

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Hertfordshire Constabulary

October 2005

*Hertfordshire Constabulary – Baseline Assessment
October 2005*

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Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Hertfordshire Constabulary's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Sir Ronnie Flanagan, GBE, MA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Hertfordshire in terms of demography, policing environment and other socio-economic factors: Avon and Somerset, Cheshire, Essex, Kent, Northamptonshire, Thames Valley and Warwickshire. When making comparisons in this report, the average performance in this group, known as the most similar force (MSF) group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

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4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/ information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/ consultation Relationship with local police authority (PA) Police reform implementation Internal communication/ consultation Programme and project management Management of reputation/ public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Hertfordshire Constabulary polices an area of 632 square miles, with a population of just over 1 million people. It has ten district and borough councils serving a mix of both urban and rural areas, with some of the busiest roads in Europe. This mix places a variety of demands on the police.

The force introduced a programme of significant change in October 2001, including a new policing style and a structural reorganisation from nine divisions to three basic command units (BCUs), each headed by a chief superintendent area commander. This led to better systems and intelligence, increased numbers of front-line officers linked to local communities and reduced time spent by officers on administration. More locally-based community teams have also been created, and a greater emphasis placed on working in local partnerships at district and borough council level. There are ten crime and disorder reduction partnerships (CDRPs), and all police areas have sector boundaries that are coterminous with local district or borough boundaries.

The force headquarters (HQ) is based at Welwyn Garden City, providing the support and administrative function. The ACPO team is based at HQ and comprises the Chief Constable, deputy chief constable (DCC), two assistant chief constables (ACCs) and the director of support services. Hertfordshire police authority (PA) appointed a new Chief Constable who took office in October 2004, replacing the previous chief constable who retired after serving five years in the role.

The force has the third lowest expenditure on policing per head of population in its MSF group of eight forces, and the 22nd lowest expenditure in England and Wales. It has successfully achieved a 2% efficiency saving for the last few years and is currently on target to achieve a 10% overtime reduction by April 2006 as part of an agreed national drive to improve the work/life balance for all staff. Recruitment and retention of staff continue to be a challenging issue for the force due to the high cost of living and the force's proximity to the capital and the potential for greater income.

As a result of the restructure in 2001, a new policing style was introduced, designed to provide a modern, flexible and more effective policing service for the people of Hertfordshire. The changes were prompted by a determination to meet the public demand for more officers on the streets, and a move towards intelligence-led policing. The model provided opportunities to take a more proactive approach to fighting crime. Intelligence units based on the three areas (BCUs) gather and analyse data, enabling crime patterns and trends to be identified and resulting in resources being targeted more effectively.

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Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Good	
1B Neighbourhood Policing and Community Engagement	Good	Stable
1C Customer Service and Accessibility	Good	Stable
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Stable
2B Volume Crime Reduction	Fair	Improved
2C Working with Partners to Reduce Crime	Good	Stable
3 Investigating Crime		
3A Investigating Major and Serious Crime	Good	
3B Tackling Level 2 Criminality	Fair	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Good	Stable
3D Volume Crime Investigation	Excellent	Improved
3E Forensic Management	Fair	Stable
3F Criminal Justice Processes	Fair	Improved
4 Promoting Safety		
4A Reassurance	Good	Improved
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Stable
5 Providing Assistance		
5A Call Management	Good	Stable
5B Providing Specialist Operational Support	Good	Stable
5C Roads Policing	Good	Improved
6 Resource Use		
6A Human Resource Management	Good	Stable
6B Training and Development	Good	Improving
6C Race and Diversity	Good	
6D Resource Management	Good	Stable
6E Science and Technology Management	Good	Stable
6F National Intelligence Model	Good	Stable
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Good	Stable
7C Performance Management and Continuous Improvement	Excellent	Stable

1 Citizen Focus (Domain A)

The force and PA are committed to providing a quality service at both local and area level. Dedicated ward officers are in place across the county and police community support officer (PCSO) numbers are now in excess of 100. The *Hertsbeat* PA and force newspaper is delivered to all households in the county. The force is implementing its Public Access and Visibility Strategy (PAVS), which includes making use of mobile police stations. Long-term plans include bringing the police estate up to date. The PA and force intend to examine ways in which to develop consultation and engagement through a best value review (BVR) during 2005/06, and have plans to increase the number of Neighbourhood Watch schemes across the county.

1A Fairness and Equality

Good

Strengths

- The DCC is the force diversity champion and chairs the quarterly force level diversity board. The board has a total of 14 workstreams directly related to service delivery. Examples of workstreams include street interventions, race and homophobic crime, independent advisory groups (IAGs), sexual orientation, faith, disability and complaints.
- The PA has a diversity working group attended by the DCC. Additionally, the PA chair of the diversity working group is a standing member at force diversity board meetings.
- Local diversity boards operate on each BCU; they are chaired by the BCU commander and are responsible for setting local diversity objectives.
- The force operational performance meeting (OPM) scrutinises performance including stop/search, disproportionality crimes, anti-social behaviour (ASB) and victimisation.
- In 2004 a thematic report *Service Provided to Members of Minority Ethnic Groups* was initiated by the OPM; this has resulted in an action plan to improve service delivery.
- The crime reduction department makes use of s.95 Criminal Justice Act data to inform the race equality scheme and action plan.
- ACC (operational support) was asked by the newly-formed force IAG to chair meetings initially. The ACC has now facilitated the group to the extent that an independent member has taken over the chair.
- IAGs are also in place at BCU level. Broad membership includes representation from lesbian, gay, bisexual and transgender, travellers and gypsies, race and faith groups. IAGs have been involved in development of the force race equality scheme, diversity and Project Compass (probationers) training.
- The street intervention workstream within the diversity board has conducted research with the force IAG and the Home Office stop/search team. This work led to the force hosting a national practitioners' seminar in November 2004, and an internal workshop focusing specifically on disproportionality issues.
- As a result of the 'Secret Policeman' documentary and the ACPO seven-point plan, the force held a special IAG meeting. One of the actions resulting was a 'ride-along' policy, introducing members of the public, including those from an ethnic minority background, to officers and highlighting current policing issues and difficulties.
- The learning and development workstream was instrumental in updating the force's diversity training. By 2004, 3,000 staff had received diversity training, designed and delivered as a result of training needs analysis, community consultation and input from staff representation groups.

