</td>
<td>69</td>
<td>73</td>
<td>62</td>
<td>95</td>
<td>51</td>
<td>56</td>
<td>86</td>
<td>85</td>
<td>65</td>
<td>58</td>
<td>42</td>
<td>49</td>
<td>791</td>
</tr>
<tr>
<td>Enhanced Community Resolution</td>
<td>6</td>
<td>12</td>
<td>7</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>8</td>
<td>1</td>
<td>6</td>
<td>62</td>
</tr>
<tr>
<td>Formal Warning - Cannabis</td>
<td>70</td>
<td>75</td>
<td>78</td>
<td>89</td>
<td>82</td>
<td>97</td>
<td>99</td>
<td>84</td>
<td>75</td>
<td>97</td>
<td>73</td>
<td>94</td>
<td>1013</td>
</tr>
<tr>
<td>Penalty Notice Issued</td>
<td>66</td>
<td>42</td>
<td>50</td>
<td>53</td>
<td>54</td>
<td>47</td>
<td>47</td>
<td>44</td>
<td>53</td>
<td>44</td>
<td>28</td>
<td>44</td>
<td>572</td>
</tr>
<tr>
<td>All OoCDs</td>
<td>515</td>
<td>475</td>
<td>454</td>
<td>539</td>
<td>447</td>
<td>399</td>
<td>541</td>
<td>459</td>
<td>464</td>
<td>483</td>
<td>405</td>
<td>437</td>
<td>5618</td>
</tr>
</tbody>
</table>
The timeliness of custody processing is routinely monitored in the Management Information and Data Analysis Report (MIDAS). The average arrival in custody to booking in time (‘waiting time’) in 2016/17 was 22 minutes and in 2017/18 it increased to 24 minutes.

Waiting times vary between Hatfield and Stevenage custody suites. Hatfield is a larger suite with 30 cells (plus additional capacity for the courts). The waiting times for Hatfield are longer, for 2016/17 and 2017/18 the average waiting time was 25 minutes compared to Stevenage’s waiting time of 20 minutes in 2016/17 and 19 minutes in 2017/18.

Detention times are also monitored in the MIDAS report. The average detention time was 13.7 hours in 2016/17 and 14.4 hours in 2017/18. However, this increase could be explained by the changes in the bail legislation, less detainees are now bailed, so more time may be taken at the initial arrest before the detainee is released. The use of bail is routinely monitored.

The table below shows the total use of bail and those Released under Investigation (RUI) for April 2017 – March 2018 and demonstrates the shift towards RUI.

<table>
<thead>
<tr>
<th>Period</th>
<th>Released Under Investigation</th>
<th>Police Bail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LIVE</td>
<td>CLOSED</td>
</tr>
<tr>
<td>Apr 17 – Mar 18</td>
<td>2056</td>
<td>3416</td>
</tr>
</tbody>
</table>

The tables below show disposals for 2017/18 (Midas Report):

<table>
<thead>
<tr>
<th>Herts 2017/18</th>
<th>Charged &amp; R</th>
<th>Charged &amp; B</th>
<th>Caution</th>
<th>Police Bail</th>
<th>NFA</th>
<th>Under Investigation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2120</td>
<td>3045</td>
<td>1206</td>
<td>778</td>
<td>3564</td>
<td>4171</td>
<td>14884</td>
</tr>
<tr>
<td>As a % of the Total</td>
<td>14.2%</td>
<td>20.5%</td>
<td>8.1%</td>
<td>5.2%</td>
<td>23.9%</td>
<td>28.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Use of Force is routinely captured. The table below shows the count of records where the Recording Officer indicated that a primary location of the Use of Force event was a custody facility. The data indicates not all Use of Force is carried out by those based within custody suites.

<table>
<thead>
<tr>
<th>Hertfordshire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of Force Reports by Event Date</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

**Mental Health Review**
The currently awaited Independent review of the MHA, will likely include detailed recommendations relating to custody. While there may be process changes for custody as a result, it is likely to relieve pressures if the change diverts demand away from custody. Full determination of implications must await publication.
PACE Review
The current review of PACE codes C, H, E and F is anticipated to bring forward changes to the interviewing of suspects using Body Worn Video (BWV). A new process would potentially relieve pressures upon custody.

Provision of Healthcare
The contract covering provision of healthcare in the six BCH custody suites is subject to tender and informed by learning from the last five years. It will include requirements such as attendance times for healthcare professionals and penalties for non-compliance, which will improve healthcare in BCH suites and reduce detention times.

Bail Changes
Following the 2017 changes to bail legislation, there has been a settling of disposal type including RUI and corresponding decline in bail. Recognition of the new custody outcome proportions, has led to moderation of the numbers of persons RUI. If this continues there will be an increase in Police bail with corresponding impact on custody demand.

3.4.2 Current status of the workforce and other assets, including wellbeing
There is a commitment from Chief Officers to staff custody to full establishment which is largely achieved. The position of Chief Inspector is pooled across BCH. Detention Officers roles are a high turnover area with some going on to other Police employments. The recruitment process is efficient with vacancy projection and proactive recruitment.

<table>
<thead>
<tr>
<th>Staffing Structure</th>
<th>Establishment</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hertfordshire</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

From the outset the intention was to have a common BCH shift pattern. This would facilitate moving staff across the model. It became apparent that the envisaged 12 hour shift pattern could not be implemented across the board. The resolution was a split between the three forces: Hertfordshire and Cambridgeshire are working a five team pattern and Bedfordshire piloting a 12 hour shift pattern which aligned to their overall direction.

Since collaboration, the custody suite staff are supported by a dedicated Policy and Performance Team. This team standardise policy over the department, review data and are involved in the creation, and with L&D, the delivery of training to custody staff.

Stevenage and Hatfield suites are less than ten years old and are clean and pleasant environments.

3.4.3 Planned changes to meet future demand
All custody staff receive two days refresher training each year in the ‘Use of Force’ and two days first aid training, the same as frontline officers.

There is a training programme focusing on the purpose, content and necessary quality of detainee welfare at reception, detention and pre/post release risk assessment. This was
an area for improvement and is now monitored closely across BCH, showing excellent compliance and quality.

The past two years saw turnover of Custody Sergeants barely keep pace with replacements. This created a situation with no resilience; all trained Custody Sergeants were already working in custody. We now maintain a pool of past Custody Sergeants whose accreditation is maintained and return to practice in the suites at regular intervals and attend training to keep up to date with policy and procedure updates.

A one year pilot funded by the Constabulary and Hertfordshire County Council, commenced in June 2018. It will provide a dedicated bed to always be available to a child detainee (non-secure). For a relatively modest 30% of cost this will allow overnight accommodation of a child in supervised, safe accommodation.

Service provision of health care into custody is on a five year contract with G4S. Past provision has not been to the standard expected, with extended waiting times for both nurse and Force Medical Examiner attendance, poor scheduled cover and some clinical issues. In combination, these frequently failed custody users and staff. Learning from this has informed the new contract and custody practitioners and Police Clinical Advisors have been involved in the drafting which includes penalties for service failures. The last 12 months have now seen a significant improvement.

New software is now employed to capture Use of Force in our custody suites. This was cited as good practice in the 2017 HMICFRS PEEL report, showing progress in an area that previously required improvement. However, greater diligence is needed, especially around the use of lower level coercion on detainees, to make improvements.

Funding has been secured via the Police Transformation Fund to implement in-cell video provision across all BCH custody suites. It will improve communications with Detained Persons, thereby reducing risk and increasing staff efficiencies. It will allow direct contact to the detainee by staff, legal representatives, healthcare professionals and officers conducting reviews or future PACE extensions if appropriately enacted. It will also facilitate displaying information such as drug and alcohol awareness and rehabilitation.

The demand on custody staff of continual incoming calls to multiple desk-top phones was significant. The implementation in 2017 of improved telephony and call handling to the two Hertfordshire custody blocks reduced and streamed calls. Staff report an improved custody environment which allows them to focus on detainees. This system is now being widened to all six BCH suites.

3.4.4 Identification of future demand at risk of not being met

It is difficult to establish what impact the future demand will have for custody due to increasing crime yet the level of arrests decreasing. Initially, using the Athena system could impact on detainees being booked into custody. However, the flexible provisions in place give confidence we can respond appropriately and evidence shows the anticipated delays in custody has not necessarily been the case.

<table>
<thead>
<tr>
<th>Demand Matrix Risk Score – Custody:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asset Score</strong></td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>
3.5 **Scientific Services (Forensics)**

3.5.1 **Current and Future Demand – 2018-2022**

The Scientific Services Unit (SSU) is a BCH tri-force collaborated function. The table below shows the percentage and type of scenes attended by Scenes of Crime Officers (excluding Digital Forensics, FCIU and specialist MCU work).

<table>
<thead>
<tr>
<th>Hertfordshire Forensics Data</th>
<th>Crimes Examined</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal Damage</td>
<td>490</td>
<td>5.8%</td>
</tr>
<tr>
<td>Domestic Burglary</td>
<td>3628</td>
<td>43.2%</td>
</tr>
<tr>
<td>Drugs Offences</td>
<td>235</td>
<td>2.8%</td>
</tr>
<tr>
<td>Homicide</td>
<td>20</td>
<td>0.2%</td>
</tr>
<tr>
<td>No Crime</td>
<td>266</td>
<td>3.2%</td>
</tr>
<tr>
<td>Other Burglary</td>
<td>1596</td>
<td>19.0%</td>
</tr>
<tr>
<td>Other Crime</td>
<td>543</td>
<td>6.5%</td>
</tr>
<tr>
<td>Other Sex Offences</td>
<td>48</td>
<td>0.6%</td>
</tr>
<tr>
<td>Other Violent Crime</td>
<td>236</td>
<td>2.8%</td>
</tr>
<tr>
<td>Rape</td>
<td>110</td>
<td>1.3%</td>
</tr>
<tr>
<td>Robbery</td>
<td>120</td>
<td>1.4%</td>
</tr>
<tr>
<td>Theft From Vehicle</td>
<td>483</td>
<td>5.8%</td>
</tr>
<tr>
<td>Theft of Vehicle (including TWOC)</td>
<td>622</td>
<td>7.4%</td>
</tr>
</tbody>
</table>

External spend on forensics for 2017/18 was approximately £1.88m (excluding Major Crime spend).

It is probable that over the next three years submission demand will follow anticipated crime trends. The most significant expected increase is likely to be in digital forensics.

3.5.2 **Current status of the workforce and other assets, including wellbeing**

The following table shows Forensic Hit information, includes DNA and fingerprint only, (excluding Major Crime work) for Hertfordshire 2017/18:

<table>
<thead>
<tr>
<th>Case type</th>
<th>No. Forensic Hit</th>
<th>Case type</th>
<th>No. Forensic Hit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burglary Dwelling</td>
<td>245</td>
<td>Rape</td>
<td>35</td>
</tr>
<tr>
<td>Burglary Other</td>
<td>185</td>
<td>Robbery</td>
<td>28</td>
</tr>
<tr>
<td>Criminal Damage</td>
<td>60</td>
<td>TFMV</td>
<td>54</td>
</tr>
<tr>
<td>Drugs Offences</td>
<td>152</td>
<td>TOMV</td>
<td>140</td>
</tr>
<tr>
<td>Murder</td>
<td>9</td>
<td>VAP</td>
<td>50</td>
</tr>
<tr>
<td>ORO</td>
<td>171</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

External forensic turnaround times are driven through performance related contracts. Performance in the external market has been varied over the last 12 months and there have been significant issues which have impacted on a national scale.

While there are currently no backlogs across SSU in relation to our top category cases, Service Level Agreement turnaround times are being met. Backlogs do currently exist in lower priority case categories. These are primarily as a result of the impacts of accreditation and resourcing issues.
3.5.3 Planned changes to meet future demand

Fingerprints, Footwear, CCTV and Scenes of Crime are delivered internally by BCH Scientific Services. Forensic Collision work is delivered by the Forensic Collision Investigation Unit (currently outside of BCH Scientific Services) and Digital Forensics within Hertfordshire, is delivered through the Hertfordshire DFIU. All other forensic work is outsourced to external providers. The vast majority of this is procured through the Eastern Region contract. Areas of some specialist forensic work will be outsourced outside of the contract.

<table>
<thead>
<tr>
<th>Forensic staffing by Discipline</th>
<th>Post FTE</th>
<th>Actual FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenes of Crime (inc. admin/management)</td>
<td>95</td>
<td>91</td>
</tr>
<tr>
<td>General (inc SLT/quality)</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Fingerprint Services (inc. admin/tenprints/management)</td>
<td>33.0</td>
<td>29.3</td>
</tr>
<tr>
<td>Forensic Footwear Unit (inc. admin/management)</td>
<td>6.0</td>
<td>4.8</td>
</tr>
<tr>
<td>Forensic Imaging Unit (inc. admin/management)</td>
<td>33.4</td>
<td>26.5</td>
</tr>
<tr>
<td>Forensic Operational Support (inc. management)</td>
<td>8.0</td>
<td>7.5</td>
</tr>
</tbody>
</table>

SSU have recently re-aligned shift patterns and structures to gain greater efficiency and improve service.

3.5.4 Identification of future demand at risk of not being met

Accreditation: The Forensic Science Regulator has broadened the scope for accreditation to encompass digital, firearms and collision investigations as well as classical forensic areas, and deadlines for compliance are set. Accreditation requires significant focus and effort and creates a draw on resources. Accreditation is yet to be gained and then maintained in the Fingerprint Bureau, Forensic Collisions or Scenes of crime, but projects are on-going and the regulator deadlines should be met in the vast majority of areas.

Resourcing is likely to need to increase to continue to deliver services in all of the areas. There are additional requirements in the Digital Forensics area beyond the dedicated teams e.g. collection of digital evidence and triaging of digital evidence at scenes. This will need to be covered by accreditation and currently those doing the work sit in various teams within wider areas of Hertfordshire Constabulary.

Digital Forensics: To respond effectively to the anticipated growth in this area, BCH will need to consider increased funding and infrastructure to continue to deliver good service, including the internet of things\(^\text{18}\), cloud technology, digital asset management, digital evidence transfer and data analytics.

\(^{18}\) The Internet of Things is the network of physical devices, vehicles, home appliances and other items embedded with electronics, software, sensors, actuators, and connectivity which enables these objects to connect and exchange data. Each thing is uniquely identifiable through its embedded computing system but is able to inter-operate within the existing Internet infrastructure
Two private Forensic Service Providers, both used by BCH, have suffered significant difficulties in the past two years, including one going into administration and one having their accreditation status removed, following allegations of process irregularities.

**Demand Matrix Risk Score – Scientific Services:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>Medium-High</td>
</tr>
</tbody>
</table>
Section 4 – Protecting Vulnerable People

4.1 Introduction

Safeguarding deals with all investigations where there is an element of vulnerability to either children or adults.

The Community Safety and Crime Reduction Unit, supports Safeguarding and other force units with a focus on strategy and partnership working in such areas of crime prevention: Integrated Offender Management, Hate Crime, Children and Young Person’s, Anti-Social Behaviour and, most recently, organisational problem solving.

The last five years have seen tremendous change in the operational context of policing not least in this command. Political, economic, social and even cultural changes have increased demand and added to the complexity of investigations.

Whether the investigation is serious crime, safeguarding or even acquisitive crime, the increase in the use of digital devices and the internet by criminals has become a significant challenge that has required considerable investment to examine and extract evidence. The development and availability of digital access will significantly increase demand across most strands of safeguarding offences.

Similarly following national enquiries such as Rotherham (2014) and Savile (2011) etc., the wider protection of children and adults has seen a refocusing of priorities within the Constabulary. Indeed, the reports of historic sexual offences have tripled and can be expected to continue to rise for at least the next five years.

The projected population increase in Hertfordshire, much of which will be from new home builds, is likely to lead to an increase in the incidence and reporting across all crime types.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1.17m</td>
<td>482k</td>
</tr>
<tr>
<td>2021</td>
<td>1.23m</td>
<td>511k</td>
</tr>
</tbody>
</table>

The Constabulary has responded with substantial investment in Safeguarding resources. This has included the implementation of the Joint Child Protection Team, co-located with Social Services, as well as the construction of the Multi Agency Safeguarding Hub. A series of Post Implementation Reviews has resulted in an increase in resources to deal with missing persons, historic investigations and sexual offences. The Constabulary also financially contributes to other joint initiatives such as the county’s Family Safeguarding Hub led by the County Council.

The significant national risk of a lack of detectives to investigate serious and complex crime has seen Hertfordshire develop an ambitious plan that includes the fast-tracking of new recruits into detective roles. Similarly, a plan to minimise the risk of Post-Traumatic Stress Disorder to staff by their over exposure to serious sexual offences and child protection investigations has been implemented.

The upsurge in calls for assistance from people in mental health crisis has called for new and innovative approaches to managing this demand. Closer working relationships have been formed with Mental Health and NHS partners and are operationalised through the creation of the street triage scheme that deploys Police, mental health and ambulance staff together. This has kept pace with the increase of calls for service that sees...
individuals receiving the right treatment much quicker. It is suggested that this model of delivery may need to be extended in future years.

Recent changes in national policy have driven the necessity to reinvigorate strategic partnership working. The move to a two tier probation service and gaps in the provision in dealing with rehabilitation of offenders have seen the re-establishment of an Integrated Offender Management Board along with the aspiration to prevent radicalisation and the formation of the County Prevent Board. These new priorities are in addition to the work flow already emanating from the existing Children and Adult Safeguarding Boards including preventative work from Domestic Homicide and Serious Case Reviews.

The use of polygraph to risk assess and prioritise sex offender management and the assistive technology pilot to locate vulnerable missing people are again good examples of innovation.

Any savings over the past five years in this command have been reinvested to meet new challenges. The Constabulary constantly strives to reduce crime and demand in all its manifestations and improve its ability to recognise and respond to vulnerability. There will be a need, year on year, to review resourcing in order to maintain capacity and effectiveness in this growth area of policing.

Safeguarding Referrals Hub (SRH)
A team is being established to deal solely with referrals, therefore reducing demand and creating efficiencies.

What the SRH proposes to do:

- Manage referrals from:
  - Joint Child Protection Investigation Team (JCPIT)
  - Child Sexual Exploitation Team (HALO)
  - Child Online Safeguarding Team (COST)
  - Sexual Offences Investigation Team (SOIT)
  - Safeguarding Adults from Abuse (SAFA)

- Bring all referrals staff from the above teams into one centralised team, streamlining processes and creating consistency

- Use the existing staff, plus a small uplift

4.2 DOMESTIC ABUSE

4.2.1 Current and Future Demand – 2018-2022

The Crime Survey of England and Wales reports an estimated 1.9 million adults aged 16 to 59 years experienced Domestic Abuse in the year ending March 2017, equating to a prevalence rate of approximately 6 in 100 adults. It reported little change in the prevalence of domestic abuse in recent years, with a gradual, longer-term downward trend. It also acknowledged that many victims will not report their experiences to the Police.

The Crime Survey reports a national rate of 18.3 Police Recorded Domestic Abuse-related combined incident and crimes per 1,000 population with the Hertfordshire rate at 18.9
very close to the national average. The Crime Survey also reported a Domestic Abuse-related crime rate of 8.4 per 1,000 population, with Hertfordshire mid-range at 7.6.

With national data suggesting that at least 15–20% of Domestic Abuse remains unreported there is a need to continually review resourcing in this area of policing.

The Constabulary has rejuvenated its approach to tackling Domestic Abuse, supported by the PCC and recognised within the Police and Crime Plan. To complement the Domestic Abuse County Strategy, the Constabulary has established a Domestic Abuse Investigation and Safeguarding Unit (DAISU). This unit, comprising of sixty officers and staff, professionalises the safeguarding of victims and bringing offenders to justice.

10,324 Domestic Abuse (DA) crimes were recorded in Hertfordshire in 2017, a 12% increase from the previous year. Within this, Threats to Kill increased by 86% from 151 in 2016 to 282; Malicious Communications offences increased by 37% from 476 to 653; Sex Offences were up 27% from 342 to 435 and Stalking offences more than doubled (+119%) from 107 to 234. In addition to this, we recorded 9,519 DA related non-crimes, a 1.6% increase from the previous year.

The force captures daily reporting levels for DA and DA non-crimes. The force does not have a sophisticated method to capture and monitor the demand for safeguarding; this is a complex challenge as safeguarding happens in many different ways, often by virtue of multi-agency arrangements.

The force does not measure the demands faced by investigators in respect of their responses to perpetrators.

The implementation of Athena should, however, bring a greater ability to measure, monitor and report on demand and performance in relation to DA.

**Improved National Crime Recording Standards Compliance**

The way that DA has been reported and recorded in Hertfordshire has advanced significantly in the last 2-3 years, and there are clear signs that the upward trends in reporting and recording levels will continue, creating associated demand. In particular, this means that incidents such as ‘low level’ harassment and/or where there are ‘counter allegations’ are very likely to be recorded and investigated.
**Risk Assessment**

In all cases of reported DA, a risk assessment is completed. This captures pertinent details, and an assessment of risk which informs the response in terms of investigation and safeguarding. This assessment can also assist in identifying other crime such as Honour Based Abuse and Sexual Abuse.

The chart above shows that it is the medium risk category that has had the highest monthly increases in the past two years, with 81 more cases on average a month since January 2015 (up 17.8%). High risk cases have increased by an average of 26 (50%) cases and standard risk up by 74 cases (7.8%) a month.

All domestic homicides in Hertfordshire require a Domestic Homicide Review which needs to be resourced. The review findings can generate recommendations for procedural changes which may have an associated impact upon demand.

Emerging Government legislation, for example the Offence of Coercive Control, may also mean that the public have a growing inclination to identify and report DA, Stalking and Harassment and even Honour Based Abuse. This will lead to increased reporting, and therefore demand.
Offences of ‘Cyber’ enabled DA are expected to grow, including those where offences can be wholly committed by way of ‘Chat’ or ‘Messaging’ platforms. Such advances in the nature of ‘Cyber’ enabled offending will create far reaching demands for investigators and Digital Recovery assets in the Constabulary.

The development of DA Champions across the county (in partner agencies, businesses and other organisations) will increase awareness of Domestic Abuse and therefore prompt increasing levels of identification and reporting. Due to this Hertfordshire anticipates an increase in referrals to MARAC.

**Female Genital Mutilation**

At county level, there is a partnership FGM Strategy. The response to this is coordinated by the Improving Outcomes Group, which reports to the Safeguarding Board.

Prevention and awareness work around FGM follows national good practice. There is a partnership approach, with Health generally taking the lead.

FGM, as a practice, is limited to certain cultural groups. There are some small communities in Hertfordshire of residents from these groups. Locally, reports of FGM have been very low.

**Forced Marriage**

There is a national Forced Marriage Strategy which sets out clear responsibilities for statutory agencies. In Hertfordshire, we have a partnership strategy which aligns with the national strategy. The Safeguarding Adults Board, the Safeguarding Children Board and the Domestic Abuse Executive Board all have elements of this strategy, as the nature of forced marriages can vary from case to case.

Incidents where forced marriage is known to have occurred in Hertfordshire are low. On occasion, concerns are raised about a female (child or adult) travelling abroad where forced marriage may be linked to this travel. These concerns may be raised from a range of sources, e.g. schools, relatives, Children’s Services or the individuals themselves.

**Honour Based Abuse**

There is a national Honour Based Abuse Strategy outlining clear responsibilities for statutory agencies. The Safeguarding Adults Board, the Safeguarding Children Board and the Domestic Abuse Executive Board all have elements of this strategy, as the nature of HBA can vary widely from case to case.

Such abuse can occur in a range of contexts, involving both children and adults. An honour related murder in Hertfordshire heightened local awareness and the seriousness of its consequences. We do not have a clear picture of honour based abuse in Hertfordshire and it is believed there is under reporting. Awareness among the public, partner agencies and Police is improving and we expect an increase in reporting in the coming years.

**Stalking, Harassment and Cyber-bullying**

As part of its ‘Tackling Violence against Women and Girls’ strategy, the Government has pledged to tackle Stalking and Harassment in all its forms. The strategy led to the introduction of a National Stalking Helpline and the creation of two new specific offences of Stalking. In general terms there are differing aspects to Stalking, Harassment and Bullying.

For instance, the use of digital devices can be used to harass a victim (without stalking) or an offender may be in an intimate, non-intimate or have no relationship with the victim to commit offences. These can vary from extreme cases of high risk stalking behaviour down to inappropriate comments on Facebook.
The level of investigation and the resource tasked to deal with any complaint varies, dependant on risk, from specialist teams through to frontline Safer Neighbourhood Teams. Risk assessments are conducted, depending on the context of the offence.

Reports of Harassment are increasing substantially year on year, in particular those that are non-domestic and involve some element of social media or cyber messaging. Non-Domestic Harassment offences involving children are increasing, exacerbated by the greater use of messaging technology. There is an increasing trend among the public (often parents) to report these to Police. This brings further demand upon wider policing resources, and in particular frontline staff.

With improved reporting methods, it is recognised that reporting levels are likely to rise. The upward trend could continue over the next few years, although the full extent of this is not known and cannot at this stage be predicted.

Increasing use of technology, as previously stated, will only intensify offending and reporting levels, bringing associated demand upon policing. As a result, the essence of investigation will continue to evolve in nature, where traditional responses such as viewing CCTV or conducting door to door enquiries become less common, and digital recovery and examination becomes more mainstream.

4.2.2 Current status of the workforce and other assets

The Force Control Strategy indicates that the duty to protect vulnerable people should be paramount. This strategy translates into Force Tasking and Coordination arrangements, meaning force initiatives and resources are likely to be directed towards safeguarding responses. It is likely to mean, for example, that detective resources will be less occupied with minor crime investigations and far more liable to be deployed against safeguarding demands.

Partnerships

The Constabulary has invested heavily in resource and expertise so that responses to domestic abuse are optimised. These investments are also present within multi-agency capabilities.

In Hertfordshire, there is a partnership approach to DA responses. The Domestic Abuse Executive Board sits strategically between the Children’s and Adults’ Boards, bringing partners together, setting joint priorities and allowing versatile thinking and responses to DA. A number of sub-groups sit below the Executive Board, providing momentum to joint working and facilitating joint funding arrangements. While each partner resources its own service, each also contributes resource to these sub-groups.

Stalking and Harassment is currently being considered as an individual sub group for the county-wide Domestic Abuse Partnership. This would see a small partnership group devise a bespoke strategy for action by key agencies.

Demand Generated by Proactive/Preventative DAISU Activities

DAISU staff provide encouragement and support to victims regarding seeking civil orders restraining partners or ex-partners from contacting them. Although in the longer term this should produce a reduction in Domestic Abuse demand, in the shorter term this creates greater demand if or when these orders are breached.

DAISU is a one stop shop for all categories of DA and operates in collaboration with the Hertfordshire MARAC arrangements. As DA reporting levels and associated demand continues to increase, then the resourcing requirements for both DAISU administration and MARAC capability will be expected to increase.
In Hertfordshire, innovation within the unit means that the organisation is likely to be more proactive in terms of identifying perpetrators and, where opportunities exist, to alert these perpetrators’ ‘new’ partners, who themselves may be vulnerable to risk. This initiative is prompted by Claire’s Law (Domestic Abuse Disclosure Scheme - DADs).

The unit is frequently required to respond to events where both vulnerable adults and children are identified. Hertfordshire has processes to identify children that live in abusive households and this is a central feature of operating principles within the Hertfordshire Multi Agency Safeguarding Hub (MASH).

**Early Intervention and Reduction of Repeat Offending**

The Constabulary is active in implementing responses which can positively influence repeat offending, and reduce repeat victimisation. It has traditionally invested in Integrated Offender Management (IOM) schemes, which focused on offenders associated with serious and acquisitive crime. The Constabulary has expanded its IOM capabilities so that a cohort of DA perpetrators is now captured. If this programme is shown to be successful, we will look to further invest in IOM initiatives in the coming four years.

The Constabulary supports the Local Authority provisions for Early Intervention Solutions to be introduced to families. These Early Intervention Solutions provide real focus for families in crisis and/or where DA is prevalent. We recognise that we may be asked to contribute more towards these initiatives with partners.

There are some early signs that the focus on repeat offenders is starting to have a positive effect, as shown in the following chart:

![](image)

**DAISU Workforce Resources**

The unit is resourced via teams led by Detective Sergeants with Detective Constables and Investigators deployed to respond to both investigations and safeguarding. There are also some sub-teams, which include Business Support Administration and Specialist Support. Further capabilities and resources within the unit allow for the notification of DA incidents to partner agencies. Joint working occurs with the Hertfordshire MASH to facilitate this.
It is recognised that the initial agreed establishment level was inadequate, owing to a number of factors. The shortfall has been partly supported by secondments and it is acknowledged that a degree of ‘rest day working’ is relied upon. Subsequently a Post Implementation Review recommended an increase in staffing. The establishment has now been changed but the practical move to more permanent resourcing remains a challenge.