- Diversity legislation forms part of the newly-introduced management diploma for sergeants, inspectors and police staff equivalents.
- Following diversity board collaboration and consultation, third party hate crime and complaint reporting processes are now in place using 'gateway' organisations – such as True Vision (race, lesbian and gay issues).
- The PA has a well-established professional standards working group, with members examining all public complaint files in detail, including the monitoring of complaints from the public encompassing unfairness and discrimination.
- The PA and force newspaper *Hertsbeat* is delivered to all homes in the county. In February 2005 the paper included a double-page article on diversity issues.
- Diversity is actively promoted using the branding 'difference with diversity', launched within the diversity training package.
- Following the introduction of the Disability Discrimination Act, a staff support network, ENABLE, has been established. Representatives have been consulted and assisted with shaping the PAVS, ensuring disability issues in new and existing buildings are recognised and managed.
- The force has adopted the ACPO hate crime policy and issued standard operating procedures for investigations. The IAGs have a broad membership including representation from lesbian, gay, bisexual and transgender, travellers and gypsies, race and faith groups. An example of their involvement is feedback from Muslim communities leading to change in policy regarding the use of passive drugs dogs.

Areas for Improvement

- As a result of links with police in North Carolina, USA and examining their approach, the force is currently exploring using high, medium and low demand, to categorise communities/wards to assist with resource allocation.
- Local community teams are established across the force; however, work is ongoing to further develop locality-based multi-agency problem-solving teams.
- As a result of the BVR of hate crime, the force identified lower levels of satisfaction for victims of hate crime. This is the subject of a PA improvement plan.
- The force was audited against the ACPO interim race equality action plan. As a result of one recommendation, the force has appointed an inspector to lead the newly-created diversity unit. Further recommendations within the BVR of hate crime are currently being implemented.

1B Neighbourhood Policing and Community Engagement

Good	Stable
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Strengths

- ACC (operations) is the chief officer lead for the Neighbourhood Policing Project. The work will provide opportunities for the community to have a say in how policing is delivered and improve the quality of service provided by the force.
- Although the project will not be fully complete until March 2006, progress has been made with the introduction of 165 ward constables, providing cover for all wards in the county although some ward constables cover more than one ward.
- To assist with allocation and prioritisation of resources, every ward has been classified as high, medium or low demand taking into account indices of deprivation, British Crime Survey and other data. A minimum level of service provision will be set down for the whole county.
- Ward constables form part of community policing teams and can be identified by their communities, as names and contact numbers of the officers are publicised on the force website, newspapers and posters.
- Ward constables are set a target of spending at least 80% of their time working directly on their wards or engaged in support of their own CDRP community team. The force accepts it will be a challenge to meet this target by March 2006.
- Within Western Hertfordshire BCU, 59 wards have been divided into 25 localities with tactical teams comprising ward constables, PCSOs, special constables, Neighbourhood Watch, residents' associations, local wardens, councillors, head teachers and religious leaders introduced to solve local problems. A similar process of defining localities will occur in the other two BCUs.
- The Hertfordshire Constabulary community safety accreditation scheme, launched in November 2004, currently has six accredited organisations, ie five local authorities and the Vehicle and Operator Services Agency (VOSA has been awarded accreditation status). VOSA employees have been accredited with powers to stop vehicles for the purposes of testing. Expansion of the scheme is planned for 2005/06, including the University of Hertfordshire.
- Along with PCSOs and a number of partners, community teams have received problem-solving training.
- Specialist resources such as crime prevention officers and licensing officers are located within local community safety teams, now established at CDRP level.
- All three BCUs respond to community concerns through multi-agency tasking meetings, which are occasionally attended by PA community engagement leads. An example of responding to community concerns includes dealing with assaults on members of the Jewish community and Redbourn Operation Fence, dealing with offences of criminal damage.
- Protocols are in place for information sharing and the force has developed a Management Information Data Access System, allowing CDRP partners access to each other's information. The force also has a database for problem solving and recording outcomes. Every BCU has a community analyst capability with products prepared for CDRPs.
- The force has a consultation and engagement strategy overseen by the PA community engagement committee and the PA joint engagement working group. The purpose is to ensure BCU commanders work with PA members to tailor consultation and engagement needs for local communities.

- The joint engagement group uses MORI to carry out regular surveys among a representative citizens' panel to consult on key issues and priorities. In addition, the force and PA conduct an exercise consulting over 6,000 local members of the public, culminating in a joint target-setting day early in the planning cycle.
- At local level, consultation is through BCU commanders and their links with CDRPs and local community teams.
- Partnership funding from the county and district councils currently funds approximately 75% of PCSOs. The force had 100 PCSOs in March 2005, with approved funding to increase this to 148 by September 2005.
- The force has a comprehensive media strategy and public information features regularly during joint partnership operations, eg Operation Manhunt (distraction burglaries) working with Trading Standards, and Operation Crystal (Class A drugs) working with CDRPs and the health authority. Full use is made of the force website and a copy of *Hertsbeat* is delivered to every household in the county.
- Community intelligence is gathered via community teams and from the extended police family and, where appropriate, fed to the national community tension team.

Areas for Improvement

- The PA and force have recognised the need to review and further develop their understanding of the communities they serve. During 2005/06 the force will conduct a joint BVR of community consultation and engagement.
- There is currently no performance framework in place to measure community engagement and impact; this will be an area considered within the BVR.
- As part of the extended police family project, the force is seeking to maximise the Neighbourhood Watch scheme, so far having recruited ten Neighbourhood Watch managers, and is currently exploring accreditation schemes for co-ordinators.
- The force is to introduce a neighbourhood policing input to the Leadership Development Programme.
- Neighbourhood policing will be mainstreamed into core policing such as call handling through implementation of the Contact Management Programme.

1C Customer Service and Accessibility

Good

Stable

Strengths

- The force 'Our Purpose' statement highlights excellent policing, service delivery and improving public confidence.
- The force has an in-house customer telephone survey team, which fully complies with national guidance on satisfaction surveys. The surveys are used to monitor performance and identify gaps. Customer satisfaction issues are monitored at OPM.
- Satisfaction levels for victims of burglary, violent crime, vehicle crime and road collisions have increased significantly from 73.4% in 2003/04 to 91% in 2004/05 (Efficiency Parcel data).
- In early 2004 the force introduced a quality team into the force control room to check the quality of information recorded for incidents and crimes, with feedback to officers and managers as appropriate.
- The PA approved the PAVS, which involved extensive consultation and underpins the current Estates Building Programme. A key element of the programme is to improve access to police services, together with best practice identified in the HMIC thematic report *Open All Hours*.
- Police officers and PCSOs staff mobile police stations to enhance the police service in remote areas. The force magazine *Hertsbeat* provides information on accessing the police and the programme of visits for mobile police stations.
- The force has continued to develop the principle of the Sunflower centre – one-stop multi-agency premises for victims of domestic violence (DV) and hate crime. The second Sunflower centre has recently opened in Watford.
- A number of PCSOs are dedicated to providing a policing response to local schools.

Areas for Improvement

- The head of organisational intelligence and development (OID) has been appointed to implement the national Quality of Service Programme.
- There is a need to provide enhanced services for victims of sexual assaults. Discussions are ongoing with other partners to open the first sexual assault referral centre.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

Burglary, robbery and vehicle crime have all reduced during 2004/05, while at the same time the force has moved from a Red to a Green grading for National Crime Recording Standard (NCRS) compliance. The force has well-established performance monitoring processes which include focus on crime reduction. The force is in the second year of a four-year plan to embed problem solving across the county, and is also progressing joint prolific offender teams together with the Probation Service. Reported violent crime has increased during 2004/05. When set against a reduction of burglary, robbery and vehicle crime figures, there was an overall 2% rise in crime.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable
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Strengths

- ACC (operational support) is the force lead officer for hate crime.
- During 2004/05 the force conducted a BVR of hate crime. The objective of the review was 'to improve Hertfordshire Constabulary's effectiveness in dealing with hate crime, in providing a service to victims and reducing hate crime, while working with partners within the wider context of community engagement'.
- The force introduced a new DV policy in 2004. During 2004/05 arrests and sanction detections of DV offences have increased and improved, while reported incidents and repeat victims have reduced.
- Both hate crime and DV are standing agenda items at OPM. The force DV action group is chaired by the ACC (operations).
- The force has two child protection investigation units (CPIUs). Overall responsibility for the units rests with the detective superintendent head of crime management.
- There are two dedicated referral and protection sections within the CPIUs. The term 'referral' is defined by the Hertfordshire area child protection committee which has detailed policies and procedures in place.
- Details of all DV incidents where a child is in the household or involved are referred to the county children's, schools and families department.
- CPIUs have well-developed contacts with health services, such as doctors, nurses and primary care trusts.
- Any police officer or police staff member is able to make a referral to the CPIUs via the force intranet, and this is picked up within one working day.

Areas for Improvement

- Racially or religiously aggravated offences have increased by 17.7% to 0.83 offences per 1,000 population, against an MSF average of 0.59; this places the force seventh out of eight in its MSF group.
- The force is to introduce the Violent Offender and Sex Offender Register in 2005.

2B Volume Crime Reduction

Fair	Improved
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Strengths

- The force has made significant progress towards NCRS compliance. When assessed by the Audit Commission in 2003 the force was graded Red (poor). In 2004 the force was re-inspected and graded Green (compliant).
- ACC (operations) has overall responsibility for volume crime, and chairs both the level 2 tasking and co-ordination group (TCG) meetings and the four-weekly OPM.
- Hertfordshire was one of a number of forces selected for the national volume crime pilot.
- The force has a number of initiatives to tackle volume crime issues, eg Operation Crystal (Class A drugs and crack cocaine), and Operation Guardian (burglary), with media campaigns to raise awareness, crime prevention advice and the targeting of stolen goods outlets. The operations are aimed at tackling immediate issues while developing longer-term crime reduction solutions with partnership agencies.
- The force is in the second year of a four-year project to embed problem solving within the organisation and with partners. There is a tasking and problem-solving database, containing details of good practice and evaluation processes.
- During 2004 the force held a problem-solving day specifically on alcohol issues; this resulted in a menu of options to tackle alcohol-related incidents. Hertfordshire County Council has a county-wide alcohol strategy supported by the force.
- Vehicle crime has reduced significantly in 2004/05 to 12.59 offences per 1,000 population – a reduction of 10% and placing the force fourth out of eight in its MSF group.
- Robbery offences have reduced by 10% in 2004/05 to 0.84 offences per 1,000 population, placing the force fourth out of eight in its MSF group.

Areas for Improvement

- Reported violent crime has seen a significant rise in 2004/05 of 33.8% from 2003/04 but according to the British Crime Survey, Hertfordshire experienced levels of violent crime below both regional and national levels. While most forces have seen a rise in this crime area, the scale of the rise is of concern. The force has conducted extensive work in this area, with evidence to suggest that much of the rise is as a result of achieving NCRS compliance. Figures for the latter part of 2004/05 are encouraging.
- While the force has seen reductions in robbery, burglary and vehicle crime, the rise in offences of violence has resulted in a 2% rise in the total number of crimes reported in 2004/05, placing the force fifth in its MSF group.
- Domestic burglary offences have reduced by 4.7% in 2004/05 to 12.42 offences per 1,000 population, placing the force fifth in its MSF group.