The intensive responsibilities of DAISU have led to challenges in recruitment and retention of Investigators. It is seen as a demanding place to work, with high levels of pressure and little time for reprieve. Successful efforts are being made to entice high calibre applicants into joining the unit and the up-skilling of Detectives (in relation to DA) continues. However, this is against a backdrop of risks to Detective numbers in the organisation.

**Areas of Notable Practice**
Hertfordshire have equipped response officers with Body Worn Video (BWV) technology, use of which is mandatory for attendance at DA incidents. This provides the subsequent investigation and courts with crucial evidence.

The Constabulary has extended the requirement for Victim Personal Statements and is increasing applications for Special Measures at Court and has pioneered and embedded the Domestic Violence Prevention Order capabilities. Trained Officers within the DAISU make applications before the Magistrates Court for Orders to be issued.

Hertfordshire is well placed to identify and respond to investigations and safeguarding. Multi-agency procedures are embedded with coordinated responses across agencies.

**Female Genital Mutilation and Forced Marriage and Honour Based Abuse**
Trained specialists are embedded within the respective investigation teams so that reports can be quickly identified and assessed for response. For FGM these are referred to the Joint Child Protection Investigation Unit within which are FGM Single Point of Contact Police Officers and social workers. For FGM, forced marriage and honour crimes staff have received specialist training. All forced marriage and honour investigations attract an enhanced safeguarding plan and proactive supervision.

FGM, FM and HBA do not create capacity or capability issues in terms of Constabulary resources. There are enough trained officers to respond to the low demand.

Senior managers will continue to monitor staff turnover and training needs to ensure that specialist capabilities are maintained.

**Stalking, Harassment and Cyber-bullying**
In Hertfordshire, offences of Harassment and Stalking which occur within a domestic setting are treated as DA. High risk cases will attract enhanced safeguarding, as with other DA cases. Owing to the risk of escalation, all offences of Stalking are also dealt with by the DAISU, irrespective of their setting.

The majority of offences within this classification are Harassment and Cyber-Bullying offences which occur outside of a domestic setting. In these cases, the response activity sits within local policing teams. Dependant on their severity this may lead to Local Crime Unit investigations or may remain with frontline Intervention or Safer Neighbourhood Team officers to investigate.

**4.2.3 Current status of the workforce and other assets - wellbeing**
The Constabulary recognises that resources in DAISU can be exposed to challenging investigations and high workload demands with a risk of ‘burn out’ and is vigilant in
exercising its duty of care to maximise wellbeing for staff. Individual cases are monitored and referred to the Occupational Health Unit. There is on-going work by the Safeguarding Command Management Team to identify bespoke welfare packages for staff.

4.2.4 Planned changes to meet future demand

The extent of DA investigations include situations which fall only slightly short of Murder and Manslaughter investigations. Case studies in Hertfordshire in the last 12 months, illustrate a growing complexity and intensity of DA investigations. New coercive and controlling legislation has been used to great effect. Typically, investigations and safeguarding which respond to a long standing intimate and violent relationship can be extremely time intensive and costly.

While the volume of case load will continue to increase, it can also be anticipated that the relative complexity of investigations will grow. This is partly due to emerging legislation which widens the traditional scope of DA and also recognises the nature of offending, the increasing prevalence of cyber/digital aspects and the impacts of ‘globalisation’ and cultural diversity.

As DAISU staff become increasingly experienced, and the training programme for frontline staff progresses, the expertise and capability of the Constabulary in responding to DA should increase, both in response to reporting levels and in a way which increases safeguarding activities and optimises investigative efforts. The Constabulary can be ambitious about making greater use of DVPO and DADs disclosure and this can be achieved by further investment in resource and training.

As the complexity and volume of required responses increases, particular emphasis will be directed towards the need for supervision levels and the professional development of Detective resources.

A consequence of the increasing cyber aspect upon Investigators, will be to focus their investigations toward digital recovery of evidence, and the requirement to consider if any material is in existence in digital form, which could harm or undermine an intention to prosecute.

4.2.5 Identification of future demand at risk of not being met

The Constabulary will need to monitor the resourcing and welfare of Officers and Staff. There is a medium level of confidence that with the continuous focus on repeat offenders some of the expected increases will be reduced.

It is anticipated the present structure and establishment within specialist departments, along with partnership arrangements including the Domestic Abuse Sub Group, focussing on these of FGM, FM and so called HBA will be adequate to match future demand. This will however, need to be kept under close review.

Demand Matrix Risk Score – Domestic Abuse:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>4</td>
<td>High</td>
</tr>
</tbody>
</table>

4.3 Child Sexual Abuse, Child Sexual Exploitation and Missing Persons
4.3.1 Current and Future Demand – 2018-2022

The sexual abuse of children takes form either in person by offender(s) on victim(s), online via the internet, or by way of Sexual Exploitation.

Hertfordshire, has a joint Police and Children’s Services Team. The Joint Child Protection Investigation Team investigate Child Sexual Abuse within the home or through a position of trust. They also deal with all cases of child death. Last year Hertfordshire had 32 child deaths including suicide of teenagers. Hertfordshire’s PCC has supported the work by the Constabulary and partner agencies in understanding and tackling these crimes.

The Child Online Safeguarding Team (COST) deals with all child abuse through the sharing of images/chat online. There is also a dedicated team of officers and staff that deals with Child Sexual Exploitation (HALO). These teams, along with resources looking at Missing People, fall under the supervision of a Detective Chief Inspector.

Child Sexual Abuse and Online Offending

Child Sexual Abuse (CSA) and online abuse has seen significant increase over the past 4 years. If the rise continues at the same rate we will expect to see approximately 10,000 crimes annually by 2022.

<table>
<thead>
<tr>
<th>Crimes</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSA</td>
<td>3167</td>
<td>4066</td>
<td>5814</td>
<td>6616</td>
</tr>
<tr>
<td>CSA- on line</td>
<td>226</td>
<td>355</td>
<td>396</td>
<td>435</td>
</tr>
</tbody>
</table>

Some of this increase can be attributed to better recording practices through NCRS compliance, however, the majority of the rise is due to better information sharing with partners and the wider understanding within the community of CSA leading to more notifications, partly prompted by the media coverage of recent years.

It has become easier to report CSA. Every agency has a safeguarding responsibility, online and telephone reporting is now available and there are a number of charities who will take reports and support victims.

Owing to public awareness of forensic advances, a number of victims seek reviews of their previously reported cases that originally were not prosecuted.

There has been a huge improvement in safeguarding training and the ability to prevent offenders from working with children through the national adoption of the Local Authority Designated Officer.

With online crime having no boundaries and the widespread use of social media by more children, we will continue to see a rise in this offending against children. There is an ongoing rise in online child abuse and more of these enquiries are leading to ‘Contact’ offenders.

COST utilise technology well with proactive monitoring. This generates a vast amount of work (research, warrants etc.). The sheer volume of material shared online is immense. Work is prioritised owing to risk and the categorisation of images shared.

Given the underlying prevalence of CSA in the population, the projected population increase in Hertfordshire, including a higher proportion of young people, there is likely to be an increase in the incidence and reporting of child sexual abuse. Increasingly diverse communities will also have an impact. We are seeing a number of families from other emerging communities who may not necessarily understand the UK laws around the treatment of children within their own homes.
Child Sexual Exploitation and Missing Persons

Child Sexual Exploitation (CSE) is a Tier 1 (highest) priority for Hertfordshire Constabulary, the Regional Organised Crime Unit (ROCU) and the National Crime Agency (NCA). There is an evidenced link between young people who go missing and their risk to being exploited. Missing Persons referrals have seen year on year increases across the last four years in line with the national trend.

<table>
<thead>
<tr>
<th>No of Referrals</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Missing Persons</td>
<td>3055</td>
<td>3675</td>
<td>4118</td>
<td>4282</td>
</tr>
<tr>
<td>CSE</td>
<td>182</td>
<td>388</td>
<td>272</td>
<td>281</td>
</tr>
</tbody>
</table>

The increase in demand (2014/15) follows media reporting of high profile cases such as Rotherham (2014), various national campaigns and Hertfordshire’s own campaign ‘Say Something If You See Something’. In many cases CSE victims are groomed, at times for considerable periods, and often do not realise that they are a victim at the time exploitation is occurring. This leads, in many cases, to non-recent reporting of CSE when the victims are older.

At a county level, the Executive and Strategic Safeguarding Adolescents Boards, both chaired by Children’s Services, promote multi-agency working to effectively tackle CSE and contribute to the national CSE Plan.

Missing Children reports continue to rise year on year and there has been a noticeable increase in the number of High Risk missing cases. A continuing contributing factor is the lack of accommodation for ‘looked after’ children and the shrinking budget of our partners. There has also been a significant increase in the number of semi-independent private provisions which have very relaxed governance and are not under the control of the Local Authority. In some instances, children are placed in Hertfordshire from London in an attempt to move them from local negative influences. Unfortunately, in many cases the children run away back to their home boroughs, increasing the demand.

Until recently, Hertfordshire did not have a recognised gang culture. But, with expanding local borders and excellent transport links, Hertfordshire is experiencing a relatively high level of gang and county lines activity with an associated rise in children being subjected to CSE and other Criminal Exploitation (e.g. children being used to run drugs or hide weapons). Demand is likely to increase across the next 3-4 years as we see increasing links between gang, county lines activity and violent crime.

All indications are that despite national and local preventative campaigns, the incidents of both missing children and its link to CSE are set to rise over the next 4 years.

With regard to CSE investigation this will be in some way due to improved identification of emerging cases and Police recording providing better intelligence, but adding to the demand in the number of specific investigations. Each CSE investigation can be very complex and time consuming, so even a small rise has a significant impact on the capacity of investigative teams.

The reporting of missing adults has also increased, with many cases linked to mental health, depression or anxiety. Many of these cases are deemed High Risk and require significant resource to locate and safeguard.

Across the last six months of 2017/2018 the Constabulary dealt with 2584 reports of Missing Persons and with the rise in people dealing with a personal mental health crisis, we anticipate at least an 8-10% year on year increase.
4.3.2 Current status of the workforce and other assets

Establishment levels for each safeguarding command and individual unit are set by the Force Establishment Board. Recent analysis conducted by Workforce Planning has resulted in a business case leading to an uplift in resourcing.

Within the department, managers are able to move staff/posts between teams to respond to changes in demand or priorities, flexing resources when required. However, the overall resourcing is very much linked to recruiting of new officers who move through the policing model as they gain experience. Predominantly officers who work within Safeguarding are either Detectives or Trainee Detectives.

Child Sexual Abuse and Online Offending
The response to and the investigation of CSA and online offending within the Constabulary is the responsibility of two main teams.

- A joint funded team located at Police HQ who work with Children’s Service Social Workers from Hertfordshire County Council which responds to reports of abuse of children, whether sexual or physical, and investigates together from the outset and a sub unit who investigate historic offences.
- The Child Online Safeguarding Team (COST) is a small team of ten investigators, who focus on protecting children by investigating offenders who use the internet to target vulnerable children.

A variety of multi-agency activity is ongoing around preventative work and awareness, including national and local campaigns. In response to a rise in those cases involving abuse of position of trust, Hertfordshire are developing an awareness campaign targeted to those who have daily interactivity with children as part of their profession or on a voluntary basis.

Resourcing within the Crown Prosecution Service (CPS) impacts upon Police, resulting in increased work for Police supervisors dealing with appeals, or limited Early Investigative Advice (EIA). There is a dedicated Sexual Offences Team in the CPS, with the aim of providing a consistent team member for the duration of each case.

Children’s Services capacity is under significant pressure and there is a real shortage of available places for children. There is a strong reluctance to remove children from the family home, preferring to use Motivational Interviewing Techniques instead, to work with the family. Where this approach is not effective it can lead to an increase in offences reported, with associated resource implications.

Child Sexual Exploitation and Missing Persons
The Missing and CSE Standard Operating Procedures have been amended to reflect the significant overlap. Seen as a positive step, Hertfordshire was one of the first forces in the country to remove the ‘Absent’ categorisation and deals with all reports of children, from the outset, as ‘Missing’. This allows the appropriate resourcing and urgency to be given to children who by definition, are at risk.

During ‘return home’ interviews (conducted by the charity MISSING for those children at highest risk), or Police ‘safe and well’ checks for all children who have been reported missing and found) risks of CSE can be identified at an early stage. However, the increasing number of missing reports has therefore created an associated increase in the number of checks that need to be conducted.
A small Missing Persons Team interacts with local policing assets and partner agencies to try to resolve repeat cases of persons who go missing including elderly residents. To support the central team the Constabulary has recently implemented the new ‘Locate’ team who conduct immediate enquiries on individual cases to ease the pressure on frontline assets.

HALO works specifically on CSE, on individual cases where CSE is identified and on a wider organisational platform of spreading awareness to Police colleagues and partner agencies. As such, multi-agency relationships have strengthened and timely briefings with partners have led to a change in processes. Awareness training continues, with the introduction of CSE Champions within frontline staff.

CSE can only be investigated and prevented effectively by taking a proactive approach. In the last year, the team changed processes and no longer relies on disclosure from victims, but looks to develop intelligence, taking a proactive approach to the investigation and potentially revealing other enquiries/additional victims that were not initially obvious.

The Constabulary has introduced a Police Staff post of a CSE Disruption Officer. Responsibility will be to deliver the awareness/prevention campaigns across the county and will seek involvement by organisations such as sports groups, scouts and local businesses, etc.

The Constabulary has implemented a dynamic live CSE tracker to monitor the changing level of risk posed to young persons that come to notice. The aim is to reduce the risk to those at highest risk and has helped prioritise and focus activity. This proactive work and the resulting findings create further associated demand.

Those most at risk are managed through the Sexual Exploitation and Runaway Children from Home (SEARCH) panel. This is a multi-agency panel that comes together to discuss each child and sets a number of expectations to reduce the level of missing and associated risks.

4.3.3 Current status of the workforce and other assets - wellbeing

The continued rise in all cases of CSA and CSE and the response to child death puts a real strain on staff and their welfare is of concern. The complexity of these investigations has seen a big rise in the number of officers spending time off work with stress related illnesses with some teams at times working with half their capacity. This is worsened by the need, in some cases, to view very distressing material. The long term compound psychological effect on officers and staff that work in this arena is concerning.

In response to this the Safeguarding Management Team are working with occupational health to provide bespoke welfare care. Officers and staff displaying signs of stress are identified and where required are moved to less stressful work.
4.3.4 Planned changes to meet future demand

To cope with the demand of historic cases, a bespoke Historic Child Abuse Team has been implemented. There is heavy reliance on the co-operation of partner agencies due to the sheer volume of third party material that is generated.

In order to help alleviate the pressures placed on individuals, the Constabulary is currently recruiting Disclosure Officers. This team, will mainly operate in the safeguarding arena and become experts in the field of disclosure, sharing good practice across the force.

As the movement of staff between commands has recently become problematic due to the shortage of Detectives within the Constabulary, the Safeguarding Command has recently recruited ten Police Staff Investigators to fill some of the emerging gaps.

4.3.5 Identification of future demand at risk of not being met

Despite the changes identified, the increases in referrals is expected to rise above present capacity. It is unclear at this stage what the gap between future demand and resourcing will ultimately be, but what is clear is that with the constant media revelations of historic systematic offending, referrals will continue to rise. This business area will need to be constantly reviewed, year on year, to ensure proportionate resources are in place.

Demand Matrix Risk Score – Child Sexual Abuse, Child Exploitation and Missing Persons:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>4</td>
<td>High</td>
</tr>
</tbody>
</table>

4.4 Elder Abuse

4.4.1 Current and Future Demand – 2018-2022

The Safeguarding Adults Team has responsibility for both the safeguarding and investigation of Elder Abuse and the lead for mental health. The team of twelve officers and staff is overseen by a Detective Chief Inspector.

The following table shows the increased demand in relation to referrals of Elder Abuse since 2014, equating to a 63% rise over the last four years.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2105</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elder abuse referrals</td>
<td>677</td>
<td>787</td>
<td>843</td>
<td>1063</td>
</tr>
</tbody>
</table>

It is expected that this will continue at the same rate over the next four years increasing to between 1800 to 2000 referrals a year by 2022. All referrals require assessment and many lead to full investigation.

Population / Demographics

The aging population is likely to generate an increase in the numbers of persons suffering from associated mental health conditions, such as Dementia and Alzheimer’s. An increase in age-related mental health conditions such as these may also lead to a rise
in numbers of vulnerable elderly persons going missing, etc. with further demand impacts upon Police resources.

### 4.4.2 Current status of the workforce and other assets, including wellbeing

In addition to the Safeguarding Adults from Abuse Team investigating Elder Abuse and overseeing the force’s response to mental health they also provide training in spotting the signs of this abuse and link in with other specialist units, including those who investigate rogue trading and fraud that target the elderly and have provision of a specialist Police liaison officer. The team consists mainly of Detectives.

Currently, the Street Triage Team is resourced through frontline abstractions from the LPC. This is done on a rotational basis, which means that many frontline staff will gain skills and experience through working within the street triage environment, and are able to share and utilise this knowledge with their teams. The rotation of staff builds in resilience, and mitigates against issues around security of supply.

Recently two Police staff posts were established to look at trends, proactive activity, targeting areas of particular demand (e.g. identifying repeat callers), identifying local training needs and provision of training. Ultimately, this should help to inform and support decisions around the strategic, tactical and proactive management of demand, as well as up skilling frontline staff.

The Constabulary has delivered Vulnerability and Mind training to frontline Officers.

### 4.4.3 Planned changes to meet future demand

The implementation of the Street Triage Scheme has been very successful. The Constabulary is currently working with the partnership to see if this can be developed further to reduce demand for all agencies. Greater involvement of the East of England Ambulance Service will create greater efficiency where minor injuries can be treated at the scene as opposed to having to transport patients to hospital.

The continued roll out of frontline training such as ‘spot the signs’ is crucial for staff including the FCR.

### 4.4.4 Identification of future demand at risk of not being met

It is believed that reports and referrals will continue to rise. Like other areas of safeguarding the small resource already invested will remain under constant review.

**Demand Matrix Risk Score – Elder Abuse:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>Medium-High</td>
</tr>
</tbody>
</table>
4.5 **MENTAL HEALTH**

4.5.1 **Current and Future Demand – 2018-2022**

The Safeguarding Adults Team has responsibility for both the safeguarding and investigation of elder abuse and the lead for mental health. The team of twelve officers and staff is overseen by a Detective Chief Inspector.

The Mental Health Strategy in Hertfordshire is delivered through the local Mental Health Crisis Care Concordat (MHCCC). The MHCCC is a national agreement between services and agencies involved in the care and support of people in crisis. This strategy feeds into Hertfordshire’s Wellbeing Board, a multi-agency board, with policing represented by the PCC, which in turn disseminates into the local Safeguarding Adults and Safeguarding Children Boards.

Hertfordshire’s MHCCC has produced an action plan, with the overall aim of working together to make changes to systems/processes, to reduce the numbers of people who experience crisis and to improve the outcomes for people who do. Mitigating crisis and associated demand is done in partnership.

In November 2017, the Constabulary initiated a piece of work titled ‘Shared Challenges, Possible Opportunities’ which sought to better understand mental health demand and look for joint working with partners to mitigate this demand.

The following key demand data was captured and presented:

Key findings were:
- 2.5% of all calls to Police in 2014 were mental health related: 2017 it was **3.5%**
- Mental health incidents increased from an average of **585** calls a month in 2014 to **851** in 2017, up **45.5%**
- The ‘trend’ in Missing Persons with mental health illnesses is up
- 2015/16 saw officers undertaking **351** detentions in a public place relating to mental health, in 2017/18 these numbers rose to **430** an increase of **22.5%**
The view is that mental health incidents and therefore demand, over the next three to four years is likely to continue to increase at circa 20% a year. It is anticipated that as statutory agencies settle, post austerity, this increasing demand trend will fall.

The key area for policing demand is that placed upon the frontline staff attending incidents involving persons in mental health crisis, and the subsequent demand upon those staff in terms of seeking advice and, if necessary, detaining the person and transferring them to a place of safety. Police Officers are not trained mental health professionals.

**Partnership Impact**

The Constabulary and Hertfordshire Partnership Foundation Trust have an agreed protocol relating to the prevention of crime in a mental health setting. A key element of the partnership is the development of the acute crisis assessment centre, the Kingsley Green site, which has a suite for receipt of detained persons. The use of this site is a positive step but does displace the demand upon Police resources from Police sites to NHS sites. Demand includes staff and vehicle time spent travelling across the county and time spent at the NHS site, in addition to time spent at the incident.

The Kingsley Green site has a limited number of assessment suites. It has become recognised as a good facility and its use by other forces has increased. This, along with the predicted rise in mental health demand, will stretch existing provision, creating the risk of the facility being unavailable. This will inevitably lead to increased demand for each s136 detention, or be diverted to an alternative, out of county, site. It is hoped to mitigate demand with more efficient and effective practices by statutory agencies and the voluntary sector, together with continued development of partnership work.

The introduction of the Street Triage Scheme, co-funded by the Constabulary, NHS Partnership Foundation Trust and the East of England Ambulance Service provides three response vehicles available 20 hours a day (8am–4am). Each contains a Police Officer and a Mental Health Clinician and, in addition, one of the vehicles will contain a Paramedic. Frontline Police encountering a member of the public who is potentially in mental health crisis, can contact the Street Triage Team to attend or for advice. Whilst the introduction of a street triage scheme has positively reduced demand in terms of the number of Police S136 detentions, and demand on partners, this has not reduced the number of instances of persons in mental health crisis, which continues to rise. In terms of Police resources, some of the time saved invoking S136 powers is instead spent on calls for Police resources to be deployed in assisting diversionary activities.

A lack of provision for persons in mental health crisis requiring Police intervention through S136, who are also under the influence of drink or drugs is a significant problem, causing unnecessary additional demand upon Police resources whilst they become fit to be assessed. This will necessitate the individual being taken to a local hospital which is less well equipped to safely detain those in mental health crisis pre-assessment and therefore require multiple Police resources to protect, detain and maintain the safety of all involved.

The legislative changes to assessment times will inevitably exacerbate the situation, leading to persons in mental health crisis being released without appropriate assessment back into the community, risking further calls for service.

The mental health facilities provided by the Foundation Trust for acute mental crisis requiring Police intervention of S136 are good. However, those cases not meeting this
threshold, often diverted through street triage, are reliant upon community mental health provision which is less adequate and leads to repeated calls and increased demand.

Increasing private care companies are being commissioned to deliver services within Hertfordshire. The relationship and governance of these is extremely difficult for Police and partners to influence or hold to account. Examples include the Cygnet Hospital at Stevenage which often ‘imports’ mental health patients from across the country, in particular those previously in secure facilities such as Rampton. These cases are particularly high risk. Should these individuals then be permitted to spend time in the community, they will be doing so in Hertfordshire, increasing the demand upon Police and partners through the MAPPA process.

Population / Demographics
Increase in population – associated pro-rata increase in mental health sufferers. Also, the aging population is likely to generate an increase in the numbers of persons suffering from associated mental health conditions, such as Dementia and Alzheimer’s. An increase in age-related mental health conditions such as these may also lead to a rise in numbers of vulnerable elderly persons going missing, etc. with further demand impacts upon Police resources.

4.5.2 Current status of the workforce and other assets, including wellbeing
The Constabulary has delivered Vulnerability and Mind training to frontline Officers and continues to develop awareness and training around mental health. Whilst this is positive in improving the service to the public, it inevitably leads to increased confidence and willingness to identify mental health issues and increases demand when local mental health provision is absent or unavailable. Training will need to be maintained and delivered to new colleagues.

4.5.3 Planned changes to meet future demand
The implementation of the Street Triage Scheme has been very successful. The Constabulary is currently working with the partnership to see if this can be developed further to reduce demand for all agencies. Greater involvement of the East of England Ambulance Service will create greater efficiency where minor injuries can be treated at the scene as opposed to having to transport patients to hospital.

4.5.4 Identification of future demand at risk of not being met
It is believed that reports and referrals will continue to rise. In the case of mental health we are experiencing a rise in Missing Persons who are deemed at high risk due to suffering a mental health crisis. The search for these people also puts a strain on operational officers. Like other areas of safeguarding the small resource already invested will remain under constant review.

Demand Matrix Risk Score – Mental Health:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<tbody>
<tr>
<td>4</td>
<td>4</td>
<td>High</td>
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4.6 **SEXUAL OFFENCES**

4.6.1 **Current and Future Demand – 2018-2022**

Serious Sexual Offences (SSO) in Hertfordshire are categorised in two main themes: Rape and other Sexual Offences. Generally, these offence types are investigated within specialist departments, however, dependant on severity, some offences are also investigated by Local Crime Units.

Demand in numbers of referrals received was monitored using CSS. The system is searchable and also enables managers to see the numbers of referrals received during specified time periods. The numbers of recorded Sexual Offence crimes were recorded and monitored using CIS. Athena has now replaced both CSS and CIS in their entirety.

Last year, Hertfordshire recorded 858 rape crimes, an increase of 28.3% (189 more victims). This trend is in line with increases seen year on year, therefore similar rises over the coming years are expected.

The increase in demand is also demonstrated by the measure of investigations conducted by the specialist Sexual Offences Investigation Team (SOIT), whose investigations recorded on CSS rose last year to 850 from 673 the previous year. This will include Rape and other Sexual Offences.

The figures reflect increases in both recent and historic offences. They also include reports of rape within DA cases and Stranger Rape.
Whilst there has been an increase in recorded crime, some of this increase relates to improved recording practices and improved confidence to report offences.

The use of the DASH risk assessment tool for DA means that we proactively ask victims about Rape and Sexual Offences, even if the initial report does not relate to a Sexual Offence. If a Rape or Sexual Offence is revealed as a result of the assessment, it was recorded into CIS (now Athena). 40% of all rapes recorded in Hertfordshire are from reports of DA.

Media coverage of national cases involving sexual offences has seen an increase in reporting. This will continue into the future as each case comes to light and could be a mix of both recent and historical offending.

Hertfordshire provides a Sexual Assault Referral Centre (SARC), funded by Police and NHS England, for victims over 13 requiring a medical within the forensic timescale. The SARC also has provision for self-referrals and referrals from other agencies when the victim does not wish to engage with the Police.

Overall, referrals to the centre have increased 45% from 336 to 489 (April-March 17/18). This is seen as a positive step but also highlights the increase in demand for the Police.

The recent judicial concerns in respect of disclosure are having a huge impact on investigations. This is particularly prominent within Rape Offences. Although there are on-going discussions with the CPS, the burden upon investigation teams is heavy. The requirement to interrogate victims’ phones and social media accounts will undoubtedly affect victim confidence, increase the duration of investigations and add to the demand upon Police.

In 2016, the Safeguarding Command undertook some research to predict demand, across all its departments, including the investigation of Sexual Offences. The task at that time was to predict demand to 2019.
The estimations are shown below.

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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Best (Reduction at 4%)</td>
<td>441</td>
<td>577</td>
<td>675</td>
<td>702</td>
<td>730</td>
<td>759</td>
</tr>
<tr>
<td>Median (Growth at 10%)</td>
<td></td>
<td></td>
<td></td>
<td>742</td>
<td>816</td>
<td>897</td>
</tr>
<tr>
<td>Worst (Growth at 17%)</td>
<td></td>
<td></td>
<td></td>
<td>790</td>
<td>924</td>
<td>1081</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jan to Jan</th>
<th>CSS referrals</th>
<th>Increase on previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 – 2015</td>
<td>441</td>
<td>31%</td>
</tr>
<tr>
<td>2015 – 2016</td>
<td>577</td>
<td>31%</td>
</tr>
<tr>
<td>2016 – 2017</td>
<td>675</td>
<td>17%</td>
</tr>
</tbody>
</table>

Looking further to 2022 and taking into account the current demand and the estimations in 2016, (which have already been exceeded) we are now expecting a 20% year on year increase in the reporting of sexual offences.

**4.6.2 Current status of the workforce and other assets**

Establishment levels are set by the Force Establishment Board. Within the command, managers are able to move staff/posts between teams to respond to changes in demand or priorities.

Despite a recent review of resourcing and an increase in staffing numbers in SOIT, staff are under significant pressure. As such, a second Detective Inspector has been added to the team and a further Post Implementation Review is likely to recommend an increase in Investigators. The link between the organisations overall capacity of Detectives and staff within the SOIT is clear and the security of supply is variable with gaps appearing at time in established posts.

Within the SARC there are four Independent Sexual Violence Advisors providing support to victims both during the medical phase and beyond.

The current provision of the SARC does not provide services to victims under 13yrs. The provision for these is commissioned through the Clinical Commissioning Groups (CCGs) and is provided by paediatricians at hospitals. It is felt that the services and facilities at hospitals are not as good as the SARC. There is a desire to align Hertfordshire’s provision for under 13 victims with the SARC and improve the service provided.