2C Working with Partners to Reduce Crime

Good	Stable
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Strengths

- The Chief Constable and the ACC (operations) sit on the county chief officer group – a strategic group for crime and disorder issues that has now merged with the drug action team (DAT). All ten CDRPs have introduced tasking and co-ordination and SARA-based problem-solving processes.
- The Chief Constable and the ACC (operational support) both sit on the Hertfordshire criminal justice board (HCJB) and have helped secure progress of the prolific and priority offenders strategy.
- The Switch project operating on Western Hertfordshire BCU, funded in part by a number of CDRPs, focuses on targeted offenders and providing a programme of early intervention and assistance to reduce offending. Early results from the project – running since March 2004 – have revealed significant reductions in re-offending among individuals identified. The project was extended county-wide in April 2005.
- The force is currently involved in the County Partnership Integration Project to improve the effectiveness and efficiency of CDRPs, and integrate the DAT. Training, senior officer input and analytical support are provided to assist CDRP processes.
- Operation Crystal – launched by the force and the DAT to combat abuse of Class A drugs and crack cocaine – has involved enforcement and partnership work in order to stabilise and improve affected communities.
- The force has a partnership funding team that identifies bidding opportunities and co-ordinates applications for external funding. The team provides advice to BCUs and departments seeking funding, and supports local activity. An income-generation fund meets quarterly in the force and provides the strategic direction.
- The force planning process commences earlier in the year to include CDRP consultation to ensure that the CDRP and the complementary policing plan priorities are aligned.
- A number of PCSOs are dedicated to providing a policing response to local schools.
- The force has a dedicated evaluation capability within the OID department. Recently, the force has undertaken work in evaluating PCSOs, mobile police stations and burglary initiatives. All operational orders contain a section on post-operation evaluation.

Areas for Improvement

- As CDRPs develop tasking and co-ordination/problem-solving capabilities, there is a need to ensure that they have full access to the force Management Information Data Access System database system.
- The force is in the process of setting up joint prolific and priority offender units working with the Probation Service.
- The force is working towards full integration of CDRPs and the DAT through the Partnership Integration Project, jointly managed between the force and Hertfordshire County Council.

3 Investigating Crime (Domain 2)

Hertfordshire was selected to take part in the national volume crime pilot, with one BCU taking a lead for the force; results to date have been encouraging. Crimes detected during 2004/05 have significantly increased. As a result of a force review, a dedicated major crime task force will be in place from May 2005. The force was the driving force in the development of the regional intelligence unit, and is currently recruiting for the regional surveillance team. Criminal justice and witness care units operate on each of the BCUs. The force continues to experience difficulties with court availability, resulting in lengthy periods between charge and hearings – specifically for not guilty trials. There are capacity issues within custody areas across the county. These concerns are being addressed both in the short term, with the re-opening of custody areas at peak periods, and in the longer term with new building projects.

3A Investigating Major and Serious Crime

Good

Strengths

- ACC (operational support) is the ACPO lead officer for major crimes and chairs a monthly review of all ongoing cases.
- The force has a very good record of detections around major crimes.
- The force has a major crime and serious crime team. At present extra staff are seconded from BCUs as required. The force level 2 TCG process and the four-weekly OPM monitor the level of abstractions, given their potential to impact on local performance.
- Senior officers have received critical incident management training. All major crime incident investigations are led by senior detectives who have completed national accredited training.
- There are well-established review processes for all major investigations – undertaken at 24 hours, 72 hours and seven days. At 21 days, unsolved cases are subject to a review by the ACC (operational support). A formal review takes place at 28 days under terms of reference set by the ACC (operational support).
- The force has successfully run a number of proactive operations designed to prevent the homicide of known targets and has also concluded a number of successful kidnap and hostage taking situations where there was some evidence of life being at risk.
- A community impact assessment is produced for each major crime incident. BCU commanders attend the 72-hour review and 28-day review.
- Each major crime is the subject of senior investigating officer-led briefings on a weekly basis. The director of intelligence has introduced processes to ensure good practice and intelligence captured during briefings and investigations are shared across the force.
- The force policies and procedures follow major incident room standard administrative procedures and the ACPO murder investigation manual. Comprehensive on-call procedures and call-out arrangements exist for major and serious crimes, with the rota held within the county control room.
- Stranger rape offences are investigated by the major crime teams and are subject to review processes as per the above.

Areas for Improvement

- As a result of continual abstractions of officers and staff from BCUs to assist with the

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investigation of major investigations the force has conducted a review of how resources are allocated in this field. Numbers of dedicated extra resources have been agreed, and will be redeployed to a new major crime task force in May 2005.

- Intelligence regarding major crime is not specifically considered within the force control strategy although rape and kidnap are mentioned.
- There is currently no clear performance management framework for major and serious crime investigations.
- There are no ongoing cold case reviews. Case closure and cold case review processes are currently being evaluated by the force with a view allocating cold case reviews to the soon to be formed major crime task force teams.
- The force recognises the need for a HOLMES (Home Office Large Major Enquiry System) major incident deployment policy, expected to be in place by April 2005, with the intention of reducing area major crime abstractions to zero after the initial 48 hours.
- A programme of critical incident training for sergeants and inspectors is due to be completed by the end of 2005.
- Not all major and serious crimes are currently debriefed to an extent where lessons learnt are shared across the force.

3B Tackling Level 2 Criminality

Fair

Strengths

- ACC (operational support) is the lead officer for level 2 crime; he chairs the level 2 TCG in the absence of the ACC (operations), and also chairs the regional TCG meetings.
- The force strategic assessment covers details of organised criminal networks, with the principle of working to a scoring matrix for level 2 crime activities. Analytical products, problem profiles and ongoing assessments are maintained for sanctioned level 2 targets. Examples of such work include Operation Crystal (Class A drugs) and Operation Manhunt (distraction burglaries).
- The force has a number of specialist units with analysts, field intelligence officers and financial investigators operating within the level 2 serious and organised crime group; areas of investigation include credit card crime, hi-tech crime and paedophile activity. The force has the capacity to deploy two surveillance teams.
- Hertfordshire provides dedicated resources, including analytical capabilities for the regional intelligence unit (RIU), and has taken the lead in a number of regional proactive operations. RIU staff attend in-force TCG meetings, ensuring linkages are identified and developed. The force has worked on a number of joint operations with other forces. A recent example is Operation Navigate involving Hertfordshire and Bedfordshire officers.
- The force Proceeds of Crime Act (POCA) group, established in December 2004, meets monthly, and is chaired by a detective superintendent. The group includes the three BCU crime managers (detective chief inspectors), who chair local POCA meetings. POCA targets are included in the annual policing plan and three-year strategic plan. The group links with the partnership POCA group, working with the Crown Prosecution Service (CPS) and the Courts Service.
- A total of 250 staff have been trained in POCA powers and legislation, and all staff have received aides-memoires and access to the force POCA website.
- The number of financial investigators in force continues to increase. The force intends to create a money laundering investigation team within the economic crime unit, and place financial investigators on each area as well as HQ.
- The force has a field intelligence officer located in Luton (Bedfordshire Police) and another who has work stations in a number of neighbouring Metropolitan Police boroughs. These officers have full access to these other constabulary IT systems. The regional intelligence cell has the capacity to link together intelligence systems across the regional forces and this linking system was deployed successfully on Operation Navigate (the arrest and prosecution of a team of prolific cross-border night-time residential burglars).
- The force has a good working relationship with the National Criminal Intelligence Service, the Immigration Service, Revenue and Customs and the National Crime Squad, and has collaborated on a number of operations. Partnership arrangements are in place with Trading Standards, underpinned by a joint agency protocol. Specialist force teams have the capacity to respond to incidents in real time as required.
- A post within the force intelligence bureau is dedicated to partnership working with other enforcement agencies and the constabulary has quadrupled the amount of enforcement activity with other agencies.