The current premises is inadequate to cope with the predicted rise in demand upon its services for under 13’s and the associated requirement for staff and space to meet that demand and plans are being scoped to provide a location to meet all needs with a ‘Child House Model’. This vision is in line with the ambitions of the Police and Crime Commissioner.

**4.6.3 Current status of the workforce and other assets - wellbeing**

There is an increased risk to officer and staff welfare and well-being. The complexity of these investigations has seen a big rise in the number of officers spending time off work with stress related illnesses with some teams, at times, working with half their capacity. This is worsened by the need to view very distressing material. The long term compound psychological effect on officers and staff that work in this arena is concerning.
In response to this the Safeguarding Management Team are working with OHU to provide bespoke welfare care. Officers and staff displaying signs of stress are identified and where required are given additional support or moved to less stressful work.

**4.6.4 Planned changes to meet future demand**

In order to mitigate some of the increased demand, the Constabulary is in the process of creating a new Disclosure Team and is currently recruiting six additional investigators to purely cater for disclosure and the impact that it has when investigating sex offences. This is based on learning from the experiences of other forces and the prediction that increasing demand and technological advancements will inevitably provide further challenges to capability and capacity around disclosure. The funding for this has been directly supported by the OPCC.

An overall action plan is being implemented to streamline working practices and capture best national practice. This includes bespoke training in digital evidence capture and presentation and better equipment through digital ‘kiosks’ to do this.

A small number of Police civilian staff on fixed term contracts have recently been recruited as investigators to strengthen the team.

Work with local partners is currently being reviewed. It is believed that more could be done in this area, similar to achievements in DA, where strong partnerships are built to support victims.

**4.6.5 Identification of future demand at risk of not being met**

As victim confidence grows in the reporting of offences, this will increase demand. Therefore despite the changes mentioned the current resourcing levels to investigate both current offending and historic offences potentially will not be fit for purpose by 2020.

Hertfordshire will need to regularly review the resourcing to ensure an adequate response to victims.

**Demand Matrix Risk Score – Sexual Offences:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>4</td>
<td>High</td>
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</tbody>
</table>
4.7 Hate Crime

4.7.1 Current and Future Demand – 2018-2022

Hertfordshire County Council (HCC) recently launched a three year Hate Crime Strategy, owned by the PCC. A Hate Crime Strategy Officer is in place to support the on-going delivery of the strategy across the partnership.

In Hertfordshire, the strategic ownership of the policy sits with Crime Reduction and Community Safety, while the tactical response sits under the control and direction of the Local Policing Command.

Local and national campaigns and initiatives are conducted and supported by the partnership. In support third party reporting centres have been established.

The County Hate Crime Strategy will undoubtedly generate an increase in reporting.

Volumes of Hate Crime are relatively small in terms of overall demand on frontline staff. There was an increase of around 2% last year in terms of recorded hate crime. This level of increase is manageable.

The Constabulary engages with many communities through its KINs scheme and other engagement activities which will lead to increased confidence and reporting.

Over the past two years, by far the greatest reason for the increase in Hate Crime has been Brexit and residual tension from that, along with small spikes that can be seen after terrorist attacks in the UK. Once the final stages of Brexit are implemented, national analysis predicts there may be a recurrence of the initial spike.

As with all crime types, improvements in data quality is likely to have contributed to a small rise in hate crimes and incidents being recorded.

Repeat victims and offenders are reviewed by Hate Crime Officers based in Community Safety Units and a process is currently being put in place for on-going repeat incidents to be managed through SafetyNet. In general, numbers of these are small.

The greatest area of risk in for Hate Crime demand upon policing is the increase of Cyber-enabled Hate Crime. New technology and social media continue to be misused to exploit and target the vulnerable, whether generally or to specific individuals, this will undoubtedly increase.

4.7.2 Current status of the workforce and other assets, including wellbeing

Capacity and Capability

There are five specialist Hate Crime Officers (HCO) who each undertake double district (two LCUs) geographic responsibility. They have primary responsibility for:

- Victim liaison for hate incidents
- Management of repeat victims
- Advisors to colleagues investigating hate crimes
- Community relationship building

They offer specialist support and guidance to frontline officers tasked with individual investigations and they are also linked to other specialist advisors such as the Lesbian and Gay Liaison Officers (LAGLOs).
The charge to conviction rate for Hate Crime is high in Hertfordshire. However, the charging rate is low. Outcomes of recorded hate crimes are not monitored, therefore we are unable to determine the numbers that get to court, but it is understood that the attrition rate is high. This is a potential risk for the force.

The capability of HCOs and Investigators may need to be enhanced or incorporated into a wider review of how the Constabulary investigates cyber enabled hate crimes.

**4.7.3 Planned changes to meet future demand**

Changes made to processes allow greater problem solving approaches.

By taking a longer term problem solving approach, in partnership, it is expected that this will lead to better outcomes for victims and overall demand reduction. As well as partners, it will be essential to continue to work with non-government organisations to share best practice and improve delivery.

Hertfordshire’s policing model, with dedicated Safer Neighbourhood Teams, puts the force in a good position to deal with future demand.

**4.7.4 Identification of future demand at risk of not being met**

At present the force is projecting a small rise in demand. It is anticipated the structure and resources in place today will be sufficient to cope with this rise.

This will be periodically reviewed to ensure we maintain the ability to respond to Hate Crime in all its forms.

**Demand Matrix Risk Score – Hate Crime:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Section 5 – Managing Offenders

5.1 FOREIGN NATIONAL OFFENDERS (FNOs)

5.1.1 Current and Future Demand – 2018-2022

Current Position and Demand Statistics

Hertfordshire is a lead force in the area of foreign national policing, in particular, the policing of FNOs.

In January 2017, Hertfordshire Constabulary’s approach under the Foreign National Strategy (FNS) was reviewed by the Home Office. The findings were favourable, particularly in the area of the Criminal Records Office (ACRO) international checks. Hertfordshire Constabulary’s record in this area is notable: “In 2016/17 ACRO received 3,475 requests from Hertfordshire Constabulary for overseas conviction information. 660 requests confirmed the subject had previous overseas convictions, of which 46 included information about serious offences such as violence and sexual assault. From those 46 requests ACRO added a total of 363 offences to the Police National Computer (PNC)” 19.

Future Position and Demand

Although the Constabulary’s intention is to continue its success by developing and refining the FNS, an accurate four year forecast is difficult to provide for the following reasons:

- Brexit: the future of well-established working relationships, processes and multilateral international arrangements is now in question. Changes to these could affect our effectiveness in foreign national policing.
- National Strategy: the NPCC is working on a UK-wide strategy for Police management of FNOs.

5.1.2 Current status of the workforce and other assets, including wellbeing

Structure

The force FNS Coordinator works closely with:

- PNC Unit, Letchworth
- Corporate Services, HQ
- FNO Advisors, various locations

Operational Delivery

The operational delivery of all elements of the FNS is the responsibility of the FNS Coordinator. This provides a Single Point of Contact for all topics at operational and executive levels, alongside reporting to oversight bodies and partners.

5.1.3 Planned changes to meet future demand

The force is performing well across all strands of foreign national policing, and in some it is setting the pace nationally. Liaison already exists between the FNS Coordinator and both the Home Office and NPCC, in order that future demand be assessed and integrated with current processes at the earliest opportunity.

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19 Head of Communications, ACRO, January 2018
The simplicity of the current FNS structure will lend itself to this. All related developments and demands, both internal and external, are currently referred to the FNS Coordinator for the creation and dissemination of suitable pathways, including training packages. Relevant local and interagency training for operational personnel is already in place and further opportunities are constantly sought.

5.1.4 Identification of future demand at risk of not being met

The nature of future demand within foreign national policing is largely unknown due to Brexit. Therefore, maintaining consistency of delivery and flexibility of approach will be vital in meeting future demands for the organisation. Hertfordshire Constabulary currently occupies a strong position and is well-placed to react and adapt to future demands.

**Demand Matrix Risk Score – Foreign National Offenders:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>

5.2 **INTEGRATED OFFENDER MANAGEMENT (IOM)**

5.2.1 Current and Future Demand – 2018-2022

The Integrated Offender Management (IOM) programme was reviewed in 2017, with the aim of devising a new methodology allowing all offenders to be included in the scheme, concentrating on those offenders who caused the most harm to the communities of Hertfordshire, rather than just the volume of offences they committed.

Working with partners from the National Probation Service (NPS) and the Community Rehabilitation Company (CRC), methodology and partnership working practices were agreed.

The number of individuals who are presently on this programme is **99**. At a Post Implementation Review meeting in March 2018, it was agreed by all agencies to increase the Domestic Abuse (DA) cohort by **50%** (there were 8 DA offenders). An overall limit to the cohort has not been set and will be reviewed on a monthly basis, but it is felt this could sit at approximately 150 offenders.

This new approach allows any agency or third sector organisation to refer into the scheme for consideration. Presentations have been given to partner agencies and to Community Safety Managers across the county. As knowledge and the success of the scheme grows the number of referrals will increase.

Following Hertfordshire’s multi agency approach on knife crime, it is anticipated there will be a rise in this crime type and a rise in referrals of transition offenders from Youth Services is expected.
Choices and Consequences (C2)
C2 is a multi-agency, intensive, alternative to custody, programme. Estimated to be a 4 year programme, it offers a comprehensive, bespoke supervision and support package for offenders, allowing an opportunity to give victims closure for previously undetected crimes.

It works by approaching adult prolific offenders of offences suitable for sentence in crown court, who are deemed low level violent, and are serious about stopping their offending ways. They should live in Hertfordshire and commit the majority of their crime within the county.

Once offenders are assessed they must make full admissions to all of their past criminality. The resident C2 Judge will grant a 4 week bail period. If this is successful, a 5 month deferred sentence is imposed and a 36 month Community Order given. This is reviewed monthly by the same Judge. Those who undertake the scheme can expect to be involved in C2 and IOM projects, unpaid work, twice weekly drug testing, GPS monitoring, curfew, counselling and bespoke probation management. Those who breach the conditions set can expect to be sentenced for all of their admitted criminality.

This programme has seen some excellent results.

5.2.2 Current status of the workforce and other assets, including wellbeing

IOM
The co-location of the teams allow for better integrated working, sharing of information and more effective management of offenders. C2 has a Detective capability to ensure effective investigation of the prolific offenders.

Multi-agency training has taken place with the CRC, NPS and Police in relation to managing DA offenders. This has been recognised as best practice and will continue around others areas of work in the future.

Police Offender Managers take responsibility for their own CSP offenders; three teams provide cover and resilience across the county.

A small number of offenders are on Global Positioning System (GPS) tags, with the data being managed within IOM.

The IOM Strategic Board is looking at performance measures for the IOM cohort, including offender history and offender profiles together with intelligence submissions, volumes and custody approaches. A focus will be on measuring the pathway needs at the start of the offender journey and whether these needs were met, allowing the partnership to understand where the gaps are within the county, e.g. lack of housing provision.

Partners
Hertfordshire County Council (HCC) are responsible for commissioning a DA perpetrator programme; in the interim the Constabulary has approached a local charity who are offering a limited provision for offenders. Third sector organisations such as the Hertfordshire Association for Care and Resettlement of Offenders (HACRO) are used to signpost offenders. The cohort is not based on a quota per CSP, individuals are adopted irrespective of location.
The performance measures to be set by the IOM Strategic Board will assist with understanding the demand for services across the partnership and the gaps in provisions moving forward.

5.2.3 Planned changes to meet future demand

The current methodology allows the force to understand offenders who pose the most risk to their communities and manage them with partner services. Should the demand rise beyond the capabilities of the partnership, other innovative ways of managing those offenders will need to be considered. This is a current consideration of the Strategic Board and plans are in place for a sub group looking at innovation and ‘future technologies’.

The implementation of Athena will immediately offer efficiencies to the working practices of IOM. Later versions of Athena will offer greater capabilities specific to IOM and will allow partner agencies to manage offenders on one database allowing more effective multi-agency risk management of offenders.

There is a task and finish group set up by the IOM Strategic Board to assess and cost the co-location of partner services: Police, NPC, CRC and Change, Grow, Live (CGL) to understand if this will be a cost effective and more efficient way of managing offenders.

Sobriety Tagging and Testing

The Choices and Consequences Team started to trial a sobriety tag in the summer of 2017. The tag is very similar to those used for GPS tagging, but has the ability to monitor, through transdermal screening, alcohol consumption by the wearer. The tag also serves as a motivating factor for the offender to abstain from alcohol.

GPS Tagging – Op TORCH

Op Torch was developed to reduce and detect crime, support offender rehabilitation, and provide efficient management of those offenders who pose a high risk of offending or harm to the public. The technology provides for offenders to be tracked 24 hours a day using a GPS device attached to their ankle, monitored via the internet.

5.2.4 Identification of future demand at risk of not being met

Population increases may also lead to changes in criminal justice and partners’ services available for rehabilitation.

It has been identified that the current CRC contract does not cater for a number of specific Hertfordshire working practices: C2 funding bids have been successfully sought from the Office of the Police and Crime Commissioner (OPCC) and from across the partnership to cover these costs. There is an embedded member of the CRC for C2 and drug testing of C2 offenders.

The drug test funding has now been agreed from a budget from HCC and the post with C2 is funded until December 2018. However, there needs to be a full review of the provisions required prior to the new contracts being negotiated.

Austerity is a factor for all agencies but more so for charities. If charities offer less provision this will affect the services available for diversionary projects for offenders.
Factors within the prison system, such as offenders being moved to prisons across the country or changes to prison release dates with short or no notice create unexpected demand which the IOM Team may not be able to deal with at short notice. Changes in Government policy such as the right to housing after 56 days in the community, could have an impact on local housing provisions.

**Demand Matrix Risk Score – Integrated Offender Management:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>

### 5.3 Bail and Warrants

#### 5.3.1 Current and Future Demand – 2018-2022

Hertfordshire Constabulary is one of the only forces in England and Wales that has its own dedicated ‘Bail and Warrants Team’. This team is responsible for Court Warrants, Licence Recalls, Unlawfully at Large and European Arrest Warrants.

The unit also manages the processing and review of all forensic identifications and retains a bespoke ‘tracker’, maintaining records of those who have either been released on bail or are under investigation (RUI). This information is passed to all area and specialist Detective Inspectors informing them of who is: subject to bail, RUI, Fail to Appear (FTA) or circulated as Wanted. There is scrutiny at the ‘Daily Management Meetings’ and the Rolling Arrested List is monitored daily.

As of the 01/03/2018 total live warrants for Herts was **517** broken down as follows:

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fail to Appear (FTA)</td>
<td>353</td>
</tr>
<tr>
<td>1st Instance</td>
<td>83</td>
</tr>
<tr>
<td>Licence Recall</td>
<td>31</td>
</tr>
<tr>
<td>European Arrest Warrant</td>
<td>14</td>
</tr>
<tr>
<td>Out of Force</td>
<td>12</td>
</tr>
<tr>
<td>Breach</td>
<td>24</td>
</tr>
</tbody>
</table>

The introduction of the new Bail Policy in April 2017 saw an increase of **137%** in the number of outstanding First Instance Warrants (83 on 01/03/2018 compared to 35 on 01/03/2017). This is due to the increase of FTAs on appointed court dates following the issue of a postal charge requisition whilst under investigation.

Bail policy has dramatically reduced the number of persons who are released from custody on bail, **95** as of 13/04/2018, with the remainder requiring further enquiries being released RUI, currently sitting at **2,320**.

**Future Position and Demand**

It is difficult to provide an accurate four year forecast due to the following:

- New Bail Policy: There is insufficient comparable data available yet, however, it has had a significant impact on officers’ workloads and back office functions, particularly Postal Charging Requisitions (PCR)
Athena: It will be at least a year (May 2019) before Athena will be RUI compliant and 2020 before the new bail amendments are implemented.

Postal Requisitions: Prosecutions following RUI are producing the expected rise in postal requisitions. Historically, there is a 50% higher Fail to Appear (FTA) rate, than those charged and bailed which in turn leads to greater numbers of FTA warrants issued. It is therefore likely that First Instance Warrants will continue to remain high.

5.3.2 Current status of the workforce and other assets, including wellbeing

Operational Delivery
The operational delivery of the Bail and Warrants Unit falls under the responsibility of the Intelligence Unit which covers the whole force.

- **Performance** - as demonstrated
- **Condition** - the current bespoke system works well and has been adapted to align with the new Bail Act
- **Capacity** - the unit is currently well resourced and self-sufficient
- **Capability** - the current system is both efficient and effective and yet being revised and rewritten for Athena
- **Serviceability** - current performance is above national average
- **Security of supply** - Utilises the Special Constabulary to support FTA arrests

5.3.3 Planned changes to meet future demand

Improvement in the bail tracker and those under investigation, will highlight more efficiently the outstanding bail and warrants.

5.3.4 Identification of future demand at risk of not being met

Hertfordshire, with busy major road networks, has experienced a high proportion of travelling offenders, making the tracking and monitoring of these subjects more demanding.

This increases demand on Officers, back office functions, courts and subsequently with a large rise in First Instance Warrants the tracking and tracing of those individuals. The Bail and Warrants Team absorb some of this demand, however this would be a medium risk to the organisation, if enquiries become more geographically dispersed.

**Demand Matrix Risk Score – Bail and Warrants:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>
5.4 Multi Agency Public Protection Arrangements (MAPPA)

5.4.1 Current and Future Demand – 2018-2022

Current Position and Demand Statistics
At 31st March 2018, the total number of Registered Sex Offenders was 1013 with 223 being in custody and 23 living abroad.

Total number of Registered Sex Offenders (RSO) by risk level:

<table>
<thead>
<tr>
<th>Risk level</th>
<th>Number of RSOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within the community</td>
<td>767</td>
</tr>
<tr>
<td>Very High Risk</td>
<td>4</td>
</tr>
<tr>
<td>High Risk</td>
<td>106</td>
</tr>
<tr>
<td>Medium Risk</td>
<td>347</td>
</tr>
<tr>
<td>Low Risk</td>
<td>268</td>
</tr>
<tr>
<td>Reactive Management</td>
<td>29</td>
</tr>
<tr>
<td>Unassessed</td>
<td>13</td>
</tr>
</tbody>
</table>

There has been an increase of 35% in RSOs over four years, averaging 8% per annum.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of RSOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2014</td>
<td>774</td>
</tr>
<tr>
<td>March 2015</td>
<td>863</td>
</tr>
<tr>
<td>March 2016</td>
<td>925</td>
</tr>
<tr>
<td>March 2017</td>
<td>993</td>
</tr>
<tr>
<td>March 2018</td>
<td>1013</td>
</tr>
</tbody>
</table>

Given that the rate of sexual offences has increased, it is expected the number of RSOs will continue to increase. An 8% yearly increase equates to approximately 1094 offenders by 2019 and 1379 offenders by 2022 (up 36% on 2018).

The continual advancements of technology and access to material continues to grow, as well as the increase in vigilante groups enticing offenders.

<table>
<thead>
<tr>
<th></th>
<th>Category 1: Registered Sex Offenders</th>
<th>Category 2: Violent Offenders</th>
<th>Category 3: Other Dangerous Offenders</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>793</td>
<td>218</td>
<td>-</td>
<td>1011</td>
</tr>
<tr>
<td>Level 2</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Level 3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>798</td>
<td>221</td>
<td>1</td>
<td>1020</td>
</tr>
</tbody>
</table>
Total MAPPA figures, taken from Ministry of Justice (MOJ) MAPPA Annual report:

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of RSOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 / 2014</td>
<td>813</td>
</tr>
<tr>
<td>2014 / 2015</td>
<td>811</td>
</tr>
<tr>
<td>2015 / 2016</td>
<td>914</td>
</tr>
<tr>
<td>2016 / 2017</td>
<td>1020</td>
</tr>
</tbody>
</table>

The predictions in demand from MAPPA will be directly linked to those for sex offenders as they are mandatory MAPPA cases.

An 8% yearly rise in sex offenders would see an equal rise in MAPPA to 1102 and a 35% rise over 4 years predicts 1377.

The Active Risk Management System (ARMS) is currently 72.5% complete.

Of the current 764 RSOs in the community, 574 have current ARMS risk assessments whilst there are 13 unassessed, owned by Probation. The others have RM2000 risk assessments. The prioritisation of ARMS completion is based upon risk.

There were 28 RSOs cautioned or convicted for breaches of notification requirements and 100 Serious Harm Prevention Orders (SHPO) imposed 2017/18.

There are currently 310 SHPO and 357 Sexual Offences Prevention Orders (SOPOs) in place, in 2017 there were 142 breaches.

At year end (31st March 2017), there were 33 RSOs cautioned or charged for breach of notification and a total of 9 breach of licence for all MAPPA categories.

The MAPPA process is widely supported by all agencies, Hertfordshire completes regular audits and has two lay advisors that independently scrutinise the process. Meetings are well attended by Police and Probation.

5.4.2 Current status of the workforce and other assets

Hertfordshire has a fully resourced Public Protection Unit, abstractions have been minimised and backfilled. The team are evenly split between Officers and specialist Police Staff in the Management of Sexual and Violent Offenders (MOSAVO) Team.

<table>
<thead>
<tr>
<th>MOSAVO staff managing RSOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detective Inspector</td>
</tr>
<tr>
<td>Detective Sergeants</td>
</tr>
<tr>
<td>Detective Constables</td>
</tr>
<tr>
<td>A4</td>
</tr>
<tr>
<td>Management of Polygraph</td>
</tr>
<tr>
<td>Detective Constables</td>
</tr>
<tr>
<td>A4 VISOR Support Officer</td>
</tr>
<tr>
<td>A3 VISOR Administrator</td>
</tr>
<tr>
<td>A2 VISOR Assistant</td>
</tr>
</tbody>
</table>

All staff are ARMS and VISOR trained and the Detective Constables and Detective Sergeants are PIP 2 accredited.

Specific MOSAVO training has been inconsistent with 7 out of 20 of the team not fully trained. A new national training package for all staff starts in June with 12 places for Hertfordshire staff.
Resources/responsibilities:

- Offender Managers’ average workload total 53 offenders each with 41.5 average in the community. The ratios of supervisory officers is closely monitored.
- Each Detective Sergeant manages one third of the offenders. The responsibilities per team are split geographically across the county, aligned to the probation offices.
- Hertfordshire has a dedicated MAPPA manager with two administrators: who are Probation staff jointly funded by Probation and Police.
- Hertfordshire Constabulary split the responsibility for MAPPA subjects by category.
- A dedicated PPU has responsibility for the management of all Category 1, Level 1, 2 and 3 MAPPA cases (RSOs).
- Category 2 and Category 3 Level 2 and 3 MAPPA cases are managed by the LPC and are the responsibility of the Detective Inspector for the respective CSP. Level 1 remain with Probation.
- The Intelligence Team within the LPC co-ordinate and facilitate the management of this cohort of offenders, supplying intelligence and briefing support to the Detective Inspectors.
- Whilst numbers fluctuate across the year a snap shot (31 March 2017) would show 79% are Police led with 21% Probation led.
- Of the Police led cases, over the year 25 (3%) were MAPPA eligible Cat 2 or 3 managed by local Policing whilst 798 (97%) Cat 1 managed by the PPU.
- Whilst only level 2 and 3 cases go to MAPPA panel this equated to 25 Cat 1 (RSO PPU managed) 20 Cat 2 and 5 Cat 3 (violent and other dangerous offenders LPC managed).

5.4.3 Current status of the workforce and other assets - wellbeing

In recognition of the challenges faced, a comprehensive wellbeing package is in place. Every member of staff has at least one well-being day per year and there is regular Operational Health Unit support and a yearly assessment undertaken. Additional support through the cognitive coaching company is being offered.

5.4.4 Planned changes to meet future demand

Staff within the Public Protection Unit utilise the ARMS process along with Risk Management Plans to target those offenders identified as potentially seeking to use the internet to abuse children.

Hertfordshire completes a visiting schedule for RSOs in relation to the ARMS risk assessment which is in line with nationally agreed best practice.

The number of offenders being placed under ‘Reactive Management’ is increasing.

Those offenders under reactive management are widely briefed, with corresponding management through local SNT resources, to share responsibility for the group of offenders assessed as lower risk. This enables PPU to concentrate on those posing the greatest risk, and removes unnecessary demand. Comprehensive fail safes are in place to monitor, review and where necessary return to increased management.

There are comprehensive briefing processes in place to connect local policing with the PPU; those with greatest risk attract proactive initiatives which are supported by resources from the LPC and Serious and Organised Crime Command.

The PPU push the use of civil orders for all sexual offences particularly for imposition at point of conviction. Where necessary, the team work closely with Legal Services to apply...
for civil orders independently, the conditions being requested are often innovative and lawfully audacious which aids the management of offenders and the risk.

5.4.5 Identification of future demand at risk of not being met

Whilst the current provisions for MAPPA within the county are very good, the increasing demand adds to the burden of risk and effectiveness in management. Any changes towards greater Police involvement in category 2 and 3 level 1 cases would instantly increase overall demand by 21% without taking into account any yearly rises.

Taking into account a shortage of Detectives internally and the increase in safeguarding required, this would be a medium/high risk to the Constabulary.

Demand Matrix Risk Score – MAPPA:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</tbody>
</table>
Section 6 – Managing Serious and Organised Crime

Introduction

Serious Crime focuses on investigations that generally require a covert response ranging from drug trafficking and the illegal supply of firearms through to the disruption of Organised Crime Groups, Cyber and fraud offences and Modern Day Slavery. Within this function a High-tech Crime Unit provides technical assistance to the Constabulary.

Serious Crime is tackled at three levels:

- Nationally - by enforcement organisations such as National Crime Agency/Border Force
- Regionally - by the Regional Organised Crime Units
- Locally - by individual forces or collaborative units

The fight against organised crime is co-ordinated through a series of tasking and co-ordination meetings in line with the National Intelligence Model.

Historically, serious crime investigations centred on the illicit supply of Class A drugs. Whilst still providing an effective policing response to this activity, the classification and definition of serious crime has widened greatly and now includes financial gain through the exploitation of the vulnerable. Modern Day Slavery sees organised crime groups making significant profit through the exploitation of servitude. Several recent successful operations prove this point.

Hertfordshire has seen a recent expansion of county lines when vulnerable teenagers or adults are exploited, sometimes with their whole lives being completely taken over, into acting as local drug dealers by urban gangs. The work of this command is more focused on safeguarding adults and children than it has ever been before.

The dramatic rise in cyber-enabled and cyber-dependant crime has meant that traditional fraud investigations have had to realign and up-skill to meet the new threat whilst continuing to deal with traditional scams. The last few years have seen more joint investigations with experts from safeguarding in order to combat organised Child Sexual Exploitation.

The increase in the use of digital devices and use of the internet by criminals has required considerable investment in staff and resources to examine and extract evidence.

Any savings over the past five years in this command have been reinvested to meet new challenges. As we strive to reduce crime and demand in all its manifestations we also improve our ability to recognise and respond to vulnerability. There will be a need, year on year, to review resourcing in order to maintain capacity and effectiveness in this growth area of policing.
6.1 **Prosperity (Cyber Crime)**

6.1.1 **Current and Future Demand – 2018-2022**

People and businesses are finding more ways to interact through the internet and social networks, using a growing number of devices. This, along with cyber techniques having proliferated, means the opportunity for criminals to target potential victims also grows. Cybercrime covers a range of illicit online activity.

**Cyber Dependent**

Crimes can be committed using only computers, computer networks or other forms of Information Communication Technology (ICT). They include the creation and spread of Malware for financial gain, hacking to steal sensitive personal or industry data and denial of service (dos) attacks to cause reputational damage.

In relation to Hertfordshire for the period April 2017 and September 2017, there were 205 financially related cyber dependent crimes reported to Action Fraud, slightly down on the previous six month reporting period. However, the total financial loss of £300k was an increase of 121.7% compared with the previous six months. This possibly indicates that the value obtained per cyber fraud offence is increasing significantly.

**Cyber-Crime Profile Dashboard – April to September 2017:**

**Cyber Enabled**

Cyber enabled crime that is non-fraud is currently recorded at a local level with Cyber flags and data capture in place. Between January and December 2017, Hertfordshire recorded 2,457 crimes, to which the cyber enabled flag has been added, with 75% (1,842) categorised as Harassment, Malicious Communications or Domestic Abuse.
It is anticipated that fraud will remain a significant threat to Hertfordshire as it does nationally. We remain at the high end of risk due to being affluent in many areas and our demographic make-up which present a ‘fertile’ opportunity to criminals.

There is a high level of reporting to Action Fraud compared to other Forces. Nationally and internationally, all predictions are that fraud and cyber related crime will continue to grow exponentially and become ever more globalised. Continued improvements to communications, infrastructure and the increased proliferation of technology combined with low levels of regulation and law enforcement in some overseas countries increases this threat.

For example the founding of the Crypto Currency phenomena and the use of the ‘dark web’ will no doubt lead to further opportunities for criminals to intercept and exploit data for gain such as ‘Crypto Jacking.’ These will no doubt lead to an increase in reporting to Action Fraud and indeed onward referrals to the Police for investigation.