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- A total of 230 arrests were made during 2004/05 as a result of test purchase operations in force for drugs supply. The force intelligence bureau has introduced the National Intelligence Model (NIM) framework to measure the effectiveness of disruption and introduced a results analysis process for outcomes.

Areas for Improvement

- Hertfordshire is taking a progressive lead on ensuring that an eastern region surveillance team is recruited, equipped and trained to enable it to operate cross border. This team, which is the responsibility of all six regional forces, will be fully functional by early 2006.
- There is no interoperability of internal IT intelligence systems with adjoining forces.
- Although the force works closely with Bedfordshire, there are no formalised arrangements with partners and neighbouring forces for exceptional demand.
- Nationally, the force is graded fourth for its volume of confiscations and 11th in relation to the value of money confiscated under POCA; seizures are expected to rise significantly given the resources, structures and training being provided in force.

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Good	Stable
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Strengths

- The BVR of hate crime made recommendations to increase resources dealing with hate crime. Dedicated hate crime officers are now in place on each of the three BCUs and are located within community safety teams.
- Dedicated hate crime officers attend trainee investigator courses and are line managed by trained detective supervisors.
- Detections for racially aggravated offences have increased from 33% in 2003/04 to 42.3% in 2004/05, and place the force fourth out of eight in its MSF group.
- The IAG brings together local action groups referred through area IAGs.
- ACC (operational support) chairs the DV Gold group, which oversees the DV strategy and action plan.
- Crime analysts based at HQ evaluate hate crime incidents on BCUs. Intelligence and analysis have resulted in proactive operations including covert activity, which have supported successful hate crime prosecutions.
- All staff within the two CPIUs are either trained detectives or trainee detectives. Following publication of the Laming Report, the force significantly increased supervision levels in the units.
- Each BCU has a DV co-ordinator based within the community safety department and dedicated trained DV officers, who work to enforce minimum standards of investigation. The community safety website contains details of minimum standards for DV, with the focus on positive action.
- The force DV strategy was the subject of consultation with partners and specialists. All the BCUs have DV representatives who co-ordinate activity across the force. All DV officers attend a Teesside University course on DV and the in-force risk assessment training.
- The force intranet, DV incident book and force patrol book all contain guidance on force DV policy.

Areas for Improvement

- A review is under way to determine whether CPIUs should continue to investigate allegations of historical child abuse.
- The force acknowledges that, given the enhanced working practices for DV officers, there is a need for additional administrative support.
- In January 2005 the force commenced piloting a new policy regarding missing persons. The policy is based on national guidance and National Centre for Policing Excellence requirements, and is supported by an IT system for recording and investigation purposes. A multi-agency protocol on young runaways is due for publication in April 2005.

3D Volume Crime Investigation

Excellent	Improved
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Strengths

- Volume crimes are subject to an eight-point investigation plan, are quality assured by area crime desks and audited by the OID. Recent inspection activity has included violent crime, offences taken into consideration, and making off without payment offences.
- The Chief Constable is the national lead officer for the automatic number plate recognition (ANPR) scheme. Each BCU has a dedicated team of officers engaged in the use of ANPR equipment, and tasked through both level 1 and 2 TCGs. ANPR performance is reviewed through the OPM, and the ACC (operational support) meets senior managers on a quarterly basis to review ANPR performance.
- The force crime reduction strategy encompasses the problem-solving project, extended police family work, the persistent offenders scheme, youth crime reduction, and the Hertfordshire partnerships development programme, linking the CDRPs and the TCG process.
- Total crimes detected have risen from 25.4% in 2003/04 to 29.5% in 2004/05, placing the force first in its MSF group.
- Detections for domestic burglary have increased from 23.8% in 2003/04 to 28% in 2004/05, placing the force second in the MSF group. Sanction detections have also increased to 25.8%, placing the force first in its group.
- Overall detections for robbery offences have increased from 34.3% in 2003/04 to 36.1% in 2004/05, placing the force first in its MSF group.
- Overall detections for vehicle crime have increased from 10.9% in 2003/04 to 15.9% in 2004/05. Sanction detections for 2004/05 have also seen comparable improved performance to 13.8%, placing the force second in its MSF group.
- Standard operating procedures are in place within the county control room, listing mandatory attendance for specific crimes.
- Surveillance and covert equipment are supplied via level 1 and 2 TCG processes and supplied to BCUs from the serious and organised crime group.
- As a result of extensive activity in force, the Audit Commission graded the force Green for NCRS compliance in 2004. While the force was pleased with the outcome, a two-year agreed action plan is in place to ensure that the significant progress made is maintained.
- Hertfordshire was one of the forces selected for the national volume crime pilot. NIM and tasking and co-ordination processes are firmly embedded, and provide detailed focus on volume crime issues, with a number of long-term operations ongoing to tackle volume crimes such as dwelling burglaries.
- Investigative training has been provided to beat crimes and case intervention teams. Project Compass for student officers includes significant investigative training. The force is currently delivering investigative training to approximately 400 officers.