6.1.2 Current status of the workforce and other assets, including wellbeing

In April 2018, the Serious and Organised Crime Command undertook a major restructure to be more ‘match fit’ to tackle today’s serious crime issues and emerging risks. This restructure amalgamated a number of smaller teams to provide a more resilient and flexible response, operating across portfolios to deal with surges in demand.

For example, one wing deals with a range of crime types, including the targeting of the elderly through rogue trading, complex cyber-attacks on medium size businesses and courier fraud. Staffing consists of:

- Detective Inspector (1), Detective Sergeants (3), Detective Constables (12), Network Investigators (2 PCs), Civilian Investigators (2), Intelligence officers (1 Analyst, 2 Researchers), Older Person Liaison Officers (2).

A second wing of similar resourcing tackles organised crime groups, gang activity and Modern Day Slavery.

These two wings are complemented by covert, surveillance and analytical assets. This new approach means that more resources can be brought to bear at short notice to tackle critical emerging issues across the Serious and Organised Crime operating environment.

The Cyber Fraud Investigation Unit take responsibility for ‘Cyber Dependent and Enabled Economic Crimes’ that are deemed to be serious, complex or sensitive or require the significant use of specialist and covert tactics. In addition, they provide specialist investigative support and advice to all officers and staff investigating ‘Cyber Dependent and Enabled Crimes’. CFIU have two specially trained Network Investigators who provide technical expertise by undertaking data recovery and network analysis to support operations and investigations into serious incidents of network based organised criminal activity.

A recent ‘peer’ review was undertaken by the City of London Police to examine the effectiveness and efficiency of the way Hertfordshire investigates Cyber and fraud offences. It looked at the structure and processes of the unit, how Action Fraud crime disseminations are managed, Home Office Counting Rules compliance with regards fraud and cybercrime, fraud victim care, media strategy and compliance with the National Fraud Investigation Model.

It was a very complimentary report which also identified where Hertfordshire could further improve its response to cyber and fraud offences. These areas of improvement
form part of a local action plan that is nearing completion, putting the force in an excellent position. Hertfordshire has maintained, with the funding of the Police and Crime Commissioner, a robust investigative capability to tackle Economic Crime.

6.1.3 Planned changes to meet future demand

Given the huge scale of the problem crime prevention and protection techniques are essential. The 2016-2021 National Cyber Crime Strategy, states that “Law Enforcement will collaborate closely with industry...to promote protective security advice and standards.” As such Hertfordshire is currently seeking to recruit a dedicated Cyber Protect Officer.

Locally, the Cyber Protect Officer will work with colleagues across the region to engage with small and medium businesses and ensure consistency of message in the delivery of advice which has been disseminated from the National Cyber Security Centre and NFIB. Other responsibilities will include enhancing our threat picture by reducing under-reporting and encouraging intelligence flow and engagement with Cyber Intelligence Sharing Partnership, providing guidance and expertise to Crime Prevention Officers and front line officers to increase our ability to protect against cybercrime and working in partnership with investigators to develop protect strategies based upon on-going investigations and sharing lessons learnt.

As technology advances it will be crucial to continuously up skill the workforce to deploy new tactics to prevent and investigate cybercrime and provide the most up to date technical equipment to enable this. We also envisage a need to provide for network investigators to interrogate technical equipment.

Maintaining a clear tasking process between Local Crime Units, the headquarters based Investigation Team and regional assets, is essential to ensuring success and addressing gaps in investigative delivery at an early stage.

6.1.4 Identification of future demand at risk of not being met

As more fraud moves on-line, the emergence of new crypto currencies and other new phenomena the actual future demand is difficult to estimate.

What is clear is a steady year on year increase of cyber/fraud offences coupled with an increase in suspicious activity reporting tends to the conclusion that further resources to prevent and investigate along with a continuous investment in new technology will be required. Hertfordshire Constabulary’s ability to effectively deal with new emerging crime trends will remain under constant review.

**Demand Matrix Risk Score – Cyber Crime:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>Medium-High</td>
</tr>
</tbody>
</table>
6.1 COMMODITY (ECONOMIC CRIME)

6.2.1 Current and Future Demand – 2018-2022

The most accurate national data that illustrates the demand of economic crime is within the profiles published by the National Fraud Intelligence Bureau of the City of London Police who are the national leads for Economic Crime. Published six monthly, the profiles provide information on a force by force basis. The latest summary for April 2017 to September 2017, is shown below. This particular summary refers to fraud but excludes cybercrime offences.

Fraud Profile Dashboard – April to September 2017:

During this period there were 5,855 reports, generating 548 offences referred on to Hertfordshire for investigation. The total loss to victims over this period was £6.3 million with 70% of reports coming from businesses and 29% from individuals. This figure puts Hertfordshire as third highest nationally with 5.19 reports per 1000 residents.

Significantly 6 out of every 20 victims reported a severe or significant impact from crime with 9% of victims requesting victim care. This indicates the devastation that these offences can sometimes bring to our most vulnerable residents.
Comparing these figures with the previous reporting period October 2016 to March 2017, the number of reports for traditional fraud offences remained roughly the same. The whole year period October 2016 to September 2017 saw a total loss in excess of £23m to criminal activity with a relatively low judicial outcome rate.

A further indicator of increasing demand is the number of Suspicious Activity Reports (SARs) where the force is notified by financial institutions of what, in their view, constitutes activity out of the norm such as large cash transactions.

SARs have increased annually as highlighted by the chart below. As crime in general has moved online (fraud, cybercrime, exploitation) the regulated sector is seeing an increase in suspicious activity as a whole, resulting in an increase in the SAR output. Increases generally follow trends, for example, a recent surge in Bitcoins resulted in increased SAR reporting relevant to Bitcoin usage. SARs figures are expected to continue to rise.

![Number of Suspicious Activity Reports (SARs) by year](chart.png)

**Suspicious Activity Reports Data**

It is anticipated that fraud will remain a significant threat to Hertfordshire as it does nationally. We remain at the high end of risk due to being affluent in many areas and our demographic make-up which present a ‘fertile’ opportunity to criminals.

There is a high level of reporting to Action Fraud compared to other Forces. Nationally and internationally, all predictions are that fraud and cyber related crime will continue to grow exponentially and become ever more globalised. Continued improvements to communications, infrastructure and the increased proliferation of technology combined with low levels of regulation and law enforcement in some overseas countries increases this threat.

### 6.2.2 Current status of the workforce and other assets, including wellbeing

In April 2018, the Serious and Organised Crime Command undertook a major restructure to be more ‘match fit’ to tackle today’s serious crime issues and emerging risks. This restructure amalgamated a number of smaller teams to provide a more resilient and flexible response, operating across portfolios to deal with surges in demand.

For example, one wing deals with a range of crime types, including the targeting of the elderly through rogue trading, complex cyber-attacks on medium size businesses and
courier fraud. Staffing comprises of the same team that focus upon cybercrime, as previously indicated.

A second wing of similar resourcing tackles organised crime groups, gang activity and Modern Day Slavery.

These two wings are complemented by covert, surveillance and analytical assets. This new approach means that more resources can be brought to bear at short notice to tackle critical emerging issues across the Serious and Organised Crime operating environment.

The Cyber Fraud Investigation Unit (CFIU) take responsibility for Cyber-dependent and enabled Economic Crimes that are deemed to be serious, complex or sensitive or require the significant use of specialist and covert tactics. In addition, they provide specialist investigative support.

A recent ‘peer’ review was undertaken by the City of London Police to examine the effectiveness and efficiency of the way Hertfordshire Investigate Cyber and fraud offences. It looked at the structure and processes of the unit, how Action Fraud crime disseminations are managed, Home Office Counting Rules compliance with regards fraud and cybercrime, fraud victim care, media strategy and compliance with the National Fraud Investigation Model.

It was a very complimentary report which also identified where Hertfordshire could further improve its response to cyber and fraud offences. These areas of improvement form part of a local action plan that is nearing completion putting the force in an excellent position. Hertfordshire has maintained, with the funding of the Police and Crime Commissioner, a robust investigative capability to tackle Economic Crime.

6.2.3 Planned changes to meet future demand

As technology advances it will be crucial to continuously up skill the workforce to deploy new tactics to prevent and investigate cybercrime and provide the most up to date technical equipment to enable this. We also envisage a need to provide for network investigators to interrogate technical equipment.

Maintaining a clear tasking process between Local Crime Units, the headquarters based Investigation Team and regional assets, is essential to ensuring success and addressing gaps in investigative delivery at an early stage.
6.2.4 Identification of future demand at risk of not being met

As more fraud moves online, the emergence of new crypto currencies and other new phenomena the actual future demand is difficult to estimate.

What is clear is a steady year on year increase of cyber/fraud offences coupled with an increase in suspicious activity reporting tends to the conclusion that further resources to prevent and investigate along with a continuous investment in new technology will be required. Hertfordshire Constabulary’s ability to effectively deal with new emerging crime trends will remain under constant review.

Demand Matrix Risk Score – Economic Crime:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3</td>
<td>Medium High</td>
</tr>
</tbody>
</table>

6.3 Vulnerability (Child Sexual Exploitation/Immigration Crime/Human Trafficking etc.)

6.3.1 Current and Future Demand – 2018-2022

Although Child Sexual Exploitation (CSE) is explained in more depth in Section 6: Vulnerable People, it is important to note the links with gangs, drugs and organised crime.

Analytical work conducted in 2016 estimated the potential increases in referrals of CSE based on the demand since 2014. The work plotted three alternative trajectories.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Best (Growth at 12%)</td>
<td>182</td>
<td>388</td>
<td>272</td>
<td>304</td>
<td>340</td>
<td>380</td>
</tr>
<tr>
<td>Median (Growth at 25%)</td>
<td>340</td>
<td>425</td>
<td>531</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Worst (Growth at 35%)</td>
<td>367</td>
<td>495</td>
<td>668</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Further to this work a CSE problem profile for Hertfordshire (published November 2017) identified 384 individuals being at risk of sexual exploitation between 01/06/2016 and 30/06/2017. Although the time periods are different the trajectory for referrals does indicate the higher rate of growth.

The profile described three strands of CSE in Hertfordshire:

- Sexual exploitation linked to drug supply and county lines
- Mutually exploitative behaviour between victims and offenders
- Consensual relationships involving older boyfriends which is more closely aligned to normal adolescent behaviour

Within Hertfordshire CSE does demonstrate a vulnerability. As we establish more insight into gangs and county lines we are finding more exploitation of children, both criminally and sexually and a clear link with looked after children residing in care homes in Hertfordshire either originating from this county or other Local Authorities. To fill this intelligence gap the Constabulary is now risk assessing all drugs threat for CSE involvement.
In response to Government priorities a full review was carried out in late 2016 into Hertfordshire’s capacity and capability to respond to Modern Day Slavery. This review culminated in a complete overhaul of processes and procedures and the implementation of a small team, Operation Tropic, to develop, oversee and manage offences.

These changes have led to a significant increase in the volume of referrals and reports of crime both internally and from external partners, a change seen by other forces around the country as they respond to Government priorities.

Looking at the figures to date it is clear that the upward trend in Hertfordshire continues:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018 (to April 18)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Third Party Referrals</td>
<td>1</td>
<td>83</td>
<td>49</td>
</tr>
<tr>
<td>MS 1</td>
<td>0</td>
<td>26</td>
<td>12</td>
</tr>
<tr>
<td>MSHT Crimes</td>
<td>4</td>
<td>26</td>
<td>37</td>
</tr>
</tbody>
</table>

Despite a national increase in immigration offences Hertfordshire has not seen a significant change in these reports and this is not identified as a future pressure at this stage.

The national and local focus on Modern Day Slavery has led to increased scrutiny over the Police response and the response of our partners. The increase in reporting levels show little sign of slowing and we are seeing a year on year increase in the number of victims referred into the National Referral Mechanism (NRM). Reasons for this continued rise include training programmes for professionals which promote better victim identification, and public awareness campaigns which run nationally and a natural uplift on reporting.

Third party reporting from members of the public instigate safeguarding investigations which can be just as complex as those received via the NRM. Awareness training on Modern Day Slavery has also widened the landscape and victims are now identified through other forms of criminality, which historically may have gone unrecognised/unreported (county lines being a prominent example). The latest NCA figures show significant and worrying increases in the number of referrals to the NRM of UK national males under the age of 18 to which county lines are a contributing factor.

The NRM is offered to victims of Modern Day Slavery and Human Trafficking and goes beyond safe accommodation and can be open to abuse. Any cases referred into the NRM must be investigated to an equal standard and can increase the number of investigations owned by each force area.

Professionals from Education, Health, Local Authorities and the private sector are now making concerted efforts to identify and report potential cases. This will continue to increase the level of referrals made into the Constabulary. We have already seen increased reporting from our partner organisations and the private sector, therefore it is likely the increase will continue at a significant rate. There are a number of reviews being undertaken including one into the NRM. Currently only a small group are classed as first responders who can refer potential cases into the NRM, namely the Police and the Local Authority. It is likely this will be extended and could include Health and Education which would increase cases referred to the Police.

### 6.3.2 Current status of the workforce and other assets, including wellbeing

The Operation Tropic Team are frequently required to respond to events where both vulnerable adults and children are identified. The team have been able to demonstrate...
the effectiveness of working with our partners and the benefits this brings to the community. A swift joined up partnership response can be initiated sharing information and responding together.

When not immediately responding the team are responsible for sharing learning and training frontline Officers to recognise the signs of Modern Day Slavery. The management team also represent the Constabulary on the countywide Strategic Partnership Group.

A recent review of all assets targeting Serious and Organised criminality, including Modern Day Slavery and Immigration Offences has created new opportunities. A new approach means that more resources can be brought to bear at short notice to tackle critical emerging issues right across the Serious and Organised Crime operating environment. Resources are now more flexible and can change focus on to Modern Day Slavery investigations much more quickly.

Hertfordshire is well placed to deal with these investigations.

6.3.3 Planned changes to meet future demand

The Modern Day Slavery Transformation Team recognise that these investigations require a true multi-agency response and the utilisation of powers beyond the scope of the Police, even for what might be referred to as local investigations where they are contained within one force area. Investigators require the necessary skills to utilise the powers of our partners and the systems to respond swiftly as a multi-agency team.

As Modern Day Slavery grows it is vital that sufficient trained officers are in place. Modern Day Slavery is now one of the most complex criminal investigations and Hertfordshire has introduced specialist investigation courses.

There is a requirement to continuously develop professional practice of Officers and Police Staff across the organisation and partner agencies. This includes frontline Officers and Safer Neighbourhood Teams to enable them to spot the signs and know the correct reporting routes for effective action. This equally refers to frontline staff in other organisations who deal with the community. Therefore continuous joint awareness training is essential.

6.3.4 Identification of future demand at risk of not being met

With the brigading of smaller teams into larger units there is a greater level of confidence that the Constabulary will continue to flex resources to meet demand. This will remain under review as world events unfold, such as conflicts leading to a rise in a migrants.

Demand Matrix Risk Score – CSE, Immigration and Human Trafficking:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3</td>
<td>Medium</td>
</tr>
</tbody>
</table>
6.4 Commodity (Organised Crime/Drugs/Gangs/Firearms)

6.4.1 Current and Future Demand – 2018-2022

Hertfordshire mirrors the regional and national landscape, experiencing Organised Crime Groups (OCGs) involvement in the importation and distribution of Class A drugs with cocaine accounting for 83% of the mapped active OCGs and nearly 50% having cocaine as their main income. Many of the OCGs are involved in associated crimes such as money laundering and the use of violence. Over the next four years the projected increase in purity of cocaine is likely to reduce the street cost but increase OCG activity and widen distribution.

There is also an increase of OCGs specialising in Economic Crime which correlates with the new technologies being developed, the availability of internet and online tools and the introduction of virtual currency (Bitcoin).

Breaking down the categories of drug offending it can be seen that whilst overall figures remain relatively static with a slight reduction in straightforward possession, there has been a slight increase in importation, Possession of Drugs with Intent to Supply (PWITS) and actual supplying (predominantly local street dealing).

<table>
<thead>
<tr>
<th>Cultivate/produce %</th>
<th>Fail sample / attend test %</th>
<th>Import %</th>
<th>Possess %</th>
<th>PWITS/Supply %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16 89 2.6 3 0.1 2945 86.8 354 10.4 3391</td>
<td>2016-17 80 2.4 146 4 0.1 2766 83.3 324 9.8 3320</td>
<td>2017-18 70 2.1 72 6 0.2 2783 83.1 418 12.5 3349</td>
<td>Total 239 218 13 8494 1096 10060</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The volume of offences by ‘Class’ of drug remains static over the 3 years, with marginal increases in ‘Class A’ offences over the past 3 years (21%, 22%, 22%) and ‘Class C’ offences (0.5%, 0.5%, 0.7%), whereas ‘Class B’ saw marginal decreases (78%, 76%, 76%).

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Class A %</th>
<th>Class B %</th>
<th>Class C %</th>
<th>Psychoactive %</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yr 2015-16</td>
<td>720 21.2 2652 78.2 18 0.5 0.0 3390</td>
<td>Yr 2016-17</td>
<td>713 22.2 2433 76.7 16 0.5 0.5 3174</td>
<td>Yr 2017-18</td>
<td>734 22.4 2518 76.9 22 0.7 1 3275</td>
</tr>
</tbody>
</table>

Although the evidence in Police data is insufficient to draw any firm conclusions or findings, such as a general move from Class B drug taking to more serious Class A drug taking, there is National Public Health data that indicates a move to more harmful drug taking.

Routine assessment of missing people has identified that the most common pull factor is linked to gang risk. This often occurs when young people from London are moved to care facilities in Hertfordshire to reduce their exposure to gang risk and Child Sexual Exploitation. Many young people simply return to their London borough, which generates a high level of repeat missing episodes. With more young people being taken into care nationally and the deliberate exploitation of vulnerable children by gangs, it is unlikely that the need to locate and return missing children to a place of safety will reduce over the foreseeable future.
With the age demographic of gangs being young and assessing future demand it is important to recognise future population growth over the next four to five years. Nationally 27 forces show an increase in under 25s population, however four forces account for 62% of this growth of which Hertfordshire is one.

Hertfordshire is one of five forces in the country experiencing a high growth in the under 16 age group (see following graph). The youth population is expected to grow even further over the next four years.

There has been a significant rise in the possession of knives and sharp objects and the use of knives to commit serious violence with high harm violent offences increasing 58% in 2017-18.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Murder</td>
<td>2</td>
<td>0</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Attempted Murder</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>GBH</td>
<td>65</td>
<td>60</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>Aggravated Burglary</td>
<td>8</td>
<td>4</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>80</td>
<td>69</td>
<td>109</td>
<td></td>
</tr>
<tr>
<td>% Change</td>
<td>-14%</td>
<td>-8%</td>
<td>58%</td>
<td></td>
</tr>
</tbody>
</table>

Notably the proportion of serious knife violence has decreased amongst older age groups but increased amongst young people (see victim and offender tables below). Almost half of male victims of serious violence are under 25 years old, compared to 26% in 2016 and
22% in 2015. The mode age is now 18 years old. Since June 2017 there have been four murders involving teenage victims and/offenders in Hertfordshire.\textsuperscript{20}

<table>
<thead>
<tr>
<th>Victims of High Harm</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18s</td>
<td>2</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>18 to 21</td>
<td>5</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>22 to 25</td>
<td>7</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>26 to 30</td>
<td>18</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>31 to 40</td>
<td>19</td>
<td>12</td>
<td>22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Offenders – High Harm</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18s</td>
<td>5</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>18 to 21</td>
<td>13</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td>22 to 25</td>
<td>27</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>26 to 30</td>
<td>32</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>31 to 40</td>
<td>11</td>
<td>15</td>
<td>14</td>
</tr>
</tbody>
</table>

With the anticipated increase in the population of young people along with the lowering in age of both victims and offenders both preventative measures and engagement with young people is essential.

At the same time firearms offences saw a significant rise of 93\% in 2016/17 and a further rise of 4.9\% in 2017/18.

September through to November 2017 saw a peak in offences.

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noxious Liquid Possession</td>
<td>8</td>
<td>19</td>
<td>25</td>
<td>52</td>
</tr>
<tr>
<td>Noxious Liquid Discharge</td>
<td>2</td>
<td>2</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>Robbery</td>
<td>1</td>
<td>11</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Business Robbery</td>
<td>1</td>
<td>8</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td>Personal Robbery</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Intent to cause fear</td>
<td>14</td>
<td>19</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>81</td>
<td>85</td>
<td>208</td>
</tr>
</tbody>
</table>

Offences involving ‘noxious liquids’ accounted for the largest proportion 25\%, and demonstrated a year on year increase (19\%, 23\%, 29\%). A significant increase is seen in classifications of ‘discharge’ of a noxious liquid in 2017/18 suggesting that persons carrying such weapons appear more prepared to actively use them, as opposed to possess or use as a threat.

Whilst actual numbers remain low, there has been an increase since 2015/16 in the use of firearms within Robbery offences, with a marked increase of 600\% in 2016/17 and remaining high in 2017-18 (1 offence in 2015/16, 11 in 2016/17 and 10 in 2017/18). Business Robbery has seen the most impact.

Despite the total number of Robbery offences involving a firearm being low in volume, the significant increase seen in the past 2 years in persons prepared to use a firearm to

\textsuperscript{20} All data and charts contained within the Hertfordshire Constabulary Annual Management Statement have been annotated with a date range and/or were accurate at time of submission to HMICFRS in June 2018. The published document is unchanged in respect of data and charts.
facilitate this criminality is a concern, and further corroborates the increase in High Harm offences.

Although proportionally the use of a firearms to cause ‘fear of violence’ has declined the actual number of offences has risen year on year, therefore this also suggests that some people appear more willing to carry weapons to protect themselves or facilitate crime.

From analysis of firearms offence data and intelligence collated for the Organised Crime Local Profile, an inference has been drawn that firearms related offences are becoming more commonly connected to gang members.

There is also a strong link between firearms and drugs. An inference can be that the possession of firearms is to facilitate the drug dealers and runners in their dealing for enforcement purposes, protection or status. Another theme is a link to travelling criminality. Intelligence in relation to the travelling criminal community as a whole is limited but when intelligence is received it is apparent that this is of a more serious nature. This means that more diverse Police tactics need to be deployed in order to fully investigate, often resulting in wider agency involvement and a larger demand on resources.

We do not currently hold any quantifiable data on the volume of travelling criminals, however, there are issues with travelling criminality from bordering counties, committing crimes in Hertfordshire.

It is expected that the efforts to resource reducing the harm of associated threat and violence as a result of increased readiness to carry weapons (knives, firearms/imitation firearms) will increase demand over the next four years particularly in tackling Organised Crime Groups and gangs.

### 6.4.2 Current status of the workforce and other assets, including wellbeing

Following the implementation of Regional Organised Crime Units (ERSOU in the Eastern Region) Hertfordshire retained resources to continue to tackle middle tier organised crime syndicates. In recent months these resources have been increased to focus on gang related activity under the banner of Operation Mantis. Since its creation the understanding and intelligence surrounding gang activity and county lines has improved. This has meant that the identification of firearms offences and intelligence linked to gang/county line members has also improved.

Since 1st January 2017 there have been a total of 141 disruptions against Hertfordshire’s mapped OCGs, compared to 165 in 2016. These disruptions have taken place against 36 separate OCGs compared to 38 in 2016. The level of disruption against the OCG remains similar to the spread seen in 2016. Disruption has predominantly targeted Class A drug and Economic Crime OCGs. (See following chart)
A further measure of effectiveness is the obtaining of Serious Crime Prevention Orders (SCPOs). Hertfordshire to date have successfully obtained 22 SCPOs, of which 6 are currently live. The vast majority of our SCPOs tackle serious drugs and economic crime.

Resource demand will increase in relation to SCPOs as more ‘go live’ upon offender release from prison and a further 7 SCPOs are currently within the court process for approval.
6.4.3 Planned changes to meet future demand

Whilst national and regional units have resulted in resources migrating from local forces, Hertfordshire has retained assets to combat organised criminality and has recently flexed to include the focus on gang activity by a recent restructure that has seen smaller teams brigaded into two wings to intervene across serious crime offending, including threats to life investigations.

A review is enhancing our ability to analyse intelligence and ensuring a constant supply of intelligence assets to enable this.

A further area for development, through the production of serious and organised crime profiles, is enhanced partnership working to tackle the threat of serious crime within local geographical areas.

6.4.4 Identification of future demand at risk of not being met

There is a high level of confidence through the steps highlighted above that Hertfordshire Constabulary will continue to develop to meet the threat of serious crime.

Demand Matrix Risk Score – Organised Crime, Drugs, Gangs and Firearms:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Section 7 – Major Events

7.1 Force Operational Planning

Part of the Local Policing Command, the Operational Planning Unit is responsible for assessing policing needs of all events in Hertfordshire, planning all level 1 policing operations in the county and producing response plans for countywide events. The team assess the threat and risk posed by certain operations and events and allocate an accredited command structure where required, for example policing of football matches at Watford and Stevenage.

7.1.1 Effectiveness in managing current demand

Planned events create regular, known demand and are monitored using a Force wide calendar. The Operational Planning Team undertake detailed internal risk assessments considering a variety of contingency plans. Spontaneous events are few in number, with limited planning requirements, generating low demand. The team continue to flexibly manage current demand well across spontaneous and planned events with no resourcing issues.

7.1.2 Effectiveness in managing future demand

Future event numbers are likely to remain stable in the county, although there is a rising complexity of CT and football events. The national trend suggests a likely rise in militant veganism and environmental protests (e.g. badger culls, land use, local resources), although not currently a predicted risk for Hertfordshire. There are reducing trends for left wing and extreme right wing protests. The increasing demand trend for contingency planning is expected to continue, requiring more exercises to be planned to test procedures and business continuity. Overall demand trend score slightly increased and overall service risk moderate.

Demand Matrix Risk Score – Force Operational Planning:

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4</td>
<td>Medium</td>
</tr>
</tbody>
</table>

7.2 Joint Protective Services Operational Support Unit

The Operational Support Unit is part of the BCH tri-force Joint Protective Services and assists with operational planning at regional and national levels. The unit’s responsibilities also include Public Order Training, Search and Police Search Advisors, Boat and Water Capability, Unmanned Aerial Vehicles, Extradition and it is the single point of contact for all Mutual Aid and Mobilisation requests. It also co-ordinates the response for Public Military Events (PMEs) and VIP visits to the region.

7.2.1 Effectiveness in managing current demand

There are low levels of planned and spontaneous event planning required. OSU are able to facilitate planning requests, deliver support and the Section 22 agreement within the
allocated budget. There are peaks of demand in spring and autumn due to public order training with other skills training taking place equitably across the year.

The unit maintain its own record of spontaneous deployments and in 2017 there were 107 callouts for the team for the various disciplines across the year. The number of PMEs remains constant across the year of 30-40 per month, there was a spike in June to 57 but this is likely to be due to the changes in the national threat level.

For April – December 2017; 378 training days across BCH. Delivering OPSU training to budget, with some resilience issues. OPSU relies on skilled staff across BCH to deliver training.

Low risk and low shortfalls of assets to effectively manage current demand.

7.2.1 Effectiveness in managing future demand

There are no indications of changing trend; the increase in training days delivered compared with 2016/2017 was due to new portfolios and postponed 2016/2017 PSU training. The Public Order Strategic Risk Assessment is to be refreshed annually. There could be a possible rise in environmental protests.

Overall demand trend score static and overall service risk Low.

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>Low</td>
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7.3 JOINT PROTECTIVE SERVICES CIVIL CONTINGENCIES

Civil Contingencies Unit (CCU) is part of the BCH tri-force Joint Protective Services and prepares and reviews contingency plans and procedures for BCH. Demand includes Major Incident/Business Continuity, Counter Terrorism (CT) contingency planning and coordination of Strategic Coordination Centre activations, Casualty Bureau or Disaster Victim Identification deployments.

7.3.1 Effectiveness in managing current demand

There are regular BCH planned exercises: 6 in July-Aug 2017, 4 in Oct-Dec 2017. The CCU continues to deliver annual scheduled exercise plans within budget. There is a low risk and low shortfalls of assets to effectively manage current demand.

31 Hertfordshire Business Continuity Plans are reviewed annually. Additionally 69 BCH contingency plans were reviewed from July to December 2017. Increased demand was placed on the unit to provide support and tactical advice during the period immediately after the Westminster and London Bridge Terrorist attacks where the National Threat Level increased to Critical.

Low risk and low shortfalls of assets to effectively manage current demand, although there is a capability concern due to a current lack of an ICT storage solution.
7.3.2  **Effectiveness in managing future demand**

There is some demand transfer from increasing local authority planning and a steady rise expected due to national drive to increase CT preparedness. Rising national risk of cyber denial of service attacks, including on Police. Climate change is expected to increase public safety demand (e.g. floods and heavy snowfall), most recently seen in March 2018, where Hertfordshire experienced disruptive snowfall during two severe weather periods. Growing transport infrastructure creates more high risk locations across the county. It is also recognised that Brexit uncertainty may require more contingency plans. There are currently no plans to increase the workforce in this area. A review of this will be undertaken once Brexit plans are clearer and closer to implementation.

Overall demand trend slightly increased and overall service risk moderate

<table>
<thead>
<tr>
<th>Demand Matrix Risk Score – JPS Civil Contingencies:</th>
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<tbody>
<tr>
<td>Asset Score</td>
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7.4  **JOINT PROTECTIVE SERVICES DOG UNIT**

The Dog Unit is part of the BCH tri-force Joint Protective Services and is responsible for providing Police dog support, as well as offering experience and advice throughout the three force areas. They can assist with a range of incidents, including firearms, helping find a missing person and criminals that have made off, public order support at an event and searching for cash, weapons, explosives and drugs. The unit also supports and advises local policing on dealing with dangerous dogs.

7.4.1  **Effectiveness in managing current demand**

The Dog Unit has undergone a significant structural change over the last 12 months, most notably a move in the last quarter from two to three bases which evens out availability and lowers overtime use. There has been a reduction in the availability of general purpose dogs over the last two quarters due to the retirement of a number of dogs which reduced deployable dog team numbers. A new tasking process was introduced in Quarter 3 to ensure that appropriate dog resources were deployed and managed and is working well. Arrests remain stable with a slight increase on the average over the previous year.

- April-Dec 2017: 22 arrests, 15 offender tracks incidents attended, 1 missing person deployment, 2 occasions drugs found, 1 weapons found, 4 dangerous dogs seized.

There is currently a shortage of dog vans due to the fleet being old and a delay in the procurement process but this should resolve itself at the beginning of 2019. The procedure for dog licensing has been amended so that it is spread throughout the year. Hertfordshire continues to have the largest number of dangerous dogs seized across the BCH area.

Low risk and low shortfalls of assets to effectively manage current demand.

7.4.2  **Effectiveness in managing future demand**

BCH trends show stable arrests but decreasing missing person deployments, offender tracks and occasions drugs found. There is a significant reduction in the average figures
in relation to cash value recovered however the 16/17 figures were boosted by 2 significant finds which may not provide an accurate forecast of future demand.

Overall demand trend score static and overall service risk moderate.

**Demand Matrix Risk Score – JPS Dog Unit:**

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<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<tr>
<td>2</td>
<td>3</td>
<td>Medium</td>
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</table>

### 7.5 Joint Protective Services Armed Policing Unit (Armed deployments; Firearms risks and threats)

The Armed Policing Unit (APU) is part of the BCH tri-force Joint Protective Services and is responsible for responding to all firearms operations whether pre-planned or spontaneous. The APU aim is to provide an immediate armed response to incidents where firearms have been, are being or are suspected of being used, or may be used, and where there is reason to suppose that a Police officer may have to face a person who is armed or otherwise so dangerous that he/she could not safely be restrained without the use of firearms.

#### 7.5.1 Effectiveness in managing current demand

Deployments remain stable with a slight increase on the average over the previous year. Monthly averages for April to December 2017 were:

- 30 firearms deployments, 5 Taser deployments, 23 arrests
- Of these Hertfordshire has 26% of BCH firearms deployments, 22.5% of Taser deployments and 27% of APU arrests

The unit effectively manages demand, risks and resilience issues relative to the Armed Policing Unit.

Low risk and low shortfalls of assets to effectively manage current demand.

#### 7.5.2 Effectiveness in managing future demand

Declining trend in arrests but rising trend in firearms deployments. It is recognised that there are future risks associated with lost capacity to other forces (Met/BTP). Furthermore, there will be a big demand increase if the national threat level rises to critical.

Future local capacity may be reduced if armed officers move to a new national infrastructure policing force. This will be reviewed in line with the changes nearer the time.

Overall demand trend score has increased and overall service risk moderate.

**Demand Matrix Risk Score – JPS Armed Policing:**

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<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<td>2</td>
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</table>
7.6 **JOINT PROTECTIVE SERVICES ROADS POLICING**

The Road Policing Unit (RPU) is part of Joint Protective Services and has responsibility for investigating fatal and serious injury road traffic collisions, reducing crime and increasing safety on the roads across BCH. In addition to the patrol function, the unit provides specialist functions including ANPR Intercept, Collisions Investigation and Traffic Management. Officers trained in Tactical Pursuit and Containment, Vehicle examinations and PG9 prohibitions, tachograph examination, hazard chemical loads, abnormal vehicle loads, convoy and VIP escort duties.

7.6.1 **Effectiveness in managing current demand**

The Road Policing Unit (RPU) is part of Joint Protective Services. It has responsibility for Road Policing Patrol, based upon risk demand generated by Killed or Serious Injury (KSI) data, criminal use of the roads, motorway responses, ANPR capable response, vehicle recovery and traffic management.

7.6.1 **Effectiveness in managing current demand**

The RPU monthly averages for April to Dec 2017 were:

- 24 arrests, 125 vehicle seizures, 361 traffic offence reports, 43 injury/damage RTCs attended, 1 fatal collision.

The RPU continues to manage core demand using overtime and rest day working due to vacancies, sickness and abstractions. Concerns over time spent supporting non-roads local policing demands rather than utilising specialist capabilities. There is also a risk around supervisor to staff ratios.

The RPU focus is shifting towards casualty reduction and road safety. A number of initiatives have been developed and are being run across the county, including those focussing upon the safe public use of motorcycles.

Developing RPU prevention capacity and capability is likely to reduce ability to support non-roads local policing demands. The Forensic Collision Investigation Unit (FCIU) is responsible for the investigation of all fatal road traffic collisions. The FCIU carries a high investigative workload; with over 40 live cases. The establishment of the unit is being increased to meet the demand and requirements of ISO accreditation.

7.6.2 **Effectiveness in managing future demand**

Over the next 3 years the FCIU will progress a business change project to achieve ISO accreditation starting with the recruitment of a Technical Manager.

Roads policing trends include increasing vehicle seizures, variable patterns in arrests and traffic offence reports; reductions in slight injury/damage RTCs. There is increasing proactive use of ANPR.

The rising use of dashcams may increase reported incidents. Increasing road traffic (3% in 4 years to 2017, higher for small delivery vans) is also increasing demand. However, autonomous vehicles may reduce RTC rate over long term.

**Demand Matrix Risk Score – JPS Roads Policing:**

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<tr>
<th>Asset Score</th>
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<th>Overall Risk</th>
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Section 8 – Force Wellbeing

8.1 Strategic Direction

The overall aims of Hertfordshire related to health and wellbeing are contained within the joint BCH Workforce Health and Wellbeing Strategy. The strategy mission statement recognises that the promotion of wellbeing has benefits for both the workforce and the organisation as a whole and that pro-active initiatives can reduce the cost of absence, increase workforce commitment and job satisfaction, improve morale, staff retention, performance and productivity. The approach to health and wellbeing is driven by a philosophy of self-help and individual responsibility within a corporate framework that promotes and supports good practice to address key workplace risks to health and a healthy lifestyle culture. The strategy is delivered through a Workstreams Plan that focuses on 5 key areas:

- Engagement with our workforce
- General health and wellbeing
- Leadership
- Mental health
- Physical health

The development and delivery of this Workstreams Plan is through a tri-force monthly Engagement and Wellbeing Board, chaired by the Deputy Chief Constable, with each of the three forces being represented, which identifies the issues affecting the health, wellbeing and engagement with the workforce and delivers a programme of activity.

The Board is currently progressing the Blue-Light Wellbeing Framework self-assessment; provision of mental health support tools and a mental wellbeing day. The event is to be attended by our Wellbeing Champions (approaching 200 across BCH).

The Board also oversees a Police Dependants Trust and a College of Policing supported project to provide individuals with tools to assist them with looking after their own mental health, through three project strands:

- Backup Buddy
- Headspace
- Police orientated mindfulness tool

The importance of mental health and personal resilience were key aspects of both the 2016 and the live (2018) ‘Your Voice Matters’ surveys. Information from the surveys help to shape the priorities and work of the board.

A Management Information Reporting Pack is produced for the BCH Engagement and Wellbeing Board which includes data and analysis on sickness absence, the proportion of working time lost, restricted officers, fitness testing, use of the Employee Assistance Programme, demand for TRiM input and the Key Performance Indicators regarding the work of the Occupational Health, Safety and Wellbeing Department. This pack is intended to inform the future work of the board.

Hertfordshire Specific Initiatives

- The Constabulary currently has a number of Chaplains who are available to support colleagues at any time they are needed.
The ‘100 Little Things’ initiative has been widely implemented. Hertfordshire has put aside £50,000 to which bids will be made which are of direct benefit to the welfare and well-being of the workforce.

Reflection Rooms are available for religious worship, mindfulness and a space to relax. Consultation has taken place with staff associations and religious groups to ensure the rooms are fit for purpose and provide any items required.

A fitness room is being put into all main Police stations; this is not a gym facility but an area for staff to use floor space for exercising. This is important for both physical health and mental well-being.

The Constabulary is also keen to recognise good work through the use of Yammer (HC internal social media site) and Good Work Minutes.

Flexible working also plays a key part in the support shown to the workforce.

8.2 Sickness Absence

In 2017/18 overall sickness absence increased slightly for officers (2.1% - averaging 9.8 days), yet decreased by for staff (14% - averaging 8.5 days), compared with 2016/17.

Psychological ill health remains the main cause of absence for both Officers and Police Staff (around 40% of the absence for Officers) and hence this has been a key focus of both the Board and the Health and Wellbeing Department.

8.2.1 Dealing with Psychological Absence

Concerns about the high level of recorded psychological absence and limited support to predict and prevent or minimise those in high risk roles from developing PTSD or traumatic stress symptoms, led to an increase in wellbeing (psychological health) staff from two to four in the latter part of 2017.

The team is now well established and provides a range of services aimed at tackling psychological ill health:

- Psychological support and treatment
- Psychological screening of High and Medium Risk Roles
- Complete in-house provision of trauma therapy
- Defined Wellbeing Education, guidance and training
- Peer support coordination
- Pro-active unit visits
- Psychotherapy

These services are provided by Psychological Health Advisers, supplemented by a Consultant Psychologist, with access to Psychologists, Psychiatrists, Therapists and Counsellors through an external provider, counselling through an Employee Assistance Programme (EAP).
The Wellbeing Champions were introduced in Hertfordshire following a MIND project in Cambridgeshire Constabulary. They act as a point of contact, challenging stigma and encouraging colleagues to talk about mental health. Champions are not counsellors but are trained to identify the signs that a person may be experiencing a mental health challenge and identify pathways where that person could receive assistance/advice. The Champions will also act as local beacons, providing feedback and advice about what people are experiencing and what support they want.

8.2.2 Dealing with Musculoskeletal Absence

Current provision for officers and staff to more quickly access the medical and therapeutic treatment that they need to recover and enable them to return to operational duty is limited, it having been cut at the time of the collaboration of HR in 2015 when there was a focus on making savings. Physiotherapy services are currently limited to operational officers injured in the execution of duty in the previous 8 weeks who remain restricted or absent.

8.3 Demands on Health and Wellbeing Services

When the resourcing for Health and Wellbeing was established in 2015, it was organised on the basis that a combination of the NHS and the EAP would deal with most issues and that recruiting was going to be minimal due to the ongoing impacts of austerity. Accordingly, the recommended headcount of eight Occupational Health Advisers (one per thousand) was reduced to five (the expectation being that management referrals would fall by 25% under tightened criteria) and wellbeing staff reduced to funding for one and half (resourced at two FTE). The anticipated demand from within the business did not reduce as anticipated but increased, particularly with regard to those experiencing psychological health problems, an aspect of which is not readily supported by the EAP as had been anticipated (long term for counselling for non-work related matters as the EAP service is intended for short term counselling only).

Additionally Hertfordshire has recently taken the decision to increase recruitment (Police Officers in particular) which has resulted in a particularly high demand for service time from Force Medical Advisers, Occupational Health Advisers and wellbeing/psychological assessment capability.

These factors have automatically resulted in strain on the service and in response Chief Officers have actioned an initial increase in resources whilst a further review of health and wellbeing services takes place.

8.4 Risks to meeting future demand

Chief Officers have recognised that there is a need to review the range of Health and Wellbeing services and their delivery. This review is currently underway and proposes a best practice model of services proven to impact on issues affecting the health and wellbeing of the workforce. This fits the direction of travel within both the National Police Wellbeing Service and the six ‘mental health core standards’ arising from the Prime Minister commissioned Stevenson/Farmer ‘Thriving at Work’ review of mental health in the workplace published in October 2017.

The Constabulary engages in health promotion and work related health education and training to encourage officers and staff to adopt preventive measures to avert the onset or
decline of health problems and to adopt healthier lifestyles. ‘Employer of Choice’ suggestions have also been put forward to enhance the best practice model still further, such as extended provision for delivering psycho-education and training packages (e.g. emotional survival for policing; stress and resilience inputs for employees and managers and targeted specific skills psycho-education (e.g. DVI, FLO)); extended outreach work providing support to managers and their teams providing targeted intervention where issues or risks have been identified; and direct employment of a physiotherapist who can provide treatment beyond that currently provided.

The review also considers how service could be better delivered, such as the introduction of local services through satellite units or the provision of a mobile health unit. The Joint Chief Officer Board for the three forces have considered the recommendations in brief and, following some further work, will seek to make some decisions over the summer of 2018.

**Demand Matrix Risk Score – Well-being:**

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<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<tr>
<td>3</td>
<td>4</td>
<td>Medium-High</td>
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Section 9 – ICT and Information Management

9.1 INFORMATION COMMUNICATION TECHNOLOGY (ICT)

BCH ICT is a tri-force department delivering ICT services for BCH and ERSOU under Section 22 of the Police Act Collaboration Agreement. ICT consists of:

- Service Delivery
- Infrastructure
- Service Design

9.1.1 Current and Future Demand – 2018-2022

There are three main types of demand for the BCH ICT department:

- Incidents - Incidents are unplanned faults, interruption or reduction in quality of an IT service
- Service Request – requests from a user for something to be provided e.g. information or advice, resetting a password; install a workstation etc.
- Change – implementation of new or upgrade of existing ICT services or solutions

Data against these areas are defined as Key Performance Indicators which are reported monthly through the BCH Digital Capabilities Board and quarterly through the Organisational Support Delivery Board. Data for these performance measures come from the department’s call logging and management system and change delivery plan.

Over the next four years the following five areas are expected to impact on ICT demand:

- **Organisational Resource Changes**
  BCH is expected to increase its establishment by approximately 5% by 2021. This will have a direct impact on ICT demand with expected increase in numbers of calls for service (incidents and service requests) and ICT equipment provision.

- **National ICT Compliance**
  With the increasing cyber threat to forces there is likely to be a continued increase in requirements for national ICT compliance. This will require ICT to continue to rigorously and robustly manage the infrastructure and end point devices to ensure mitigation of risk wherever possible.

- **National, Regional and Local Change Programmes and Business Transformation Initiatives**
  Over the next four years a number of national, regional and local ICT programmes and projects will impact on ICT demand. Whilst a number of these change programmes are identified and included in the ICT change delivery plan much of the tactical implementation activities are not yet defined and could have an impact.
  Impact of managing transition to the new national Emergency Services Network (ESN). The current Airwave communications system will be replaced by ESN. There are a number of high level risks associated with this type of project.

- **Increased Regional Policing Collaboration and Local Authority Partnership Working**
The 7 Force Collaboration programme across the Eastern Region will have an impact on the ICT department. Work to converge infrastructure (networks, storage and applications) is already underway and ICT is seen as a key enabler to further collaborative working and efficiency savings across the seven forces. Whilst still in the early stages, increased working with partner agencies has been identified as likely to increase demand for ICT services. Should the Police and Crime Commissioner take over responsibility for Hertfordshire Fire and Rescue Services it is expected that service improvements through ICT convergence and integration will be requested.

- **Mobilisation**
  Across BCH there is a continued drive to improve efficiency through mobilisation. It is expected that approximately 2000 additional devices are likely to be procured over the next two years which will increase demand for mobile device support.

### 9.1.2 Current status of the workforce and other assets

In June 2018, ICT will transition from two separate ICT departments to a new single department. As part of the introduction of the new department, all staff will complete a training needs assessment to identify any gaps in skills/knowledge. A Continuing Professional Development programme will be introduced to enable staff to identify possible career paths and be supported to achieve them. This will hopefully aid succession planning and retention.

New procedures to assist in recruitment and retention have been defined assessing ICT roles against external market rates, identifying where pay supplements may be needed.

In line with the increasing requirements for national ICT compliance and the introduction of GDPR a full review of legacy data set is required and where relevant, systems will be decommissioned or data migrated into current production systems. This will reduce the impact in relation to supporting systems, increase the force compliance and reduce costs.

### 9.1.3 Planned changes to meet future demand

As part of the ICT structure, new business partner roles have been introduced. These roles will interact with business areas to understand current issues effecting wider workforce and obtain early sight into any required ICT changes, allowing ICT to capture requirements early and plan accordingly. These roles will also have specialism such as problem management, business continuity and performance all of which will assist ICT in reducing demand for service and improve efficiencies of systems and the department.

- **Capacity Planning**
  ICT will further improve its capacity planning of systems and storage to ensure systems remain operational and inform planning of future investment.

- **Cloud**
  As part of the ICT Strategy, the department will start to migrate solutions and services to the 'Cloud' (where appropriate). This will increase the speed in delivery of solutions, increase resiliency and reduce support overheads.

- **Technical Landscape Documents**
  These documents detail the lifespan of ICT infrastructure and software solutions and components allowing the department to engage with business areas in timely
fashion to ensure that where products need replacing these can be factored into the medium term financial plan and ICT change delivery plan.

- **Enterprise Architecture**
  As part of the BCH ICT structure a new Enterprise Architecture Team has been introduced. This team will focus on enterprise wide solutions ensuring that systems are designed to meet the business needs, in line with the ICT strategy, and delivered so reducing the likelihood of project slippage and scope creep.

- **Cyber Threat Resourcing**
  As part of the BCH ICT structure additional new roles have been introduced in both the departments’ networks and server teams. These roles will be responsible for ensuring the relevant ICT infrastructure, applications and devices are regularly patched and kept up to date to mitigate the risk of cyber threat.

- **Supplier Engagement**
  ICT will engage with suppliers to assess new ways of improving efficiency of our processes, for example in relation to device builds. This will free up ICT staff time to work to support other department activities and objectives.

- **Self-Service**
  ICT will continue to develop self-service functionality providing Officers and Police Staff access to relevant knowledge hubs and guidance with the aim of self-resolution of issues, reducing calls for service into ICT.

- **Interoperability**
  Continuing to improve on the interoperability of systems will further reduce demand by making sure that information is seamlessly transferred between systems, improving business process and driving efficiency.

- **Key Systems Implementation**
  As part of the ICT Strategy 2016 – 2021 and the change delivery plan, the following systems are due to be implemented over the next 4 years.

<table>
<thead>
<tr>
<th>ICT Deliverables</th>
<th>BCH Programmes</th>
<th>Regional/National Programmes</th>
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<tbody>
<tr>
<td>Infrastructure Convergence</td>
<td>Athena</td>
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<tr>
<td>Enterprise Resource Management</td>
<td>Transition to the national Emergency Services Network</td>
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<tr>
<td>First and Second Contact</td>
<td>Digital Intelligence and Investigation</td>
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<tr>
<td>Data Warehousing and MOPI</td>
<td>Digital Public Contact</td>
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<tr>
<td>Forensic services and cybercrime</td>
<td>Digital Public First National Law Enforcement Data Services</td>
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<td>National Productivity Services</td>
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<td>National Identity and Access Management Platform</td>
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<td>National Security Operations Centre National ANPR</td>
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<td>Child Abuse Image Database</td>
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<td>Home Office Biometrics</td>
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<td></td>
<td>7F Infrastructure Convergence</td>
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</table>
9.1.4 Identification of future demand at risk of not being met

Based on current crime and policing plans and the BCH business change plans, the overall programme is deliverable within current resources. Departmental priorities and delivery time scales for ICT changes are reviewed on a monthly basis to ensure alignment with business objectives. Significant changes to the programme, slippage of national programmes or additional demands, will require additional resource or reprioritisation to deliver.

**Demand Matrix Risk Score – ICT:**

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<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<td>Medium-High</td>
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9.2 INFORMATION MANAGEMENT AND PERFORMANCE

The Information Management Department (IMD) is part of the BCH tri-force collaboration and was formed in March 2017, allowing the three forces to efficiently plan, collect, organise, use, control, disseminate, retain and dispose of information, and ensure the value of information is identified and exploited to the full.

The BCH Senior Information Responsible Owner (SIRO) is responsible for information risk and chairs two governance Boards: an Information Management Board and an Information Assurance Board. The Head of IMD is responsible for implementing the Information Management Strategy. There are joint Information Management and Information Assurance policies in place, underpinned by policy and procedural documents.

**9.2.1 Current and Future Demand – 2018-2022**

Work is underway to implement a governance structure that will see Information Asset Owners appointed across BCH with defined roles and responsibilities. They will complete audits, check responsibility for access to information, monitor, ensuring quality and that it is held for policing purposes. BCH are working towards alignment of processes so forces regularly review records in line with Management of Police Information (MOPI) guidelines.

**Demand for the Information Management Department**

**Disclosure and Barring Service (DBS)**
The DBS resourcing is matched to demand, with resourcing funded nationally, and quality and timeliness performance is sound.

**Information Rights**
The volume of Freedom of Information Requests remains challenging to manage and there are limited resources available to manage Information Sharing Agreements.

**Information Assurance**
Information Assurance is focused on protecting and safeguarding critical information and relevant information systems by assuring integrity, availability, authentication, confidentiality and non-repudiation. Information Security deals with protecting information and systems from illegitimate access, usage, alteration, disruption and
destruction to achieve the objectives of data integrity, availability and confidentiality. The team is currently going through a development and upskilling phase.

Management of Police Information including Records Management and Police National Computer
Alignment of Records Management within the Management of Police Information (MOPI) function, with appropriate resourcing levels will enable MOPI reviews to be completed in line with legislation. Following the implementation of Athena, all legacy data will be held in a data warehouse, enabling review, retention and deletion in line with legislation. The ongoing rollout of tuServ during 2018 will also enable BCH to move to Digital First, integrating digitised policing into the reformed Criminal Justice System. A procurement process in 2018 will identify a third party supplier for the long term storage of paper records and digital media. There is high demand for file scanning. There are some challenges for Police National Computer (PNC) due to Athena, with work completed to ensure PNC processes can be matched to Athena processes. This has created additional demand. There are limited challenges in the PNC Team due to vacancies and a reliance on temporary staffing to cover sickness.

9.2.2 Current status of the workforce and other assets
The Information Assurance function is collaborated across BCH and is part of the IMD function. There is an Information Management Strategy and Information Assurance Policy in place.

There is an Authorised Use of Classified Information Procedure. Access to Athena and PND is controlled via IAM Registration. Data security policies and procedures are contained in two distinct areas which are interlinked, Information Management and Information Assurance. Information Management and Information Assurance have their own overarching policy under which sits numerous policy and procedural documents.

Structure
The BCH collaborated Information Management Department has a total Police Staff establishment of 121 people.

The IMD holds responsibilities for overview of all policies and procedures which are published on the shared intranet pages.

Force Crime and Incident Registrar
The Hertfordshire Force Crime and Incident Registrar (FCIR), and the supporting Data Integrity Team, are part of the Constabulary’s Organisational Learning Department. The FCIR is accredited to the national standard and has a direct reporting line to the Deputy Chief Constable. The FCIR with support from the Data Integrity Team ensures that National Crime Recording Standards are maintained within the Constabulary. He acts as final arbiter in both the audit process and the interpretation and application of the Home Office Counting Rules for the recording of crime. Rigorous data checks are carried out on a monthly basis to ensure the highest level of recording is consistently maintained. Governance in respect of crime recording is provided by monthly reports to the Strategic Performance Board.

Data Quality
A new BCH governance arrangement has been established to identify tri-force data quality issues and trends. Each force is represented by a Senior Information Asset Owner.
Data Access
Both Officers and Police Staff are able to access performance information through ICT’s Self-Service Portal and that of the Data Engineering Team. Athena will provide a richer searching experience as well as, in time, a richer suite of self-service performance reports. Our Data Engineering Team are already developing a greater range of reports to meet the force’s key performance information needs. The organisation is also actively exploring Data Visualisation tools to enhance this further and deliver more engaging, interactive, insightful performance content over the internet. TuServ enables access to information for frontline officers and staff when they are mobile, allowing, for example, on scene recording of crime reports and stop search encounters.

Data Analysis
The Organisation’s Thinking and Analysis Department provide a range of regular and adhoc analysis through the delivery of NCRS/NSIR compliance checks, audits, inspections, internal and external engagement, performance information and analysis being enhanced by a recent restructure, skills development and specialist application acquisition. The aspiration is for the majority of routine management information to be delivered automatically over the intranet providing the capacity to deliver more detailed and insightful analysis via our Learning, Insight and Analysis Team. Elsewhere the Constabulary has a Crime Analyst Team and Performance Analysts embedded in other departments to assist.

9.2.3 Planned changes to meet future demand

One of the three pillars of the collaborated team is MOPI with a new post for the Head of MOPI being created. This has enabled the functions surrounding records management to become aligned and have the resources available to undertake MOPI reviews.

Hertfordshire are aware of the APP and MOPI advice and guidance, however, have not been conducting reviews as a matter of course. Staff have now been trained and have now commenced this activity.

<table>
<thead>
<tr>
<th>Plans and Investment</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Athena</td>
<td>May 2018</td>
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<tr>
<td>Warehouse</td>
<td>May to Sept 2018</td>
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<tr>
<td>TuServ</td>
<td>end of 2018</td>
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9.2.4 Identification of future demand at risk of not being met

The volume of FOI requests remains challenging for IMD to manage and this impacts across many departments within Hertfordshire. There is also limited resources available to manage Information Sharing Agreements.

The impact of the new Data Protection Act may increase demand on Subject Access Requests (SAR) as there is now no charge for these requests.

There are some challenges for PNC due to Athena, with work completed to ensure PNC processes can be matched to Athena processes. This has created additional demand. There are already challenges within this team around performance on Alarms and Signals, due to vacancies and a reliance on temporary staffing to cover sickness.
The new Athena system along with the Data Warehouse will improve the compliance with MOPI. The rollout of tuServ during 2018 will also enable the move to Digital First.

The long term storage of paper records and digital media to prevent deterioration is required. A procurement process is due to commence in 2018 to identify a third party supplier to provide this service.

**Demand Matrix Risk Score – Information Management:**

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<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<td>2</td>
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Section 10 – Forcewide Functions

10.1 Corporate Communications

10.1.1 Current and Future Demand – 2018-2022

Corporate Communication is a team of 16 Police Staff. Over the past years, with the development of a 24/7 management structure coupled with the demands of social media, the on call staff are being drawn more and more into regular working over weekends and evenings and working significantly out of hours. This has had an impact on staff and is currently being managed within existing resources.

Social and Technological Change

The public expectation to receive news, service and feedback on an almost immediate basis, either through self-service web pages or from social media, has had an immense impact on the department, particularly communication professionals working on call. Police responses are required on social media within minutes rather than hours or days.

The department has faced these challenges by:

- The creation of the new website, which is mobile device friendly and provides extensive self-service access
- Expansion of our social media presence with over 100,000 extra followers added in the period
- Enabling the on call staff to be able to update social media, media and website platforms remotely
- Creation of new tools and protocols to meet the new demand
- Development of video making capacity to meet social media and operational demand

In the past two years the main challenges facing the department have been:

- **Operational Demand**
  The increased demand on the Constabulary produced more demand for witness appeals, crime prevention campaigns and associated work. The department ensures they are integrated into operational policing, attending the DMMs, including evening and weekend meetings and the tasking and coordination process. The introduction of a Press Management System has helped, ensuring that queries, statements and work are shared, preventing duplication of effort. The department made some structural change within existing budgets in 2017/18, to increase its social media and video production capacity

- **On Call**
  Corporate Communication has always provided an on call service for criticality which has placed increasing out of hours demands on staff.

10.1.2 Current status of the workforce and other assets

The department provides 24/7 communications cover for the force, it incorporates:

- A media desk which deals with queries from local and national media and provides media support to major crime investigations
- A public relations (PR) and local policing support function that supports proactive campaigns and local policing initiatives on the LPC.
• Internal communications specialists, who work with many departments within the force to develop strategies to promote new initiatives, support the Constabulary’s change programme and the three force collaboration

• A Social Media, Web and e-Policing Services section which develops and maintains the Constabulary’s intranet and website and uses social media to support day to day policing and force campaigns

• The department has a base at Headquarters and there are also Area Press and PR Officers based across the county to support the LPC Command Team and CSP and Safer Neighbourhood Teams

• The staff come from a variety of professional backgrounds, including journalism, marketing, public relations and web design

10.1.3 Planned changes to meet future demand

On-going Security Situation
Linked to the developments in social media is the change in response required for major incidents, particularly those linked to terrorism and warning and informing. Procedures and protocols have been changed to ensure that a speedier response can be given. This includes a new communication strategy for major incidents, including those that are terrorism related, which has been briefed to Senior Officers and Responders. The main change is that communications can be issued rapidly, when required and are not delayed by approval processes.