Areas for Improvement

- While a dedicated crime audit capability exists for recording and detecting crime, there is currently no dedicated audit capability for investigating crime. Some audit of investigation is carried out by the wider crime auditing team.
- The force has a police reform board chaired by the DCC. One workstream is the implementation of Professionalising the Investigation Process.
- While overall detections for violent crimes have risen from 61.9% in 2003/04 to 65% in 2004/05, sanction detections have reduced from 38% in 2003/04 to 36.4% in 2004/05, placing the force fifth in the MSF group.

3E Forensic Management

Fair	Stable
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Strengths

- In mid-2004 a superintendent was appointed head of forensic services and tasked with reviewing services provided. As a result of the review, an up-to-date forensic strategy is now in place, and supported by the Scientific Services Work Improvement Plan for 2005/06.
- As a result of the review, performance of scene attendance and quality control processes are now in place. The head of department attends the four-weekly OPM and is held to account for performance.
- The department recently received significant investment, with a purpose-built facility now in place at HQ. The technical support unit has seen resource growth and is now fully resourced and equipped. All scenes of crime officers (SOCOs) now have digital camera equipment.
- During 2004/05 87.9% of locations of dwelling burglaries received a forensic visit, placing the force fourth out of seven in its MSF group, and comparing favourably with an MSF average of 84.1%.
- The force performed well in the conversion of fingerprint identifications into primary detections, with performance significantly improving from 35% to 60.6%, placing it top of the MSF group.
- While forensic examination of recovered stolen vehicles has reduced in 2004/05 to 48.1% (third out of seven in the MSF group), fingerprints recovered from stolen vehicles have increased significantly from 21% in 2003/04 to 34.5% in 2004/05, placing the force third out of seven in the MSF group.
- As a result of the BVR of forensic services in 2003, fingerprint and forensic awareness trainers have been providing awareness training to intervention teams and new recruits.

Areas for Improvement

- Although performance management systems have been introduced, IT software has only recently been configured to record and report performance matters. There are no performance measures in place for certain areas of business, eg crime scene examiners on BCUs.
- Senior SOCOs have received little or no formal management or performance training, and there are no formal links between the scientific services and human resources (HR).
- There is currently no forensic steering group where specialists and BCU representatives can meet to discuss and progress forensic issues.
- There are no structured meetings between scientific services and BCUs. Similarly, while senior SOCOs on BCUs or their deputies are required to attend divisional TCG meetings, this is not always occurring.
- Use of the National Automated Fingerprint Identification System (NAFIS) has been limited. Processes within the fingerprint bureau have recently been amended in order to rectify matters, and should result in increased NAFIS hit rates and turnaround times.
- There are currently separate tasking arrangements for SOCOs and crime scene examiners.
- There is no formal process regarding footwear impressions, either recovered from

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scenes or footwear seized from suspects during investigations.

- The force is working in collaboration with Bedfordshire Police towards creating a joint dedicated SOCO control room facility.
- DNA samples were recovered from 7.5% of dwelling burglary scenes, compared with an MSF average of 10.6%, placing the force fifth out of seven in its MSF group.
- Fingerprint identifications obtained from dwelling burglary offenders for 2004/05 accounted for 10.9% of the total, a rise of 1% from 2003/04 but below the MSF average of 13.9% and bottom of the MSF group.

3F Criminal Justice Processes

Fair	Improved
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Strengths

- The Chief Constable, the ACC (operational support) and head of criminal justice are members of the monthly HCJB. At local level senior managers on the three BCUs attend monthly local CJB meetings. The boards are made up of police, CPS, youth offending team, Probation and Courts Service representatives.
- Criminal justice departmental performance is reviewed at the OPM. Measurements include file quality, submission times and warrants executed. In addition, the CJB has a dedicated performance officer, who has regular contact with the force business development officer, and produces a monthly performance report.
- Force and partner agencies continue to reach and exceed offences brought to justice targets and the 71-day Persistent Young Offender Pledge, and have significantly reduced the number of outstanding warrants.
- The introduction of co-located criminal justice units has resulted in some efficiencies, enabling unit staff to deal with an increased workload.
- Witness care units are now in place on each of the BCUs. Police officers are receiving approved Centrex training on victim and witness care locally.
- File preparation teams are in place on each of the BCUs. Case intervention teams operate within custody areas, dealing with many of the arrests made by intervention officers.
- The force has appointed a superintendent as force custody manager to progress custody issues and introduce performance management systems. A pilot scheme of dedicated custody staff is in place on Eastern Hertfordshire BCU and, if successful, will be rolled out across the force.
- ACC (operational support) is lead officer on youth issues. The force has a youth crime reduction strategy produced in consultation with youth partners such as the county children's, schools and families teams and the Probation Service.
- Hertfordshire has nine police officers seconded to youth offending teams.

Areas for Improvement

- The force is currently introducing No Witness, No Justice, statutory charging and the Effective Trial Management Programme, and all should be in place during 2005.
- HMIC inspected Police National Computer (PNC) service in the force in October 2004, and graded the service as Poor. The force recognised that improvements were required and has formed both PNC steering and practitioners groups, together with an action plan, led by the ACC (operational support), with key objectives to improve timeliness and quality. Levels of PNC resources have increased, and IT solutions are being progressed. PNC performance is now reviewed daily and is significantly improving.
- As with 2003/04, the force did not meet a target of 90% (actual performance 58.6%) for entering details of arrests/summons within one day, and was bottom of its MSF group, and worst performing force in England and Wales.
- While the percentage of court results entered onto PNC within ten days improved significantly (7.5% in 2003/04 to 43.4% in 2004/05), this was below the MSF average of 55.2% and placed the force fifth out of eight in its MSF group.
- The force has conducted a review of custody arrangements and recognises that custody capacity is limited. In the short term, certain custody sites previously closed

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have been upgraded and are open at peak periods. Longer-term plans under the PAVS project are ongoing for new building projects.

- There are currently detention and escort officer resilience issues, resulting in abstractions being filled by police officers.
- Due to increases in the number of offenders charged (49% in four years), there are significant issues with providing sufficient court time and availability of CPS prosecutors, resulting in the county failing to meet 'timeliness of trial' targets.
- The force currently has no restorative justice capability. A training programme is under way in conjunction with Thames Valley Police.