Organisational and Internal Communications
Recent activity has included a review of how joint units are given communications support and the introduction of a new Content Management System for the three forces’ intranets and intranets.

The constant demand for internal communication linked to organisational and cultural changes as well as the introduction of new legislation and practices has greatly increased the demand for more and new internal channels. This has been met by the introduction and development of Yammer (an internal online social media platform) and increased video making capacity.

Since 2016, a new effective model has been piloted with the OPCC having their own communication professionals. This is backed by a Service Level Agreement and a jointly approved communication strategy.

10.1.4 Identification of future demand at risk of not being met

We expect to meet future demand by a continuing evolution of skills for personnel through training and sharing of best practice with the National Association of Police Communicators and the NPCC Communications Advisory Group.

The department ensures that whilst there are defined roles within the team (e.g. media, Internal Communications, Digital), all staff are multi-skilled and have a portfolio of work that crosses communication disciplines, allowing mutual support and avoiding silo working.

Demand Matrix Risk Score – Corporate Communications:

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<tr>
<th>Asset Score</th>
<th>Demand Score</th>
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<td>3</td>
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<td>Medium-High</td>
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10.2 Fleet Services (Chiltern Transport Consortium)

10.2.1 Current and Future Demand – 2018-2022

Chiltern Transport Consortium (CTC) was formed in April 2004. The Consortium was expanded in April 2007 to include Hertfordshire Constabulary. In April 2017, Cambridgeshire Constabulary joined the Consortium, bringing the number of member forces to five. Under the terms of the current agreement, the next review is due in March 2019.

CTC currently manage a combined operational fleet of 3,044 vehicles, covering in excess of 47 million miles, with 79.5 (FTE) personnel, 6 workshops and a budget of £18.4m.

All expenditure is recovered by way of a composite charge per vehicle. This charge varies according to the vehicle type/category and recovers the full cost of provision including insurance, but excluding fuel. The charges are reviewed and approved by the Governance Board annually and are the same for all members of the consortium.

From 2010/11 CTC has achieved efficiency savings for members of £3.3m. During this period Hertfordshire have achieved savings of £945,240.

CTC received a Home Office Innovation Grant to provide, install and maximise the benefits of vehicle telematics across multiple forces (CTC Members) from a single database. To date over 1,600 vehicles have been equipped and data is being collected. Hertfordshire currently has 431 vehicles (83%) fitted with telematics.

10.2.2 Current status of the workforce and other assets

The current vehicle fleet profile for Hertfordshire Constabulary is 519 vehicles. The average age of the vehicles is 4.2 years old and the average mileage for Hertfordshire is 17,538 miles per vehicle, per annum (based on the last 5 years).

The priority for CTC (2017/18 – 2018/19) is to embed Cambridgeshire into the consortium and maximise the added benefits that come from economies of scale, for all five member forces, this work includes:

- Personnel review – roles, numbers, location
- Workshop efficiency
- Vehicle standardisation
- Maximising the benefits of telematics/benchmarking/vehicle utilisation

10.2.3 Planned changes to meet future demand

Due to the inclusion of Cambridgeshire, the Section 22 agreement under Section 22(a) of the Police Act 1996 was reviewed and revised as required and re-signed accordingly. This enabled CTC to continue to operate from 1st April 2017 as a transport shared service.

2018/19 Priorities:

- Personnel – Recruitment to new structure/vacant posts
- Reducing impact of manufacturers’ increases by moving away from a one-stop shop where feasible
Continuing to develop telematics and integrate it into force processes, such as training and business development, to maximise benefits. This includes working with TRL (formally Transport Research Laboratory) to provide an independent expert overview.

Develop a strategy to align/prepare CTC members for low emission/environmental targets and the government’s aim to reduce the use of fossil fuels, such as diesel and petrol, including the introduction of electric vehicles, where appropriate/financially viable for evaluation purposes.

Working with Thames Valley Police Finance and Sussex and Surrey (Transport), to develop and integrate a new fleet system into our fleet operations and identify further opportunities through economies of scale/standardisation.

Explore further collaboration opportunities for CTC (currently working with British Transport Police and Avon and Somerset), ensuring it continues to be the fleet option of choice after April 2019.

10.2.4 Identification of future demand at risk of not being met

Risks
As 78% of the transport budget is made up of bought in goods and services, the uncertainties around Brexit and relatively high inflation rates have a major impact on budgets, for example recent (contractual) vehicle price increases have averaged circa 4% across our contracted suppliers (Vauxhall, Ford, BMW).

Recruitment
- National shortage of skilled technicians
- Low unemployment rates
- Ability to be competitive within the employee market (employer of choice)

Welfare
Demand on staff has increased due to a number of factors, including the vacancy factor, change processes, cover for long term absences and care issues.

The above risks are being mitigated by the following course of ongoing actions:

- Review of the pay structure and recruitment drive
- The introduction of flexible working where possible
- Introduction of apprenticeships to encourage/support people into the industry
- Working with People Services and Welfare to ensure staff are aware of the support that can be provided and to ensure staff receive the support they need, when required

Demand Matrix Risk Score – Fleet Services:

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<th>Asset Score</th>
<th>Demand Score</th>
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<td>3</td>
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<td>Medium-High</td>
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10.3 Estates and Facilities

10.3.1 Current and Future Demand – 2018-2022

The forecast requirement over the next 10 years is circa £33m. This figure includes modernising the HQ site, which due to the revenue expenditure required is more viable to redevelop.

Hertfordshire’s Estates and Facilities department is supporting the BCH Collaboration/Change Management programme to deliver solutions, accommodate issues identified and implement migration plans (2015-2018) for:

- JPS Estates Strategy proposals
- Supporting Bedfordshire, Cambridgeshire and Essex in considering the long term accommodation requirements for Eastern Region Special Operations Unit
- Supporting the Seven Force Collaboration (7F) programme
- Fire and Rescue Services Governance put forward by the PCC business case

These changes, as well as departmental restructuring, resulted in approximately 600 Police Officers/staff being relocated in each of the years within the review period. This change has resulted in agile/new ways of working, being considered as part of the Estates Strategy approved in mid-2017. The aim is to ensure that accommodation and working practices are more flexible to negate any future need for this level of change.

10.3.2 Current status of the workforce and other assets

Hertfordshire Constabulary’s estate consists of 30 sites in total, 16 of which are owned, 14 are leased (excluding Police houses) with a gross total floor area of approx. 60,000m².

Reduced Revenue Budget

As part of a 20% reduction in the Estates and Facilities budget (circa £1m) and as part of the agreed 2013 Estates Strategy, a number of Police stations were identified for disposal and included the relocation of North Watford and Hoddesdon Police stations.

Working with Partner Organisations

Consistent with operational requirements and the need to create cost effective estate, dialogue with partner organisations has already taken place to identify (and develop) shared accommodation proposals with the LPC. These have included the relocation of Rickmansworth, Borehamwood and St. Albans Police Stations into Local Authority Civic Offices.

10.3.3 Planned changes to meet future demand

Current proposals include:

- Long term option to co-locate with Broxbourne Borough Council at a proposed development at the Brookfield’s Centre. Anticipated to be operational in 2022
- Consideration to relocate Watford Police Station to Watford Borough Council’s Town Hall site

Achieving Best Value from Police Station Disposals

As part of the sale agreement for the disposal of the former Hertford Police Station site an ‘overage’ provision was incorporated within the terms. This required a significant
amount of time and technical input from varying sources to negotiate in 2012. This input resulted in a subsequent payment to the Constabulary in 2015.

### Income Generation

In order to minimise the impact of budget reductions, in conjunction with the OPCC, opportunities to generate an on-going income stream from redundant former Police station sites at Borehamwood and Hoddesdon are being considered.

To achieve this outcome, a variety of property vehicles were explored. Briefing the OPCC’s Chief Executive Officer and Treasurer on progress, risks and issues associated with the proposals. This has subsequently led to Estates and Facilities being the national lead for National Police Estates Group (NPEG) on property income generation. The former Police station at St. Albans has been sold to St. Albans City and District Council, following a procurement exercise. The contract in place enables the PCC to obtain an agreed capital receipt from the site, based on an enhanced planning value or alternatively the equivalent value in residential units, when the site is redeveloped by the local authority.

Letchworth/Hitchin Police Stations - A feasibility study/option appraisal is currently being carried out.

### Refresh of Estates Strategy

In the summer of 2017 a refreshed Estates Strategy was approved by the Police and Crime Commissioner and the Chief Constable. The strategy has a number of elements but the key proposal is to redevelop the Headquarters site in Welwyn Garden City. The driver for this decision is that the building is at the end of its economic life.

As a result the HQ2020 Programme has been established to maximise the business benefits that the redevelopment of the headquarters (HQ) site will bring, seeking to explore further agile working and modern methods of working, through the use of modern buildings, the better use of technology and revised working practices. In addition the proposed redevelopment will give an opportunity to reduce the long term running costs of the site together with challenging departments on their use of accommodation, providing a catalyst for a positive change to the way the Constabulary works.

Estates and Facilities and the Change Team are currently working on a detailed space analysis assessment to determine the requirements for the size of the new development and the departments that will occupy the new buildings at HQ. This will conclude with an initial pre application to the Local Authority to determine planning requirements. This phase of the feasibility study will be complete by the end of May 2018. It is anticipated that in August 2018 COG and Strategic Executive Board (SEB) will approve:

- the occupants of the new development
- associated enabling works
- the procurement route to be adopted

Once approved and the management and mitigation of key risks agreed, procurement would commence in September 2018, appointing a contractor by the end of December and submitting the planning application to the Local Authority in March 2019. Subject to planning approval being obtained in summer 2019 the enabling works would commence in late summer/early autumn with construction of the new building commencing in early 2020 with completion in 2022.
One Public Estate

The 'One Public Estate' initiative has provided an opportunity to challenge and work with partners to identify the best joint use of the public sector site. While it is recognised that these discussions are at early stage initial feedback is positive. In addition, within the HQ2020 programme provision is being considered for joint estates with Hertfordshire Fire and Rescue Service, once the current governance business case is decided.

10.3.4 Identification of future demand at risk of not being met

The Constabulary is currently working with the OPCC to identify the implications for Estates and Facilities if the Police and Crime Commissioner takes over the governance of Hertfordshire Fire and Rescue Services. As the business case saving identified was based on 25% of those savings being achieved through estates efficiencies, it is anticipated that this will be an early driver. Therefore sufficient resource needs are to be identified and implemented should this come to fruition.

| Demand Matrix Risk Score – Estates and Facilities: |
|---|---|---|
| Asset Score | Demand Score | Overall Risk |
| 1 | 4 | Medium |

10.4 Firearms Licensing

10.4.1 Current and Future Demand – 2018-2022

The aim of the Firearms and Explosives Licensing Department is to support the legal, safe and secure possession of firearms. This is achieved by:

- Ensuring relevant certificates are granted only to those who satisfy the statutory criteria
- Carrying out enquiries into certificate holders and Registered Firearms Dealers should they come to the notice of the Police
- Taking positive action against certificate holders who may present a danger to public safety or to the peace

Collaboration

The Firearms Licensing Unit collaborated in December 2015. The aim was to deliver shared services using automation, self-service and efficient practices to deliver excellent customer service at reduced costs. Firearms Enquiry Officer (FEO) and admin posts were downgraded and posts removed as efficiency savings. The downgrading of staff posts caused experienced staff to leave, leading to a significant loss of corporate knowledge. The South Base was re-located from Harpenden in May 2017 to Police Headquarters.

10.4.2 Current status of the workforce and other assets

Demand

Predicted income (and volume of work) has been greater than expected in the last 3 years. This has contributed to the requirement for extra temporary administrative staffing.
Advancement in technology leading to reduced administration was an important development, factored into the efficiencies of collaboration. Adoption of new technology has not been as rapid as expected and the administrative functions continue to require support from additional temporary staff.

Post Implementation and Peer Review
A review was carried out 18 months after collaboration which highlighted there was limited actual collaboration. The two hubs were working independently, with differing processes, despite common leadership. The report recommended a review of roles, and the business case for a one-site model. This second review by Northamptonshire Firearms and Explosives Licensing (summer 2017) resulted in similar findings.

Response
Common Working Practices and Mirrored Hubs: since July 2017, working practices and processes have been aligned and the move from paper-based to electronic applications has been made.

10.4.3 Planned changes to meet future demand
Currently under review is the possibility of enhancements to the Athena functionality, to develop an automated link from the National Firearms Licensing Management System (NFLMS) to Athena, which if achievable, will reduce the requirement for double keying of information. It is envisaged that this potential improvement will provide efficiencies by eliminating the requirement to deal with paper applications and download data direct.

10.4.4 Identification of future demand at risk of not being met
This financial year renewal demand is due to be slightly lower than the past two years due to the five year renewal cycle. The cycle means the next 3 years will see workloads increase significantly, reaching a peak in 2021-2022. This is estimated to be double the current demand for renewals. New grant applications are showing a steady annual increase due to shooting sports becoming more popular alongside an expanding population in Hertfordshire. Close management will be required to ensure efficiencies are realised through on-line submissions making best use of technological advancements and learning from the structure and business change reviews.

Demand Matrix Risk Score – Firearms Licensing:

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<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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<td>2</td>
<td>3</td>
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10.5 LEGAL SERVICES

10.5.1 Current and Future Demand – 2018-2022
Having reviewed the past three years of data, it is apparent that the department workload has been fairly consistent and not subject to significant variance. Over this period the department received an average of 55 new claims per annum comprising of Employer’s Liability, Public Liability, issued Motor Liability, Employment Tribunal and Judicial Review claims. The department dealt with an average of 333 cases/enquiries in connection non-claim related work. The most significant areas of work were applications under the Sexual Offences Act 2003, disclosure applications, Police discipline, firearms licensing appeals and responding to Freedom of Information requests.
In 2017, there was a spike in the number of applications for Domestic Violence Prevention Orders (DVPOs) dealt with. The department has been proactive in managing future demand in respect of DVPOs by arranging a number of training sessions held at the end of 2017, to ensure that officers were provided with the necessary skills to conduct these applications themselves.

Demand has also been managed in respect of advice requests in relation to the Duty Solicitor Rota. The department continues to provide ‘real time’ advice to Officers/Police Staff where there is an operational need.

10.5.2 Current status of the workforce and other assets

Legal Services are the Chief Constable’s dedicated in-house legal team. The department represents the Chief Constable and his officers/staff in connection with civil litigation brought against the Constabulary, including claims held in the Employment Tribunal and Administrative Courts. Legal Services also act on behalf of the Chief Constable in respect of civil applications/orders in the Criminal Courts, e.g. orders under the Sexual Offences Act 2003, Anti-Social Behaviour Crime and Disorder Act 2014, appeals against revocation of firearms/shotgun licences and liquor licensing appeals. They provide advice on a wide variety of legal issues to both senior and frontline officers and staff. The department also now have a dedicated insurance team who manage and advise on the Constabulary’s insurance portfolio working in conjunction with colleagues in South East and Eastern Region Insurance Consortium (SEERPIC) and the Constabulary’s brokers and insurers.

Legal Services comprises of admitted (solicitors) and non-admitted staff (paralegal and administrative staff). There are currently four Solicitors, one Civil Investigator, one Business Support Officer and two Insurance Officers employed in the department.

10.5.3 Planned changes to meet future demand

The department has generally managed the demand placed upon it within its ‘controllable’ budget. This does not include the impact on the budget caused by expenditure on settlements/judgements and provision for future claims, which causes an annual overspend. It has been recognised by the Executive/Finance Department that this is effectively a corporate cost which sits within the Legal Services budget, and that can only be managed to the extent of achieving the best possible settlement terms for the claims for which the Constabulary has liability.

10.5.4 Identification of future demand at risk of not being met

It is important to note that as a department there is a history of absorbing any additional workload caused by legislative and Ministry of Justice changes. However the following are noteworthy of consideration:

- The introduction of General Data Protection Regulation (GDPR) – potential for an increase in claims for breaches in data handling
- Judgement in DSD/Warboy case – potential for an increase in breach of Article 3 of the Human Rights Act: claims for failings in the investigation of serious offences
- Disclosure – errors and oversights in disclosure in criminal cases have been high profile in the media and this is likely to impact on disclosure in civil claims as well

If there is a sudden demand for data protection advice (due to the implementation of the GDPR) or an increase in the number of claims (for example because of failures to make
disclosure in criminal cases) this may impact upon our ability to meet future demand. Legal Services may need to consider either additional recruitment or outsource through the National Legal Services Framework Agreement.

### Demand Matrix Risk Score – Firearms Licensing:

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<th>Asset Score</th>
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#### 10.6 PROCUREMENT

**10.6.1 Current and Future Demand – 2018-2022**

Recent developments in demand have primarily been driven by the agreement of the PCCs representing Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk to create a Seven Force (7F) Procurement Team, who will deal with large scale projects as default for all forces to collaborate on.

With the introduction of the BCH finance system, Procurement have access to higher levels of information than before. This means all spend across BCH has been captured leading to a greater need for scrutiny and governance work to be carried out in order to ensure procurement risks are mitigated. This will lead to more challenges for clients within the procurement process, with more tenders being carried out and more quotations being undertaken.

The market for procurement professionals is volatile and recruiting and retaining sufficiently trained staff has proved difficult over the last 3 years. Over the next 4 years as more spend data and greater collaboration between FRS and the 7F, the need for a highly efficient and effective procurement team will be heightened.

**10.6.2 Current status of the workforce and other assets**

There is a varying degree of experience and qualification across the team. A skills gap analysis has been commissioned from CIPS (the procurement professional body), which will highlight where gaps can be closed through effective and timely training that is hoped to be completed by summer 2018.

As part of our on-going commitment to staff in Procurement and as part of our recruitment campaigns, Procurement offer potential new employees the ability to study as part of their roles. Examples include:

- A manager is currently completing a master’s degree in Procurement Law
- An apprentice who is working toward a qualification in business studies
- BCH are supporting 3 junior members of the team with professional training through CIPS, the plan being to then promote internally.

The team exists to ensure that forces comply with current procurement legislation. Assistance is also provided to the PCC’s office, senior management, budget holders and authority members in obtaining best value from their purchases. This should reduce the risk associated with those purchases and ensure that the authority trades on the best terms available. In a rapidly changing procurement environment, the team also helps the PCC’s office in its aim of ensuring that all purchases comply with legislation concerning diversity, disability, equality, ageism, sustainability issues and corporate social responsibility.
10.6.3 Current status of the workforce and other assets - wellbeing

There are minor concerns regarding staff wellbeing as the team is under resourced, however, plans are in place to combat this, including:

- Regular wellbeing checks with staff are carried out for managers to understand where preventative or corrective action needs to be taken
- By offering flexible and agile working staff are able to better manage their work life balance helping to alleviate some of the issues from under resourcing

10.6.4 Planned changes to meet future demand

With the market for experienced and qualified procurement professionals unstable, a targeted recruitment campaign will be required in order to meet future and current demand requirements. Salary packages have been increased in the most volatile areas in an attempt to attract candidates.

10.6.5 Identification of future demand at risk of not being met

The department currently faces a shortage of four experienced MCIPS qualified buyers, which through a targeted campaign we are aiming to fill. If these vacancies are not filled, the Procurement Team will have to contract expensive temporary staff to manage the demands of collaborating across the seven forces and more closely within BCH.

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<th>Demand Matrix Risk Score – Procurement:</th>
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10.7 Professional Standards

10.7.1 Current and Future Demand – 2018-2022

Professional Standards Department (PSD) is a tri-force department which also has responsibility for ERSOU. The department consists of the following units:

- Crime and Conduct Investigations
- Public Complaint Investigations
- Anti-Corruption Unit
- Vetting and Access Control
- Business Management

Current demand within Professional Standards is reported on a quarterly basis through a governance board structure. Data for the performance measures is, in the main, extracted from Centurion, a system used by Professional Standards Departments nationally. This information is also provided to the Independent Office of Police Conduct (IOPC). Additional data for BCH is also extracted from Core Vet for Vetting and iBase for Intelligence. Measures are also in place to include a PSD Control Strategy for threats and risks to the organisation.

In 2017, for Hertfordshire, PSD investigated 515 cases of public complaint that related to a total of 1243 individual allegations. 76 conduct cases were investigated involving a total
of **112** Police officers and staff. With regards to Police Officers, **32** matters resulted in **28** Misconduct Meetings, **4** Gross Misconduct Hearings and a singular Special Case Hearing. **22** proceedings were invoked in relation to Police Staff employees.

**47** matters were referred to the IOPC, **10** of which were subsequently investigated by them, **32** were investigated by PSD with the remaining five dealt with at local level.

There are a number of HMICFRS recommendations that impact on Professional Standards and these have been incorporated into the current delivery plans that are reported on through a number of force boards and also through the governance structure. These include:

- Compliance with the Vetting APP
- IOPC referrals
- Potential discrimination in relation to BME
- Timeliness of Investigations

There are legislative changes being implemented in 2019 which are expected to change demand over the next 4 years.

It is anticipated that a redefinition of the term ‘complaint’ and how these will be recorded and dealt with will change the demand profile. There is a working group between PSD and the OPCC, looking at how that change will be managed by each BCH force. There is anticipation that this may cause a spike in demand due to a number of factors, including differing processes in each force and also complainant’s consent as to how a complaint will be managed. All complaints will be recorded on the Centurion system with some categories being removed as to how a complaint can be dealt with (anticipated 2019). There is also a national working group looking at the category that a complaint can be recorded under.

PCCs are being provided with options to deal with resolution of complaints as well as mandatory requirements to review any appeals. Current work is on-going as to how this will be implemented. The Hertfordshire OPCC already has a Customer Resolution Team which should assist with this change.

Conduct Regulations are being implemented in 2019 which will be a cultural shift for the organisation and impact the department. There is a move towards performance being managed within line management structures rather than misconduct investigations. There is a new process ‘Performance Requiring Improvement’ to be embedded across the organisation, which it is believed will put additional demand on line managers. The extent of demand is being researched and then senior managers will be briefed. Professional Standards Department is expecting to lead on this work alongside Human Resources.

The 7F collaboration project may have an impact on the Vetting Unit. Currently this is not a priority for the project but there are already procurement agreements in place for software which benefit the Anti-Corruption Unit in terms of protective monitoring.
10.7.2 Current status of the workforce and other assets

The BCH tri-force PSD staffing comprises:

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<th>Professional Standards Department Staffing</th>
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<tr>
<td>Detective Superintendent leads</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Anti-Corruption Unit, led by a Chief Inspector, consists of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detective Inspector 1</td>
</tr>
<tr>
<td>Detective Sergeant 1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Detective Constables, Caseworkers, Analysts, an Intelligence Officer and a Business Support Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
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<table>
<thead>
<tr>
<th>Investigations Team, led by a Chief Inspector, consists of:</th>
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</thead>
<tbody>
<tr>
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<td>Detective Constables and Investigators (Investigator vacancies 2) 17</td>
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<table>
<thead>
<tr>
<th>PSD Business Management Team, led by a Chief Inspector, consists of:</th>
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</thead>
<tbody>
<tr>
<td>Business Manager 1</td>
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<tr>
<td>Administrative Assistants 8</td>
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Overall performance is currently measured through the production of a quarterly report to the Governance Board. The majority of this data is taken from Centurion and context added. The IOPC data is also produced for that meeting. There are quarterly meetings with the IOPC Oversight Team as they utilise the data provided by Centurion and publish through their external website. Specific cases and trends may be discussed at that meeting.

The SMT meets monthly and discusses performance of the department. Fortnightly there is a Tasking and Coordination meeting which is attended by Detective Inspectors and Police staff managers. Workloads and performance related issues are discussed, highlighting any trends and risks for the department and any mitigation that can be taken. This meeting also allows the Control Strategy to be monitored.

There is a staff induction course which is in the process of being modified, so it can be tailored to the individual, due to staggered start dates for new staff. Minimum training requirements are agreed for all staff and respective courses arranged. Additional Continuing Professional Development days are organised internally.

There is 24/7 PSD capability through the provision of an on call rota. This is achieved by a core group working a shift pattern, with the majority of the department working Monday to Friday.

10.7.3 Current status of the workforce and other assets - wellbeing

Wellbeing of staff is monitored through unit heads and monthly reporting to the Senior Management Team which HR attends on a bi monthly basis. Health and Safety is also monitored by the Business Manager and reported monthly.

10.7.4 Planned changes to meet future demand

Recent reviews and inspections have already highlighted some of the capacity issues within the department and delivery plans had been put into place to ensure that those changes were delivered. The Vetting Unit is working through a delivery plan to ensure
compliance with the APP, with separate deadlines set. The demand and the profile of the unit has been amended to deal with the anticipated increase in demand that ‘compliance’ will create and is being monitored through the plan and governance structure. This included the additional staffing for the Vetting Unit to meet with the anticipated needs of APP compliance. Changes to ICT within the unit will lead to efficiencies. This risk is captured within the Constabulary’s Strategic Issues Log and is subject to enhanced review and organisational focus.

The delivery plan objectives associated with the Anti-Corruption Unit (ACU) are also progressing. The Control Strategy is reviewed regularly and a proactive stance through training, presentations and meetings is already starting to embed within the unit. A daily meeting managed by the ACU allows early intervention and actions to be taken.

A review of the business management structure within PSD is underway to ensure that it aligns with the new changes. It is anticipated that this will include a more customer centred approach rather than process centred under the current Reform Act.

A review of IT systems and the associated software has been carried out. This has allowed more efficient systems to be utilised and also advantage taken of procurement collaboration with respect to the obtaining of licences.

10.7.5 Identification of future demand at risk of not being met

The shift towards performance rather than misconduct within the Police and Crime Act will place additional demand on the line management structures within the organisation. There are some decisions to be made as to how this is introduced and recorded. The process will need to be efficient and not considered onerous. The introduction of this needs to be carefully managed and will involve engagement from PSD, HR and senior managers on a regular basis, to ensure that it does not lose priority when placed against other demands supervisors and managers already have.

**Demand Matrix Risk Score – Professional Standards – Anti-Corruption Unit:**

<table>
<thead>
<tr>
<th>Asset Score</th>
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</thead>
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**Demand Matrix Risk Score – Professional Standards – Conduct Investigation:**

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**Demand Matrix Risk Score – Professional Standards – Vetting Unit:**

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**Demand Matrix Risk Score – Force Conduct Investigation:**

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<td>5</td>
<td>Medium-High</td>
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</tbody>
</table>
10.8 Finance Services

10.8.1 Current and Future Demand – 2018-2022

The Finance Department provides a full range of financial services including:

- Support and advice to the strategic financial processes
- Financial accounting for both the Constabulary and the OPCC
- Support to the PCC CFO
- Management accounting and support for Constabulary units, the OPCC and lead representatives for collaborated units
- Transactional processing including purchase to pay, income and debtors

In June 2017 the eFin module of the Tri-Force Enterprise Resource Planning System was introduced in Hertfordshire. The new system has provided improved capability to extract and present financial information, which will be further enhanced with the inclusion of richer payroll data following migration to iTrent Payroll in the autumn.

Looking forward, demand will include supporting the implementation of further elements of the BCH Able System including the iTrent Payroll/Expenses and the CARMS duties and overtime component.

10.8.2 Current status of the workforce and other assets

Staff within the department predominantly have a financial background. Following inclusion of the BCH Management Accounts Team, the current workforce is deemed adequate both in terms of size and skills to meet both current and future demands.

Historically, the department has seen low turnover of staff with recruitment focused on filling vacancies as they arise. However recent external recruitment exercises have had mixed results in our ability to attract permanent staff with suitable skills and experience.

The other significant asset is the eFin finance system which is newly implemented and whilst there is further development to be undertaken, has proven its worth during the current first year of early close and in meeting the demands on the department more generally.

The department works closely with the finance departments of Bedfordshire and Cambridgeshire, with each force leading on a specific area of joint provision. The three forces have joint financial regulations.

10.8.3 Planned changes to meet future demand

In the past the department has had a successful track record of absorbing demand through the generation and reinvestment of internal efficiencies and at this stage it is anticipated that this approach will in the main continue and that we will enable the matching of workforce and demand based upon the use of current systems and processes.

10.8.4 Identification of future demand at risk of not being met

See Section 11 – Finance and Budgets
10.9 Human Resources

In November 2015 a collaborated Human Resources (HR) function, including Learning and Development (L&D), was established to support the BCH Tri-force Strategic Alliance.

The budgeted establishment for 2018/19 is 238.53 FTE Police Staff and 62 FTE Police Officers. The following chart shows functional areas of responsibility.

The three year BCH People Strategy and Plan sets out objectives for five key themes:

- Attract, Retain and Reward
- Leadership
- Developing and Supporting our People
- Transformation
- Organisational Effectiveness

The Plan sets out the HR Service Commitment, values, core services, strategic context and environmental scanning and is supported by Delivery and Operational Plans. The Strategy and Plan is currently being reviewed and reshaped to ensure that it properly supports delivery of organisational priorities and changing demand.

Progress against the plan and overarching strategic objectives is monitored quarterly by the BCH People Board, and the Organisational Support Delivery Board. The BCH People Board is responsible for driving the delivery of the BCH strategic agenda to ensure an effective, efficient and engaged workforce to deliver policing priorities and services.

10.9.1 Current and Future Demand – 2018-2022

The expectation is that overall the demands on HR will increase. In particular, the demands from national work, as part of workforce transformation and pay reform, will result in a considerable increase in workloads.
The four priority programmes identified for workforce reform are set out below:

- **Reform of Initial Recruitment Processes**
  The trial for this starts in April 2018, with a review during 2019. This will set core national minimum standards, with some scope for local criteria and an assessment of what works in terms of attraction. This reform is likely to result in new and different recruitment procedures and resulting workload.

- **Advanced Practitioner**
  This links competence to pay, with the trials continuing until September 2018. If accepted there will be a phased roll out from January 2019. This has a number of considerations including where these roles may be, how many and what support structure will be required.

- **Professional Development Programme**
  There are three key components which will impact on HR:
  
  o The Assessment and Recognition of Competence (ARC) is already embedded within BCH and this currently involves a light touch approach to assessment training which may require review.
  
  o Personal Development Reviews will require consultation with stakeholders around how Reviews can be made more consistent and meaningful and equipping managers with the skills to have confidence around difficult conversations. There is an issue of ensuring quality assurance and in ensuring that this links with talent management, skills and succession planning. PDR will be the cornerstone of pay reform and strategic consideration is being given to how we position PDR activity to achieve this.
  
  o Professional Profiles will cover all generic officer and staff roles and will have links with the skills audit. Roll out of these and how these differ to current BCH role profiles and the impact of this is part of a working group.

- **Initial Entry Routes**
  Changes to initial entry routes are the workforce reforms expected to have the most impact on HR with the introduction of the Police Education Qualification Framework and Staff Apprenticeships.
  
  The challenges and demands on HR include:
  
  o Procurement issues as the timing of national frameworks may mean that we are not ready on time, due to the complexity of a 7F agreement and procurement process and lack of providers interested in delivery.
  
  o How this will fit with the workforce plan which will need to be delivered alongside transition, including alignment of BCH recruitment.
  
  o The required transformation of L&D: new curriculum, assessment, mentoring and coaching and new skills/knowledge for the delivery team.
  
  o Workforce planning challenges, as there will be deploy ability impacts, which will affect existing challenges filling required student numbers.
  
  o Staff Apprenticeships will require diversification of resources within HR and L&D to support. The delivery of PEQF will require organisational transformation and will impact in a fundamental way on available resources, the design and delivery of tutoring and assessment arrangements, and cultural impacts of engagement and development of
officers through the new entry routes who may have different expectations around leadership and the psychological contract.

**Officer Pay Reform**
The areas of workforce transformation are seen as critical to pay reform, and will support proposed developments around Police Officer pay (including breaking the link between pay progression and time served, and establishing an element of pay which reflects the particular demands of the Police Officer role). HR support will be needed to fulfil implementation of these changes, which will fundamentally change the landscape around pay and reward and will generate cultural and practical impacts.

**Leadership and Professional Development**
The College of Policing Leadership Review continues to generate initiatives and changes to the national landscape around leadership development. There is an ongoing requirement for HR to assess and reshape local delivery plans to respond to national changes. Other factors which will result in an increase in demand include the following:

- **Recruitment**: Hertfordshire Constabulary has taken the decision to increase recruitment of Police Officers. This impacts on a number of units within the department including the resourcing function, the HR Service Centre, Occupational Health Unit and L&D. In OHU and L&D in particular current demand is outstripping supply and work is underway to more fully understand current and future demand and map resource requirements.

- **New Areas of Demand from Forces and HMIC Inspections**: These include requirements for HR support for Accelerated Detective Programmes, leadership development, talent management, management of limited duties and skills audits. There is also an increased focus on wellbeing, health and engagement.

- **Changing Crime Types**: The changing nature of crime types, such as increases in cybercrime and safeguarding, will impact on future L&D demand as this will require training input to develop capability.

- **Support for Collaboration**: New and complex forms of collaboration such as blue light collaboration and regional seven force collaborations will require specialist HR support.

- **Drive for a More Diverse Workforce**: This will require the need for more attraction work and strategies.

- **Shifting Demand Channels**: New HR IT systems for transactional HR activities: Customer Relationship Management (CRM), Occupational Health and Learning & Development (Digital Learning) are due to be implemented in the next 12 months. In the short term this will increase demand as managers and staff become familiar with new ways of working.

- **Support for Managers**: Lack of confidence in managers to manage people and follow HR policies and procedures requires further improvement.

- **Labour Market Issues**: Pressures in the labour markets are increasing and in turn increases demand for attraction, retention and reward strategies. For example the retention of some specialist staff such as Investigators, Crime
Analysts and Firearms Officers has been identified as an issue. There are also resourcing issues identified in the Force Communications Room.

10.9.2 Current status of the workforce and other assets

This is monitored through the governance arrangements set out previously and fortnightly Senior Leader Team (SLT) meetings. Points to note are as follows:

- Within the department, there are high levels of skills and experience and relevant HR qualifications, particularly at HR Manager and advisor level.

- Competition in local markets for qualified HR Advisor roles is strong and the department are looking at other ways to develop and grow talent from within.

- Generally turnover in the department is low and overall sickness levels are below force averages.

- There are however, recruitment and retention challenges with Occupational Health Advisors and Trainers. These difficulties are significantly impacting on our ability to meet demand and provide a service to officers and staff. Where Police Officers are required for trainer roles, it has proved difficult due to operational pressures to get individuals released to take up these critical L&D roles. There are issues around our ability to resource a backlog in required driver training courses and issues around securing staff to delivery Taser training, which carries operational risks and impacts.

- A skills and capability gap has been identified around commissioning, managing contracts, dealing with Higher Education Institutions, training and assessing at degree level, talent management and leadership.

- With the implementation of the new HR IT system, a different skill set will be required in the HR Service Centre with staff dealing with fewer transactional activities and more technical and complex queries.

- Training delivery will also be different in the future. There is a cultural shift needed across BCH to achieve a reduction in classroom based and increase digital learning, as such there will be the need to change the remit and skill set of trainers.

- The HR function has already been through significant restructures and different ways of working (e.g. moving from supporting one force only to three) and with further changes forthcoming there is the risk of ‘change fatigue’ and loss of critical skills and experience.

10.9.3 Planned changes to meet future demand

Plans to meet anticipated demand include the following:

- Change in the department is being managed through an HR Transformational Programme consisting of eight key projects. This is currently under review to make sure that resource and activity is geared towards the national workforce transformation agenda and BCH transformation around systems.
- Implementation of new HR IT systems in the HR Service Centre, Occupational Health Unit, Recruitment and L&D, will in the longer term reduce demand for transactional activity in HR and should drive out some efficiencies
- Reducing demand by alignment and presentation of options around service delivery and services to cease so that core demand can be met. This will include a better understanding of current demand
- Carrying out a skills audit of HR staff and assessing capability against future skills sets required, and seeking to recruit to fill the gaps. Future skills requirements will inform the future structure of HR. Building personal resilience and ensuring staff are comfortable working with complexity and on-going change is an area of focus
- Service reviews in both Occupational Health and L&D are being carried out to assess demand and offer service options
- Building in-house capability of services that are currently provided externally

10.9.4 Identification of future demand at risk of not being met

The detailed impacts of workforce reform and pay reform as stated will become clearer during the next year. The demand for HR support for the reform of initial recruitment processes, advanced practitioner, the professional development programme and initial entry routes will be considerable and will require wider support from the organisation due to the breadth and impact of the changes. This is on top of supporting business as usual and implementing new systems.

Other demand is also unknown currently, as it depends on the outcome of service reviews and when and how HR IT systems are implemented, along with what efficiencies they generate. This should become clearer in the next 12 months.

There are also uncertainties, until force budgets are set for 2019/20, about the size of future recruitment programmes.

In general, HR are not resourced for sudden uplifts in demand, for single force initiatives or for large scale projects such as harmonisation of terms and conditions. These place considerable strain on HR resources.

It has also been recognised that specialist skills will be required to meet some demand.

**Demand Matrix Risk Score – Human Resources:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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</thead>
<tbody>
<tr>
<td>3</td>
<td>5</td>
<td>High</td>
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</table>
Section 11 – Finance and Budgets

11.1 Introduction

Hertfordshire has Net Revenue Budget of £190.2m. It has a good track record of financial management, generating on-going savings of £36.8m since 2012/13, and enabling £13.0m of these savings to be re-invested in priority areas. HMICFRS have recently graded Hertfordshire as ‘good’ in terms of Efficiency.

11.2 Making Best Use of Resources

The Constabulary’s spend level is low-medium relative to forces nationally and in our Most Similar Group (MSG) as evidenced in the 2017/18 Value for Money (VFM) profile:

- Nationally 29th highest (out of 41 forces)
- MSG 4th highest (out of 8 forces)

By way of context, the force has the 25th highest level of demand per head of population for emergency incidents and recorded crime and the 24th highest level of 999 calls.

Hertfordshire directs a high proportion of its resources to frontline policing, some 72.3% compared to 69.9% nationally and 70.9% in MSG. Equally, the force spends a lower proportion on business and specialised support.

Linked to the low-medium level of spend, Hertfordshire has the third lowest level of precept in England and Wales.

The force has made best use of its financial resources through:

- The establishment of cost effective Collaborative arrangements to deliver specialist policing through the Joint Protective Services command, Operational Support and Organisational Support Units. These collaborated teams are predominantly structured around the BCH Tri-force Strategic Alliance and to a lesser extent through the 7F regional collaboration and cross regional structures, including the Chiltern Transport Consortium. Approximately 30% of the overall force budget and staff establishment is now delivered through collaborative arrangements and since 2012/13 some £15.0m of recurring collaborative savings have been achieved with £9.0m in Joint Protective Services and £6.0m in Organised and Operational Support areas.

- The efficient procurement of goods and services to support policing delivery. A BCH Procurement Department oversees the purchasing of some £35m - £40m of goods and services per annum. This approach has achieved efficiencies by adopting standardised specification, aggregation of spend and economies of scale. As a result a high proportion of our purchasing is now managed through collaborative arrangements, be they BCH, Regional or National and covering ICT, Fleet, Estates and Specialist Policing Requirements and the HMICFRS VFM Profile shows that Hertfordshire’s non-pay spend is significantly below the National and MSG level.

- Driving out efficiencies in Local Policing. Notably in custody and investigation and thereby identifying scope to re-allocate resources to areas facing marked increases in demand e.g. safeguarding.
Operating an effective and balanced staffing model – Hertfordshire, with its close proximity to London, operates in a high cost labour market. Operating within the national regulations Police Officer costs per head of population are marginally below the national average reflecting our lower overall spend, the cost of the South East Allowance to support retention and the relatively young in-service make-up of our officer workforce. Budgeted overtime is below average but where there are shortfalls in officer numbers this budget will be supplemented by officer underspends to provide additional resourcing. Police Staff and Police Officer spend is marginally above the national average reflecting the relatively high use of Police staff and the need to pay additional market premiums to retain specialist staff.

The HMICFRS VFM Profile identifies that Hertfordshire is spending below the National and MSG average for Public Contact, Criminal Justice, Custody, Specialist Policing (Firearms and Dogs) and Support Services. This has enabled the Constabulary to invest a relatively high level of resourcing in Local Policing, and thereby allowed the force to maintain the resourcing of the Neighbourhood Policing Model, which is embedded in each of our 10 main Community Safety Partnerships, with their focus on problem solving, reassurance and crime prevention thereby reducing the number of victims and demand for policing services.

11.3 Financial Implications of Future Demand

In recent years the Constabulary has shifted resources to better meet existing and projected demand. The Constabulary has used evidence based demand analysis to shape services so that they better address the source of demand (e.g. repeat Domestic Abuse) and more effectively prioritise the resourcing internally and with partner agencies. In recent years this work has led to the re-alignment of local investigative resources into Safeguarding and specifically the establishment of and enhancement of the Domestic Abuse Investigation Unit (costing £3.6m with 80 officers and staff), investment in Cyber-crime resourcing, combating Child Sexual Exploitation (costing £1.0m) and investing in early intervention projects involving mental health through Street Triage and with Local Authorities regarding adults with complex needs.

In 2017/18 the Constabulary, like much of the Police Service, has faced a marked increase in demand across the key areas of policing activity; incidents, requests for attendance, crime volumes and emergency calls. In response in 2018/19 the Constabulary is investing an additional £3.0m funded from the increase in precept. Additional resourcing in the Force Communications Room is designed to better assess the nature of calls, the policing response, making the Constabulary better at managing risk at the first point of contact and thereby using resources more effectively. Additional resources have also been invested in our crime and investigation management processes and systems (Athena), strengthening information sharing with other forces and supporting more effective investigation and engagement with victims.

Finally, significant work has been undertaken to model current and projected demand on frontline policing in Intervention Teams. The work has focused on measuring the level of demand arising from incidents and crime levels, the efficiency of our processes including attendance and the operation of our shift system and identified proposals for improving the match between demand and resourcing. This can partly be achieved through improvements regarding crewing, and geographic response deployment. Building on this an additional 35 officer resources have been invested allowing the organisation to optimise the shift system to better meet demand and resource a local pro-active capability.
11.4 Managing Financial Risk

In the last year the force has received a positive assessment of its financial arrangements. HMICFRS assessed the force as good in terms of efficiency and our External Auditors have given a positive assessment of our arrangements to support efficiency, effectiveness and economy and with regard to Value for Money. Internal Audit have reviewed our key financial systems following the introduction of the new financial system and given substantial assurance regarding the ledger, budget monitoring and payroll and reasonable assurance on the payments and debtor’s audit.

The Constabulary identified financial risks regarding the ability to achieve the Medium Term Financial Plan recognising the uncertainty regarding the level of grant funding in future years and the scope to achieve further savings particularly in the collaborative area. The Constabulary was able to mitigate these risks through the Medium-Term Reserves Plan, which includes invest to save proposals and by having the flexibility to increase precept. In light of the 2018/19 grant settlement and precept decisions, the financial risks have been significantly reduced. Looking forward the main financial risk relates to the need to reduce dependence on reserves over the medium-term.

11.5 Force Wide Financial Assessment

At the time of setting the 2018/19 budget the Force and OPCC undertook a financial assessment over the Medium-Term period.

<table>
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<th></th>
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<th>2020/21 £m</th>
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Medium-Term Financial Plan 2018/19 – 2022/23

This took into account:

- **The Overall Funding Context**: Police Grant makes up two-thirds of overall income. The force is assuming that grant income is going to be maintained at the current cash level over the coming five years, and therefore increases in pay awards, inflation, and new demands will need to be met from further savings or an increase in precept. This approach is consistent with the Government’s statement regarding funding in 2019/20. There is greater uncertainty regarding grant funding over the medium-term. We now anticipate a Spending Review in 2019 which will impact on funding from 2020/21. In addition it is considered likely that the distribution of
grant funding will be reviewed again. Recent reviews have indicated that Hertfordshire would benefit from updating the funding model, partly linked to the above average increase in population growth in the county.

- **The Projected Level of Standstill Costs:** The biggest component of this is the impact of Police Officer and Police Staff pay awards. A 2.0% pay award has been assumed for 2018/19 with pay awards falling back to 1.0% in the following years. In addition, it is projected that the force will incur additional costs relating to the introduction of the new Student Officer Training Model and delays to the introduction of the Emergency Services Network. Resources have also been built in to cover additional borrowing costs arising from Capital Expenditure, notably the proposed rebuild of the Headquarters site. A compensating reduction in estate running costs has been projected towards the end of the Medium-Term period alongside the generation of income through the disposal and development of the surplus estate assets.

- **The Projected Level of Investment and Savings:** As set out above significant investment has been built into the 2018/19 budget. Building on the ongoing demand management work and the analysis contained in this statement further work will be undertaken over the summer and autumn to identify those areas subject to changing level of demand. Similarly work is on-going regarding BCH, 7 Force and National efficiency savings. A Medium-Term savings target of £5.2m has been built into the Medium-Term Financial Plan with £1.2m of collaborative and local savings built into the 2018/19 budget. This figure is lower than in previous years, reflecting the completion of a major collaborative programme and the reduced scope for savings, given the increased demands on operational and support services (particularly in HR) and the relatively low level of spend in these areas as demonstrated by the VFM Profile.

- **The Medium-Term Reserves Plan:** Hertfordshire has built up reserves through prudent financial management and integrated the use of these reserves into the Medium-Term Financial Plan. As at the end of 2017/18 reserves are projected at £34.5m. It is planned that some £7.7m of reserves will be used in 2018/19 and that there is phased reduction in the use of reserves over the Medium Term.

After building in these components, the published Medium Term Financial Plan shows a balanced budget in 2018/19, 2019/20 and 2020/21 and a budget gap of £5.972m (3.0%) in 2021/22 rising to £7.246m (3.6%) in 2022/23. The Police and Crime Commissioner does not assume automatic precept increases each year, but is committed to reviewing the level of precept on an annual basis in the context of the latest information available. The Government have indicated that an increase of up to £12 per year will be allowable in 2019/20 without the need for a referendum. If this were needed in Hertfordshire, it would generate an additional £5.35m, thereby bridging a significant proportion of the projected budget gap. Taking into account the scope to increase precept, and the need to reduce the dependence on reserves it is considered that the core resource forecast should reflect the maintenance, or a small reduction, in real terms over the Medium-Term. The consequence of this, is that any further investment in resources will need to be funded from an increase in productivity and the re-allocation of resources.

As part of the Medium Term Financial Plan, a 4 year Capital Programme has been established. The 2018/19-2021/22 Capital Programme reflects the Estates Strategy which was agreed in June 2017, and includes a proposed investment to upgrade and redevelop the Headquarters site and investment in the local policing estate, where possible with
Local Authority partners. The programme totals £55.2m and in addition to the Estates Programme it builds in estimated costs relating to Emergency Services Network, the new national mobile communications service, the ICT Investment Programme and Fleet Redevelopment Programme. It is projected that the four-year Programme will be funded from general capital grant of £2.3m, capital receipts of £14.8m and borrowing of £38.1m. The revenue budget implications of increasing borrowing to fund the capital programme and projected estate generated income have been included within budget plans.

**Demand Matrix Risk Score – Finance:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Section 12 – Collaborations

12.1 Introduction

Hertfordshire Constabulary has an on-going commitment to Police collaboration. The Constabulary and OPCC have also worked in partnership with Hertfordshire County Council covering primary community safety and protective services. In addition, the Constabulary is part of the Chiltern Transport Consortium, to achieve economies of scale in vehicle fleet purchases (see Section 10 – Forcewide Functions) and also the National Police Air Service.

In April 2013 Bedfordshire Police, Cambridgeshire and Hertfordshire Constabularies (BCH) introduced a Joint Protective Services (JPS) strategic alliance to deliver collaborated protective services across the three counties. The scope and arrangements for these services within the strategic alliance are covered by a section 22A of the Police Act (1996) agreement (s22), signed by each of the Chief Constables and Police and Crime Commissioners.

The BCH collaboration is governed through the following structures:

- **Strategic Alliance Summit** (PCCs and CCs)
- **Joint Chief Officer Board** (Chief Officers of BCH)
- **Joint Protective Service Governance Board**
- **Organisational Support Governance Board**
- **Operational Support Governance Board**

The departments included in the collaborated BCH Tri-force Strategic Alliance are:

- **Joint Protective Services (JPS)**, coordinated by Bedfordshire:
  - Armed Policing Unit *(Section 7 – Major Events)*
  - Camera, Tickets and Collisions Unit *(Section 3 – Criminal Justice and Investigations)*
  - Civil Contingencies Unit *(Section 7 – Major Events)*
  - Dog Unit *(Section 7 – Major Events)*
  - JPS Command Team *(Section 7 – Major Events)*
  - Major Crime Unit *(Section 3 – Criminal Justice and Investigations)*
  - Operational Planning and Support Unit *(Section 7 – Major Events)*
  - Roads Policing Unit *(Section 7 – Major Events)*
  - Scientific Services Unit *(Section 3 – Criminal Justice and Investigations)*

- **Organisational Support**, coordinated by Cambridgeshire:
  - ICT and Information Management *(Section 9)*
  - Human Resources *(Section 10 – Forcewide Functions)*
  - Professional Standards Department *(Section 10 – Forcewide Functions)*
Operational Support, coordinated by Hertfordshire:
- Criminal Justice (see Section 3 – Criminal Justice and Investigations)
- Custody (see Section 3 – Criminal Justice and Investigations)
- Firearms Licensing (see Section 10 - Forcewide Functions)

12.2 JOINT PROTECTIVE SERVICES
(See Sections 3.2, 3.5 and 7.2 – 7.6)

12.3 ORGANISATIONAL SUPPORT
(See Sections 9.1, 9.2, 10.7 and 10.9)

12.4 OPERATIONAL SUPPORT
(See Sections 3.3 and 10.4)

12.5 SEVEN FORCE STRATEGIC COLLABORATION PROGRAMME (7F)

In October 2015, the Seven Force Strategic Collaboration Programme (7F) was commissioned by the Chief Constables and Police and Crime Commissioners (PCCs) of Bedfordshire Police, Cambridgeshire Constabulary, Essex Police, Hertfordshire Constabulary, Kent Police, Norfolk Constabulary and Suffolk Constabulary. They meet quarterly at the Eastern Region Alliance Summit (ERAS), where formal progress reports are presented.

Beneath the Summit Group, an Oversight Group convenes regularly to oversee the Programme and its work. This group is chaired by a PCC and has representation by each force at Chief Constable and PCC level.

The 7F Programme Team comprises of Officers and Police Staff from the seven Police forces, overseen by a Programme Director. 7F continues to make positive progress and proposals cover a number of work stream areas being developed in line with the overarching aims of the programme which are to deliver enhanced Public Service, Efficiency, Effectiveness, Value for Money and Savings.

Overview of the 7F Programme Work Stream Areas
National Specialist Capabilities Review; Building the Infrastructure; ICT; Procurement; Vetting; Criminal Justice; Physical Records Storage; Armed Policing

12.6 Benefits

Each work stream is designed to identify potential benefits, plan how they will be realised and then facilitate their delivery. The range of benefits derived from, or assisted by, programme activity is broad and includes both quantitative and qualitative benefits.

The existence of the 7F Programme has-established and reinvigorated existing meetings, with expert groups from across the seven forces helping to build the 7F Infrastructure. Soft benefits are immediately delivered through connectivity, sharing of good practice and reduced duplication, with a ‘single voice’ on national matters to influence national policy.

The 7F Programme provides a link into national reform programmes and the opportunity to assist the seven Chief Constables and their respective national policing responsibilities.
Four successful Police Transformation Fund bids by the 7F Programme amount to £4.2m and recurring savings of £1.2m have been achieved.

12.7 Future Demand

The 7F programme has a number of work strands underway. It promises much, but now needs to demonstrate ability to delivery of the significant benefits outlined by the programme over the next 12 months.
Section 13 – Organisational Learning


Adapting to Changing Demand
The Constabulary has a long history of delivering local change projects and organisational evolution within the county, as evidenced by its collaboration projects as part of the BCH Tri-force Strategic Alliance.

Strategically, change is overseen by Chief Officers through the Organisational Development Board, chaired by the DCC. This group tracks all organisational change and evolution to ensure interdependencies with both local and BCH alliance changes are understood, and considered against the corporate resourcing picture.

In early 2017, the Chief Constable set out a vision to develop the Constabulary into a learning organisation, with focus on early intervention and problem solving. To deliver this vision two themes of work were commenced:

- Project Odyssey
  The project aimed to develop understanding of the current and future demands faced by the organisation and explored the current effectiveness of the policing model delivering frontline uniformed services to the public of Hertfordshire.

- A review and restructure of resources in departments delivering Corporate Development, Local Change, Workforce Development, and Community Safety and Crime Reduction. The intention was to identify the optimum model for delivering a culture of organisational learning and development, which would become forward facing and thinking.

Current Work Streams
A range of projects are going through the corporate change process.

13.2 Current status of the workforce and other assets

Intervention
Confronted with evident and increasing pressure upon frontline response teams, a diagnostic approach was adopted to review the response policing model.

To achieve this, a number of key drivers known to influence overall productivity of a response function were examined. Where improvement opportunities were identified, these were tested using predictive modelling and optimisation tools.

Key findings included:

- The Force achieves a reasonable performance against the 15-minute response standard (83%) for immediate incidents but performance is markedly lower against the 60-minute standard for Priority incidents (65%)
- The intervention shift pattern was a poor match for demand
- Double Crewing rates were high
- Officer utilisation rates were high
- Officer did not routinely cross CSP borders

As a result the organisation has taken the following action:

- Design and implementation of a new shift pattern with an improved match to demand
• Refreshed understanding of the crewing policy. Double crewed vehicles have reduced supplementing capacity
• Invested in a further 35 Officers to frontline policing
• Developing a process to enhance cross border deployment
• Explored alternative deployment bases including the scoping of the Fire and Rescue Service’s estate

**Shift Pattern Design and Development**
This is currently being implemented by business leads with the support of the Change Team. It is expected that outcomes will include improvement in the attendance times for incidents, a reduction in officer utilisation rates, and improved officer well-being.

**Safer Neighbourhood Team**
Hertfordshire Constabulary developed two tools which together triangulate understanding of Safer Neighbourhood Team demand.

- **Priority Based Budgeting**
The Priority Based Budgeting (PBB) model for Safer Neighbourhood Teams (SNT) used activity analysis data aligned to the job descriptions of SNT Officers and the unit cost for each SNT role. A baseline scenario was run, which provided a costed model based on current budget, resource allocation and activity. A similar scenario was then repeated with the same budget, but where resource was allocated based upon the drivers of demand for current SNT activities. The model can run future scenarios, which create a demand-led allocation of SNT resources to Constabulary priorities within an affordable budget.

- **Harm Allocation of Resources Model (HARM)**
The HARM tool was developed in conjunction with the Local Change Team to generate an index for the county of Hertfordshire. The key principles behind the creation of the model was to consider multiple elements or domains in relation to Harm and Risk, while being flexible enough to change weightings based on professional judgement. The HARM tool allows a predictive capability as metrics can be altered and scenarios tested against socio-demographic data or change to the policing landscape, for example, increase in an emerging crime type (e.g. Cybercrime).

**Organisational Learning**
Chief Officers are committed to developing the Constabulary into a ‘Learning Organisation’. Implementation involved an internal restructure and development of the Organisational Learning Department to enable alignment of processes and reduce duplication; using technology to transform and reduce demand within the Constabulary.

By assessing and challenging their work streams and capacity it was apparent present structures did not deliver the most effective and efficient way of working, with duplication of effort and some ‘silo working’. Detailed demand analysis was performed, identifying options for implementation across the four portfolios. Recommendations were based on developing an organisation wide learning culture. Changes are being implemented with a number of business cases being developed for further consideration.

Cognisant of the growing threat presented by county lines drugs supply networks, as well as Cyber-crime, and the relationship with young people, the Constabulary has seized the opportunity for the review of the Children and Young Persons Team, to enable a more
global approach. This will consider how existing resources can be better targeted and aligned with partner agency resources, to address these specific threats.

13.3 Planned changes to meet future demand

Whilst Hertfordshire Constabulary is developing its ability to understand and predict current demand, further work is required to accurately, effectively and consistently predict future demand. A range of measures are in place and will be built upon in the coming year to provide a strong base for effective strategic planning and decision making.

Thinking and Analysis
A rebranded Thinking and Analysis section will automate data collection and analysis, enabling staff time to be invested in interpretation of the findings and what the predicted trends and challenges ahead may look like.

An organisation wide refresh of ‘Problem Solving’ is underway, sponsored by the Chief Constable, working with key local partners and the Community Safety Board. Training sessions have been delivered to 1200 frontline staff and supervisors, which will be supported by a corporate implementation plan and PDR objectives at all levels. A Problem Solving Conference and an ongoing publicity campaign to embed the approach will also support the plan going forwards, with an explicit ambition of early intervention, restorative justice and identification of the root causes in order to reduce overall demand.

Resource Modelling and Planning
Officer and Police Staff recruitment to ensure that the Constabulary has the right resources in the right place at the right time, continues to be a significant focus and challenge.