4 Promoting Safety (Domain 3)

As already highlighted, ward constables have been appointed and the force takes a leading role in developing the extended police family. ASB features within the force control strategy and is tackled by all CDRPs. The force was recently host to a problem-solving conference attended by other forces, law enforcement and partner agencies, and is clearly making use of appropriate legislation to tackle ASB issues.

4A Reassurance

Good	Improved
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Strengths

- ACC (operations) is lead officer on community policing/community reassurance. The PA/force policing plan has specific targets relating to reassurance.
- BCU commanders are held to account against reassurance targets through the quarterly intelligence-led planning process and scheduled performance visits by the ACC (operations).
- A problem-solving project is currently under way to embed problem solving within the force and within partnership organisations. As part of the project, the tasking and problem-solving database has already been introduced.
- The PA contributes to the neighbourhood policing project board and work is under way between BCU commanders and local partners to develop the neighbourhood policing plan.
- Neighbourhood policing is included within the county Local Strategic Partnership plan.
- ACC (operations) chairs the monthly extended police family board, which focuses on four key areas – funding and distribution for PCSOs, accreditation issues, volunteers and maximising Neighbourhood Watch capacity. The force is piloting community safety accreditation schemes in five local areas.
- PCSOs and special constables are tasked through the intelligence-led NIM processes, on joint and single nuisance patrols.
- The force is actively recruiting more special constables to maximise their use. There are currently 237 specials in the force, with a target of 400 by 2007. During 2004 the special constables performed an impressive 74,000 hours of duty in policing communities and supporting regular police/PCSO colleagues.
- PCSO numbers continue to increase in force. They contribute to problem solving, are tasked through the TCG process and prove effective in crime reduction initiatives. Examples of crimes targeted are vehicle crimes in Watford town centre and burglary offences in Potters Bar.
- A significant number of military personnel visit the market town of Royston for leisure activities. The force has introduced joint patrols with Ministry of Defence Police and the Royal Military Police to provide additional reassurance and strengthen partnership working.
- The force has six mobile police stations to engage with and provide a visible reassurance presence in isolated communities. Timetables of visits are widely publicised.
- The force has a well-resourced corporate communications department, which has an external communication and marketing strategy addressing reassurance issues.
- The department is active in promoting local ward officers and the role of PCSOs.

Full use is made of the force website to obtain a response from communities and provide feedback. The force newspaper delivered to every household in the county provides slower time information.

Areas for Improvement

- Although each BCU has a logistics unit working to a minimum patrol deployed strength, the force does not have a strategy for uniform patrol. The policing style recalibration project will be reviewing ACPO guidance on single crewing.
- The neighbourhood policing working group has a workstream to ensure that the force develops its ability to collate and analyse the anticipated increase in community intelligence.
- The force has plans to develop and enhance Neighbourhood Watch and has an ongoing project to create greater support and co-ordination.
- The force is exploring opportunities to make use of community volunteers.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Stable
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Strengths

- ACC (operations) is lead officer for ASB and road safety.
- ASB features within the force control strategy, including its own intelligence requirement, and is included within BCU and force TCG processes.
- BCUs are held to account for the level of use of ASB enforcement measures through the intelligence-led planning process and chief officer scrutiny.
- ASB features in all ten CDRP strategies and in neighbourhood policing plans.
- Comprehensive guidelines are in place for tackling ASB and are published on the force intranet; this has led to a more co-ordinated and consistent use of powers.
- Acceptable Behaviour Contracts, ASBOs and dispersal orders are utilised as tactical options with their use increasing. ASBOs are recorded on PNC.
- The force is fully committed to and conversant with problem solving using the SARA model. Training is ongoing with partners and a force database provides details of good practice.
- In November 2004 the force held its second international problem-solving conference, where local examples of initiatives, along with their evaluation, were shared with other law enforcement agencies and partners.
- ASB co-ordinators have been appointed and are working with the county community safety unit to increase knowledge and awareness and share good practice.
- A locality-based team in Dacorum was the joint winner with the local council of the county problem-oriented partnership award for the use of Acceptable Behaviour Contracts in improving quality of life for the community.
- There was clear evidence during a staff focus group of locality policing team members of an understanding of how ASB impacts on victims, witnesses and communities and examples were seen of how the teams were using problem-solving skills to address and resolve issues of ASB.
- The road safety strategy is agreed in consultation with Hertfordshire County Council. The force is currently working with the council to introduce school programmes to educate pedestrians, cyclists and young drivers as part of the national curriculum. To assist with analysis, the force has recruited a roads policing analyst.

Areas for Improvement

- The force ASB strategy is currently being reviewed.
- The Partnership Integration Project is developing tasking and co-ordination and problem-solving processes with local authorities and other key partners such as youth justice bodies.
- There is no protocol with CPS for securing ASBOs.

5 Providing Assistance (Domain 4)

The first major PAVS project – the contact management centre - is due for completion in spring 2006 and continues to be monitored closely by the PA and force. During mid-2004/05 the force identified a reduction in performance in call handling. As a result, a rigorous performance management framework and new procedures were introduced and performance has significantly improved in the latter part of the year. Roads policing and dedicated ANPR teams operate within each of the three BCUs. The Chief Constable is the national lead for progressing ANPR.

5A Call Management

Good	Stable
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Strengths

- The PA has invested heavily in the PAVS project. The first major new building is the contact management centre based at HQ; this is on budget and due for opening in spring 2006.
- The force recently made the decision to separate call receipt services and radio despatch, with emphasis on performance improvement and quality service delivery. It undertook a significant recruitment process, agreeing to over-recruit in the short term, given underperformance issues. The new arrangements began in February 2005, and in the short term there has been an immediate rise in performance in answering 999 and non-emergency calls.
- ACC (operational support) is provided with daily and weekly performance information, chairs the monthly project board meetings and is in regular contact with the head of department. The introduction of more IT (Symposium) has provided the force with additional performance information.
- A quality team of supervisors has been established to monitor individuals, teams and the quality of engagements with callers in real time. As a result there has been a significant performance improvement in the latter part of 2004/05.
- The head of HR is working with external consultants to develop more sophisticated quality of service and performance measures to be included within the performance development review (PDR) process.
- PA members closely monitor the progress of the Contact Management Programme, and are provided with regular updates on call management performance.
- Call management staff are now able to access a regularly updated spreadsheet providing details of individual performance.
- A process improvement team has been created to ensure compliance with NCRS and National Standards for Incident Reporting, identify failures and diagnose solutions.
- There are service level agreements in place between the force control room and each of the BCUs.
- The force is currently exploring opportunities as a result of technological advances such as text messaging, e-policing and new IT systems.
- Disaster recovery plans are subject to regular testing and signed off by a chief officer.