In order to ensure that Constabulary requirements were met, reinvestment has made in a number of roles and work alongside existing resources and HR functions.

As part of the restructure, existing resources aligned to recruitment and development of Special Constabulary Officers and Volunteers were realigned and incorporated under a single Workforce Development Team. This approach has led to a more cohesive and flexible team which is now driving very effective recruitment campaigns for Officers, PCSOs, Specials and Volunteers. Despite an in-year requirement to increase officer numbers, the team has led an effective recruitment programme, including the highest levels of BME recruits ever achieved.

See also Section 14 – Workforce

Process Review and Optimisation
Against a wide array of change programmes, the Constabulary is aware that regular review and Post Implementation Review is essential to capture learning and also remain mindful of subsequent changes in demand, which may necessitate further review or realignment of resource.

This approach is driven and overseen by the Local Change Team.
13.4 Identification of future demand at risk of not being met

It is difficult to assess with accuracy where we will be most challenged and unable to meet future demand and to what extent. Consideration of the Strategic Threat and Risk Assessment and local dynamics, suggests greatest challenges around the following areas to varying extents:

- Detective capability
- OCG networks and related gun and knife crime, including resultant homicides as well as the expected and emerging diversification into Cyber related activity and crime
- Cybercrime
- Safeguarding
- Mental health demand
- Demand generated by a failure of public sector agencies to work effectively to tackle route cause issues in partnership
- Workforce reform
- Digitalisation of services
Section 14 – Workforce

14.1 Introduction

![Chart showing workforce statistics]

**Executive**
- 4

**Chief Supt**
- 5

**Supt**
- 14

**Chief Insp**
- 33

**Insp**
- 88

**Sergeant**
- 275

**Police Constable**
- 1434

**PCSO**
- 210

**Specials**
- 250

**Establishment - Actual Strength POLICE STAFF** (excluding PCSO’s)
- Police Staff 1340

**Gender Split (Officers) Current Force Levels**
- Female 32%
- Male 68%

**Ethnicity Current Force Levels**
- BME 4.1%

**Sickness average days sick per annum to March 2018**
- Officer 9.8
- Staff 8.5

**Recruitment last 12 months**
- Officers 92

**Leavers last 12 months**
- Officers 110

Data source period as at 28/02/2018
The Resource and Workforce Planning function provides the HR expertise and support to ensure effective resourcing with right people at the right time and the provision of management information products to enable managers to effectively manage their people resources.

The key services are:

- **Workforce Planning**
  - Production and maintenance of a single workforce plan identifying resourcing requirements - numbers, skills, diversity for all groups of officers and staff
  - Planning resourcing activity to meet workforce plan targets
  - Design of identified priority talent management and succession planning products/processes

- **Management Information**
- **Support to Postings Activity**
- **Recruitment, Selection and Promotion**
- **Equality and Inclusion**
- **Systems Management**

The recruitment plan below is based on modelling and projections available as at 19th March, 2018.

### 14.2 Recruitment Plan 2018-2019

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<thead>
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<td>Police Now</td>
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<td><strong>PCSOs</strong></td>
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<td><strong>Specials</strong></td>
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</table>

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21 BCH Workforce Plan 2018-2019
High and increasing house prices and rent values are making it difficult for staff to live in Hertfordshire, or at least the more expensive parts of Hertfordshire. This affects recruitment and retention of staff. Already the Constabulary has seen an impact on the willingness of staff to work in certain locations and the increase in submissions of Work Life Balance requests to accommodate travel arrangements.

14.3 Workforce Planning

The planned move to 3 year apprenticeships for officer recruitment is now more clearly articulated by the College of Policing. We assess that this new approach will result in an initial negative impact on deployable officer numbers, due to the extended training programme and the significant abstractions required. The Constabulary has therefore increased its recruitment activity for 2018/19 to go beyond its planned officer numbers to offset this impact ahead of the change. However, this will place significant pressures upon the HR functions who are seeing similar demand from Bedfordshire and Cambridgeshire.

There is a noticeable reduction in the numbers of applicants applying for Officer intakes, and so action is being taken now to generate more innovative and effective attraction strategies to ensure the health of the candidate pipeline. Managing this alongside the transition to a new candidate attraction strategy for PEQF will be challenging.

Police Now

Cognisant of the benefits of differentiated career pathways into the organisation, we engaged with ‘Police Now’ for the first time in 2017, with an intake of 7 Officers on this programme. Building on the positive experience we have engaged with Police Now again and expect to receive a further cohort of 15 in September 2018.

Officers on this scheme in Hertfordshire will continue to be considered supernumerary. Hertfordshire have committed to an intake in 2019/2020. It is expected that the Resourcing Group will do a review in the autumn of 2018 following one full year of the scheme.

Detective and Investigator Capability

The ability to attract and retain Detectives, presents an on-going challenge for the Constabulary. Against the increasing levels of more complex and safeguarding related investigations as well as OCG, county lines and Cyber related demand, this presents a clear strategic risk to the Constabulary ability to effectively investigate crime.

Against an establishment of 350 Detective Constable posts (those posts not in collaborated functions), 36% (126) are not PIP2 accredited posts. This is largely due to a high proportion being filled by Trainee Investigators (TIs) and is largely unchanged across the last 12 months, despite proactive recruitment of 79 new TIs.

This position is compounded, due to the number of qualified Detective Constables also approaching their end of service. The current profile indicates:

- 48 will reach 30 years’ service within 3 years
- 80 will reach 30 years’ service within 5 years

There will be a continued need to identify and train suitable Detectives for the foreseeable future.

The ability to effectively support, develop and accredit such large numbers of TIs is recognised as a specific threat to the Constabulary.
We assess that the impacts of these two issues will require a further investment of dedicated resource and have plans in place for the creation of accreditation roles within the Workforce Development Team, to ensure that we can deliver and post suitably trained staff to business areas without undue delay.

**Accelerated Detective Recruitment – Hertfordshire Initiative**

Nationally Detective numbers have been under some pressure for some time and this is an acute position in the South-East of England. There are various models around recruitment for direct entry into investigative roles being scoped by a number of forces around the country.

Hertfordshire Constabulary have introduced the Accelerated Detective Programme which will see a Trainee Detective Constable through a two year probationary period. Training will include familiarisation visits to operational Police buildings and later working within a Criminal Investigation Department. Recruits will be selected to go into detective roles once they have completed their probationary period. There will be 16 officers joining the Constabulary in May 2018 and a further cohort of 16 is planned for the autumn of 2018. Progress of these candidates will be subject of close monitoring to determine the effectiveness of this approach. If successful, we envisage this becoming a more formalised career pathway into the organisation, which may attract a wider skills base and better enable us to fill DC posts for the longer term.

Similarly **30** new Police Staff Investigators have been recruited in the last year.

Successful candidates will be required to complete the National Investigators Exam and Detective training course and continue to work towards becoming a substantive Detective Constable within their 2 year probationary period.

**Direct Entry Superintendent**

Hertfordshire has signed up to the Direct Entry Superintendent scheme in 2018/19; selection is due to take place in June 2018 with successful candidates joining in November.

The Direct Entry Superintendent training and development programmes are a fundamental and crucial change to bring professionals with proven leadership skills, different thinking and experiences from other sectors into the Police service to deliver policing which is professional, efficient and capable of dealing with the growing pressures of today and beyond.

**Police Community Safety Officers (PCSOs)**

Hertfordshire remains a keen advocate of PCSOs and we seek to use them widely in all districts, with many districts also part funding PCSO roles. The current establishment is **223** posts of which **209** are filled.

Our experience is that PCSO roles are a very popular route into the Constabulary and as a result we see regular turnover into Police Officer roles. Consequently, we require ongoing recruitment activity and it has become more difficult to maintain the establishment number over the last year.

To address this issue, we have drawn upon our very positive experience of using ‘Soapbox’ recruitment campaigns for Special Constables and have adapted this for PCSOs. Alongside an offer of part time posts for the first time (as well as full time roles), we are seeking to appeal to a differing demographic who may see a part time PCSO role as an attractive long term career choice. We anticipate that this will assist us to stabilise PCSO turnover rates, whilst also attracting a more diverse range of recruits.
Leadership
Developing and maintaining effective leadership skills across the Constabulary is a key focus going forward. The heavy reliance upon large numbers of acting and temporary Sergeants in particular, has resulted in fragility around the supervision of frontline investigations and incidents and was identified in the HMIC reports in 2017.

To address this, the Constabulary is now into its second year of the ‘Valuing Our Leaders’ workshops, which focus upon supervision skills and issues for Sergeants, Inspectors and the equivalent Police Staff managers. These have focussed upon ethical behaviour and the effective management of absence, performance, wellbeing and investigations. Further sessions have examined unconscious bias.

On a wider basis, the tri-force HR Team have conducted a survey of supervisors at all levels to understand their development and training needs and are now beginning to roll out a range of approaches to develop and support managers across the three forces.

‘Mentoring Matters’ has recently been launched to enable a more structured and consistent approach to mentoring of staff and is also supported by the ‘Further You’ programme, designed to support staff to develop their skills.

The 2017 staff survey (undertaken with Durham University) has shaped the approach now being taken. Findings from this research were shared with attendees during the ‘Valuing Our Leaders’ sessions and informed the 2018 survey.

Representation of the Community
Hertfordshire had a BME population of around 12.4% at the point of the 2011 census. Due to its proximity to London, the county continues to become more diverse and we anticipate the BME population will increase. There is a commitment to support and engage with communities including through the use of KINs.

There are two primary challenges:

1. A requirement to continually review and understand the current community diversity
2. A need to better reflect our communities in the diversity of Constabulary staff (BME staff were 4.6% of the workforce at the time of the HMICFRS Legitimacy inspection in 2017)

Considerable work has been done to map and re-engineer our KINs during 2017, so that we better represent our community and its needs. This has allowed us to identify gaps and seek to close them. This is work in progress and will need to be revisited regularly to ensure that we stay up to date of community changes. At present our KINS network has 848 members, representing a broad and diverse range of groups across all 10 CSPs, with over half of these KIN’s relating to protected characteristics.

Officer recruitment over the last 12 months has been significantly refocused to ensure that we take a far more proactive approach to attracting a wider and more diverse range of applicants. This will ensure that we can more effectively represent and engage with our communities.

To achieve this, a new BME Recruitment Strategy was introduced in July 2017, and is supported by a dedicated Sergeant role who leads on recruitment and has a bespoke emphasis on positive action for BME (both visible BME and non-visible) and under-represented groups. In this regard, we are aware that we have a notable and growing Eastern European community, and our recruitment activity has this clearly in mind.
This approach has already made progress, with a significant rise in interest from BME applicants, and increased pass rates at the national SEARCH assessment centre.

Headline data:

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<th>BME</th>
<th>Jan-Aug 17 (pre strategy)</th>
<th>Phase 1 Sept17-April18</th>
<th>Phase 2 Jan18 start</th>
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<td>On to SEARCH</td>
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<td>27</td>
<td>26</td>
<td>24***</td>
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<td>Pass SEARCH</td>
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<td>Recruited</td>
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<td>10 *</td>
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<td></td>
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</table>

(*) and one more on pre-employment checks
(**) 5 failed pre-vetting so did not progress to SEARCH
(***) all passed pre-vetting for SEARCH

This ongoing activity represents a significant change in our approach and is yielding very positive results. We expect to see this yield around 30 BME recruits from Phases 1 to 3 and we continue to make refinements to the process to make us an attractive employer to members of the BME community and other under-represented groups.

The principles of this approach are now being embedded into wider recruitment activity for PCSOs and Special Constabulary posts, in order to bring greater diversity across all frontline functions.

14.4 Skills

The Constabulary acknowledges that it has further work to do to build a comprehensive skills strategy across all areas of its work, to ensure that it has the skills it presently needs within its workforce and can develop these to meet future challenges. Whilst this work is ongoing within many functions and departments, as evidenced by this document, further work is necessary to ensure this is collated organisationally and can be delivered as a costed coherent plan.

**Demand Matrix Risk Score – Workforce:**

<table>
<thead>
<tr>
<th>Asset Score</th>
<th>Demand Score</th>
<th>Overall Risk</th>
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</thead>
<tbody>
<tr>
<td>3</td>
<td>5</td>
<td>High</td>
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</table>
Chief Constable Declaration

Declaration

This is the force management statement for Hertfordshire Constabulary. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed:

Charlie Hall QPM M.A. (Cantab), M.Sc.

Chief Constable
### Glossary

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAT</td>
<td>Association of Accounting Technicians</td>
</tr>
<tr>
<td>ACC</td>
<td>Assistant Chief Constable</td>
</tr>
<tr>
<td>ACRO</td>
<td>ACPO Criminal Records Office</td>
</tr>
<tr>
<td>ACU</td>
<td>Anti-Corruption Unit</td>
</tr>
<tr>
<td>ADF</td>
<td>Advanced Digital Forensic</td>
</tr>
<tr>
<td>AI</td>
<td>Assistant Investigator</td>
</tr>
<tr>
<td>AOJ</td>
<td>Administration of Justice</td>
</tr>
<tr>
<td>APP</td>
<td>Authorised Professional Practice</td>
</tr>
<tr>
<td>ARC</td>
<td>Assessment and Recognition of Competence</td>
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<tr>
<td>ARMS</td>
<td>Active Risk Management System</td>
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<tr>
<td>ASB</td>
<td>Anti-Social Behaviour</td>
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<td>BCH</td>
<td>Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary</td>
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<td>BME</td>
<td>Black and Minority Ethnic Administrator</td>
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<td>Business Support Administrator</td>
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<td>Body Worn Video</td>
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<td>C2</td>
<td>Choices and Consequences Programme</td>
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<td>Duties Management and Overtime System</td>
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<td>Cognitive Behaviour Therapy</td>
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<td>CC</td>
<td>Chief Constable</td>
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<td>CCHI</td>
<td>Cambridge Crime Harm Index</td>
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<td>CCSU</td>
<td>County Community Safety Unit</td>
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<td>CGL</td>
<td>Change, Grow, Live (a partner service)</td>
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<td>CIPFA</td>
<td>Chartered Institute of Public Finance and Accountancy</td>
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<td>Criminal Justice Unit</td>
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<td>CLEP</td>
<td>Collaborative Law Enforcement Procurement</td>
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<td>COG</td>
<td>Chief Officers’ Group</td>
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<td>COP</td>
<td>College of Policing</td>
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<td>COST</td>
<td>Child Online Safeguarding Team</td>
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<tr>
<td>CPD</td>
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<td>Community Rehabilitation Company</td>
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<td>Crime Reduction and Community Safety</td>
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<td>CSA</td>
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<td>CT</td>
<td>Counter Terrorism</td>
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<td>DA</td>
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<td>DADS</td>
<td>Domestic Abuse Disclosure Scheme</td>
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<td>Domestic Abuse Investigation Safeguarding Unit</td>
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<tr>
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<td>Disclosure and Barring Service</td>
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<td>DF</td>
<td>Digital Forensics</td>
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<td>DMM</td>
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<td>DP</td>
<td>Detained Person</td>
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<td>DTM</td>
<td>Daily Tasking Meeting</td>
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<td>EAP</td>
<td>Employee Assistance Programme</td>
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<tr>
<td>EAW</td>
<td>European Arrest Warrants</td>
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<tr>
<td>eFin</td>
<td>Finance, Pay, Ledger, Budget and Spend System</td>
</tr>
<tr>
<td>EIA</td>
<td>Early Investigative Advice</td>
</tr>
<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
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<td>ERSOU</td>
<td>Eastern Region Special Operations Unit</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>FBU</td>
<td>File Build Unit</td>
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<tr>
<td>FCIR</td>
<td>Force Crime and Incident Registrar</td>
</tr>
<tr>
<td>FCR</td>
<td>Force Communications Room</td>
</tr>
<tr>
<td>FEO</td>
<td>Firearms Enquiry Officer</td>
</tr>
<tr>
<td>FGM</td>
<td>Female Genital Mutilation</td>
</tr>
<tr>
<td>FIP</td>
<td>Fit for Independent Patrol</td>
</tr>
<tr>
<td>FLO</td>
<td>Family Liaison Officer</td>
</tr>
<tr>
<td>FNO</td>
<td>Foreign National Offenders</td>
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<td>FNS</td>
<td>Foreign National Strategy</td>
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<td>FOI</td>
<td>Freedom of Information</td>
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<tr>
<td>FTA</td>
<td>Fail to Appear</td>
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<td>FTE</td>
<td>Full Time Equivalent</td>
</tr>
<tr>
<td>GDPR</td>
<td>General Data Protection Regulation</td>
</tr>
<tr>
<td>GPS</td>
<td>Global Positioning System</td>
</tr>
<tr>
<td>GUID</td>
<td>Globally Unique Identifier</td>
</tr>
<tr>
<td>HACRO</td>
<td>Hertfordshire Association for Care and Resettlement of Offenders</td>
</tr>
<tr>
<td>HALO</td>
<td>Child Sexual Exploitation Team</td>
</tr>
<tr>
<td>HC</td>
<td>Hertfordshire Constabulary</td>
</tr>
<tr>
<td>HCC</td>
<td>Hertfordshire County Council</td>
</tr>
<tr>
<td>HCO</td>
<td>Hate Crime Officer</td>
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<tr>
<td>HMICFRS</td>
<td>Her Majesties Inspectorate of Constabulary and Fire and Rescue Services</td>
</tr>
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<td>HOD</td>
<td>Head of Department</td>
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<tr>
<td>HODPCP</td>
<td>Home Office Digital Public Contact Programme</td>
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<tr>
<td>HPFT</td>
<td>Hertfordshire Partnership Foundation Trust</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>HRSC</td>
<td>Human Resources Service Centre</td>
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<tr>
<td>HQ</td>
<td>Headquarters</td>
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<tr>
<td>ICT</td>
<td>Information Communication and Technology</td>
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<td>IMD</td>
<td>Information Management Department</td>
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<td>IMU</td>
<td>Investigation Management Unit</td>
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<tr>
<td>IOA</td>
<td>Information Asset Owners Management</td>
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<tr>
<td>IOM</td>
<td>Integrated Offender Management</td>
</tr>
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<td>IOPC</td>
<td>Independent Office of Police Conduct</td>
</tr>
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<td>IVR</td>
<td>Integrated Voice Recognition</td>
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<td>JAC</td>
<td>Joint Audit Committee</td>
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<td>JAG</td>
<td>Joint Agency Group</td>
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<td>JCOB</td>
<td>Joint Chief Officer Board</td>
</tr>
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<td>JCPIT</td>
<td>Joint Child Protection Investigation Team</td>
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<td>JPS</td>
<td>Joint Protective Services</td>
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<tr>
<td>KIN</td>
<td>Key Individual Network</td>
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<td>L&amp;D</td>
<td>Learning and Development</td>
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<tr>
<td>LA</td>
<td>Local Authority</td>
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<td>LAGLO</td>
<td>Lesbian and Gay Liaison Officers</td>
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<td>Local Crime Unit</td>
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<td>LNA</td>
<td>Learning Needs Analysis</td>
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<td>LPC</td>
<td>Local Policing Command</td>
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<td>MAPPA</td>
<td>Multi Agency Public Protection Arrangements</td>
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<td>MASH</td>
<td>Multi Agency Safeguarding Hub</td>
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<tr>
<td>MCIPS</td>
<td>The internationally recognised qualification attained through CIPS</td>
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<tr>
<td>MCU</td>
<td>Major Crime Unit</td>
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<td>MHA</td>
<td>Mental Health Act</td>
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<td>MOBICIP</td>
<td>Mobile Children’s Internet Protection</td>
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<td>MOJ</td>
<td>Ministry of Justice</td>
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<td>MOPI</td>
<td>Management of Police Information</td>
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<td>MOSAVO</td>
<td>Management of Sexual and Violent Offenders</td>
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<td>MSG</td>
<td>Most Similar Group</td>
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<td>NAPFM</td>
<td>National Association of Police Fleet Managers</td>
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<td>NFLMS</td>
<td>National Firearms Licensing Management System</td>
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<td>NLEDS</td>
<td>National Law Enforcement Data Services</td>
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<td>NPCC</td>
<td>National Police Chiefs Council</td>
</tr>
<tr>
<td>NPEG</td>
<td>National Police Estates Group</td>
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<td>NPS</td>
<td>National Probation Service</td>
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<tr>
<td>NRM</td>
<td>National Referral Mechanism</td>
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<td>OH</td>
<td>Occupational Health</td>
</tr>
<tr>
<td>OHU</td>
<td>Operational Health Unit</td>
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</table>
OOF  Out Of Force
OPCC  Office of the Police and Crime Commissioner
OPG  Operational Performance Group
OPR  Operational Performance Review
OSARA  A problem solving model: Objectives, Scanning, Analysis, Response and Assessment
OSU  Operational Support Unit
PBB  Priority Based Budgeting
PCC  Police and Crime Commissioner
PCD  Pre-Charge Decision
PCR  Postal Charging Requisitions
PCS0  Police Community Support Officer
PDR  Personal Development Review
PEQF  Police Education Qualification Framework
PIR  Post Implementation Review
PN  Police NOW
PNC  Police National Computer
PND  Penalty Notice for Disorder
POP  Problem Orientated Policing
PPO  Prolific and Priority Offenders
PPSS  Partnership Problem Solving Solution
PPU  Public Protection Unit
PR  Peer Review
PSD  Professional Standards Department
PSDRVP  Problem Solving and Demand Reduction Visioning Programme
PSF  Priority Setting Forum
QA  Quality Assurance
RAG  Risk Advisory Group (in relation to Bail)
RAG  Responsible Authorities Group
RM2000  Risk Management 2000 (Risk Assessments)
RMB  Risk Management Board
RPU  Roads Policing Unit
RSO  Registered Sex Offender
RUI  Released under Investigation
SAC  Serious and Acquisitive Crime
SAFA  Safeguarding Adults from Abuse
SAS  Strategic Alliance Summit
SCPO  Serious Crime Prevention Order
SEB  Strategic Executive Board
SEERPIC  South East and Eastern Region Insurance Consortium
SHPO  Serious Harm Prevention Order
SIO  Senior Investigating Officer
SLT  Senior Leadership Team
SMT  Senior Management Team
SNAP  Safer Neighbourhoods Availability Procedure
SNT  Safer Neighbourhood Team Scenoes of Crime Officer
SOHO  Single Online Home
SOIT  Sexual Offences Investigation Team
SOP  Standard Operating Procedure
SOPO  Sexual Offences Prevention Order
SPB  Strategic Performance Board
SPOC  Single Point of Contact
SRH  Safeguarding Referrals Hub
SSO  Serious Sexual Offence
SSU  Scientific Services Unit
TFMV  Theft From Motor Vehicle
TOMV  Theft Of Motor Vehicle
TRiM  Trauma Risk Management
UKCA  United Kingdom Central Authority
VFM  Value For Money
VAP  Violence Against Person
VCOP  Victims Code of Practice
VDU  Visual Display Unit
VFM  Value for Money
VISOR  ViolentOffender and Sex Offender Register
VPS  Victims Personal Statement
VST  Victim Support Team
VVCVM  Vulnerable Victims Case Manager
XRW  Extreme Right Wing
Appendices

Appendix A – Demand Matrix Methodology

Assessing and comparing demand risk

The HMICFRS Force Management Statement template requires forces to:

- Establish current demand;
- Establish future demand;
- Assess performance, capacity and capability.

The Demand Matrix combines these three requirements into two measures that allow meaningful assessment and comparison across all functions:

<table>
<thead>
<tr>
<th>Asset shortfall</th>
<th>Measures current demand:</th>
<th>This depends on:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How critical are the shortfalls in the Force’s assets to effectively manage current demand?</td>
<td>The level of current demand;</td>
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<tr>
<td></td>
<td>Uses a five point scale (critical 5, severe 4, substantial 3, moderate 2, low 1).</td>
<td>The sufficiency and effectiveness of Force resources to manage that demand to an acceptable level.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future trend</th>
<th>Measures projected future demand:</th>
<th>This depends on:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The trend in demand</td>
<td>Short and long term past trends;</td>
</tr>
<tr>
<td></td>
<td>Uses a five point scale (increasing significantly ▲, increasing slightly ▲, stable ◄, decreasing slightly ▼, or decreasing significantly ▼).</td>
<td>Local, regional, national and global environmental factors that are likely to affect demand in the future.</td>
</tr>
</tbody>
</table>

Measuring demand risk

The established BCH strategic risk matrix divides risks into five zones. Applying the heatmap principles to the Force Management Statement divides the demand risk faced by each operational and organisational policing function into the same five zones:

- **Dark red** - Critical demand risk
- **Red** - High demand risk
- **Amber** - Medium-High demand risk
- **Yellow** - Medium demand risk
- **Green** - Low demand risk

The Hertfordshire Police Risk Management Policy sets the risk tolerance at a score of 13. The aim of risk management is, where practical given internal and external constraints, to establish mitigations that bring risks to or below this risk tolerance. Applying this principal, the Force Management Statement identifies those functions where attention is needed to bring the demand risk within the risk tolerance level. In simple terms, other factors being equal, functions assessed as facing a critical demand risk will require greater attention that functions facing lower levels of demand risk. Both asset shortfall and future trend measure demands using a five point scale. The established BCH 5x5 strategic risk matrix is used to map the demands, with the greater weighting applied to *asset shortfall* (current demand). This in turn determines a Demand Risk Strategic Heat Map.
### Force Management Statement Combined Heat Map - Operational

<table>
<thead>
<tr>
<th>▲ Demand Trend</th>
<th>△ Demand Trend</th>
<th>▲ Demand Trend</th>
<th>▼ Demand Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BCH Major Crime</strong>&lt;br&gt;<strong>Foreign National Offenders</strong>&lt;br&gt;<strong>Integrated Offender Management</strong>&lt;br&gt;<strong>Bail and Warrants</strong>&lt;br&gt;<strong>MAPPA</strong></td>
<td><strong>Responding to the Public Volume Crime</strong>&lt;br&gt;<strong>BCH Criminal Justice</strong>&lt;br&gt;<strong>Organised Crime, Drugs, Gangs, Firearms</strong>&lt;br&gt;<strong>Force Operational Planning</strong>&lt;br&gt;<strong>JPS Civil Contingencies</strong>&lt;br&gt;<strong>JPS Armed Policing</strong></td>
<td><strong>Prevention and Deterrence</strong>&lt;br&gt;<strong>BCH Scientific Services</strong>&lt;br&gt;<strong>Elder Abuse</strong>&lt;br&gt;<strong>Sexual Offences</strong>&lt;br&gt;<strong>JPS Roads Policing</strong>&lt;br&gt;<strong>Cyber Crime</strong></td>
<td><strong>Domestic Abuse</strong>&lt;br&gt;<strong>CSA, CSE, Missing Persons</strong>&lt;br&gt;<strong>Mental Health</strong></td>
</tr>
<tr>
<td>▲ Demand Trend</td>
<td>△ Demand Trend</td>
<td>▲ Demand Trend</td>
<td>▼ Demand Trend</td>
</tr>
<tr>
<td><strong>BCH Custody</strong>&lt;br&gt;<strong>JPS Operational Planning</strong></td>
<td><strong>Hate Crime</strong>&lt;br&gt;<strong>Immigration, Human Trafficking</strong>&lt;br&gt;<strong>JPS Dogs Unit</strong></td>
<td><strong>Economic Crime</strong></td>
<td></td>
</tr>
<tr>
<td>▲ Demand Trend</td>
<td>△ Demand Trend</td>
<td>▲ Demand Trend</td>
<td>▼ Demand Trend</td>
</tr>
<tr>
<td><strong>Asset Shortfall 1</strong></td>
<td><strong>Asset Shortfall 2</strong></td>
<td><strong>Asset Shortfall 3</strong></td>
<td><strong>Asset Shortfall 4</strong>&lt;br&gt;<strong>Asset Shortfall 5</strong></td>
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</table>
### Force Management Statement Combined Heat Map - Organisational

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<th>Demand Trend</th>
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<th>Human Resources</th>
<th>Force Conduct Investigation</th>
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<td>Public Complaints (PSD)</td>
<td>Information Management</td>
<td>Vetting Unit (PSD)</td>
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<td></td>
<td>Estates and Facilities</td>
<td>Legal Services</td>
<td>Well-being</td>
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<td></td>
<td>Fleet Services</td>
<td></td>
<td>Corporate Communications</td>
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<td></td>
<td>Anti-corruption Unit (PSD)</td>
<td>Finance</td>
<td>ICT</td>
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<td></td>
<td>PSD Conduct Investigation</td>
<td>Firearms Licensing</td>
<td>BCH Procurement</td>
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</table>

<table>
<thead>
<tr>
<th>Asset Shortfall 1</th>
<th>Asset Shortfall 2</th>
<th>Asset Shortfall 3</th>
<th>Asset Shortfall 4</th>
<th>Asset Shortfall 5</th>
</tr>
</thead>
</table>

Compiled by Rachelle Banham, Force Management Statement Coordinator