Areas for Improvement

- While the force achieved its own target of 80% for answering 999 calls within ten seconds, performance was down from 85.3% in 2003/04 to 81.9% in 2004/05.

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- The force is currently reviewing its demand profile within contact management. A review of resources suggested resources are adequate, but some working practices are inefficient. Work is ongoing together with HR, analysts and logistics support in considering part-time and flexible working opportunities to address low and peak demand periods.
- The force intends to introduce area-based help desk functions, aimed at improving local services for non-emergency calls.
- The centralised crime bureau, county communications room and central switchboard systems supporting call management are not integrated. Programme Mercury aims to address this during 2005/06.
- Continual changes during the last two years within call management have strained staff relations. An internal communication strategy with Unison and Police Federation representation is now in place, and a call-handling user group meets monthly.
- While the force has provided guidance on call-handling standards, precise and measurable standards have not been applied to the whole organisation.
- During a focus group of contact management staff there was limited understanding of what amounted to a critical incident.

5B Providing Specialist Operational Support

Good	Stable
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Strengths

- The force has a strategic firearms group chaired by the ACC (operational support). The firearms user group meets quarterly to discuss incidents and good practice and share lessons learnt. In support of this is a firearms user group with key representatives at operational and tactical level. This group meets quarterly and is intended to ensure that any lessons learnt from operations are addressed.
- The force is nearing compliance with the Home Office code of practice on the police use of firearms and less lethal weapons and the ACPO manual of guidance on the police use of firearms.
- In addition to deployment of firearms, the force also has the less lethal baton gun available. Officers are currently being trained in the use of the Taser, which was recently purchased by the force and due for roll-out in July 2005.
- Each operational support department has plans linked to force and BCU priorities. For example, the tactical firearms and dog sections are measured on numbers of arrests for priority crimes and priority criminals.
- Resources within the department are tasked through the level 2 TCG process. In addition, the department has its own tasking manager and function.
- The operational support department attends the four-weekly OPM and is held to account for performance in the same way as each of the BCUs.
- Following all firearms operations the Silver commander is responsible for conducting a debrief which is recorded in the Silver log. This is forwarded for review to the head of firearms training and head of operations. Good practice is disseminated to relevant stakeholders.
- The force has recently participated in a pilot examination by Centrex, which reviewed the selection and training of firearms officers.
- Other major incidents such as the Hatfield and Potters Bar rail crashes were reviewed by outside forces.
- The force collaborates with Cambridgeshire and Bedfordshire Police on firearms training and operations, including tactical advisors and firearms dogs. A joint specialist training facility is also being discussed. Identical command policy and log books have been created and shared within the region. A joint shared armourer has recently been recruited.
- The force fully participates in the Hertfordshire emergency services major incident committee (HESMIC), which incorporates local authorities, health, blue light services and volunteer groups. The most recent HESMIC exercise was held in November 2004.

Areas for Improvement

- In completing its threat assessment for the police use of firearms, the force has undertaken a great deal of work in ascertaining the level and nature of threats that it may encounter. However, at this time HMIC is unable to see how the link is made between the threat and risks identified and the provision of armed capability. In particular:
 - How the force arrives at the number of authorised firearms officers it currently has and their positioning within the force.
 - The rationale for the training in some of the more advanced tactics.
 - How the force arrives at the numbers it has in its tactical firearms team.

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- How the force arrives at the number of Gold, Silver and Bronze commanders and post-incident managers.
- The force is facing difficulties in maintaining the numbers of firearms officers at agreed establishment levels, despite continued efforts including advertising outside the force for firearms specialists.
- Force procedures for providing firearms incident commanders are under review. Decisions on whether to train all senior officers or have a cadre of trained staff have yet to be made.
- The procedures for the recruiting and training of Bronze commanders are poor and this is an issue that the force should address as a matter of priority.
- The force does not have a system in place to assess the performance of its Gold, Silver or Bronze commanders or tactical advisors.

5C Roads Policing

Good	Improved
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Strengths

- ACC (operational support) is the lead officer for roads policing. A chief inspector based at HQ is responsible for the roads policing strategic unit, which includes crash investigation, safety camera crew and vehicle recovery, and has recently appointed a roads policing analyst.
- Roads policing units are fully devolved to each of the three BCUs and are line-managed within the BCU. Each BCU has a dedicated ANPR team. Both units are tasked through the BCU TCG process.
- Roads policing units on BCUs and at HQ are subject to appropriate tasking and performance monitoring, such as contributions to operations, visibility and reassurance, through the TCG and OPM.
- A review of roads policing resources was conducted in 2004. Research was based on road mileage, socio-demographic factors and classification of roads.
- The safety camera unit partnership works with Hertfordshire County Council and includes educational packages for young drivers. The unit will be working with the National Driver Improvement Scheme during spring/summer 2005. In addition, the force is involved in the national Bikesafe campaign to reduce motorcycle fatalities.

Areas for Improvement

- The roads policing strategy has yet to be approved.
- There are shortages of supervisors within roads policing units.
- There are concerns in force regarding a lack of trained road crash investigators. Further training is programmed for 2005/06.

6 Resource Use (Domain B)

Having completed a successful recruitment drive, the force is close to establishment levels. There are continued efforts to meet targets for recruitment of black and minority ethnic (BME) candidates who are currently under-represented. The force continues to increase the number of PCSOs and special constables. Diversity is fully embraced by the PA and force, with diversity boards operating at force and area level. To meet future funding challenges the PA and force are developing a new medium-term financial strategy.

6A Human Resource Management

Good	Stable
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Strengths

- The PA has an HR working group, which meets quarterly and reviews progress of the HR plan, for example in establishment and sickness levels.
- The force conducted a review of HR in 2003. As a result, a new service delivery model and additional resources were introduced. Each of the three BCUs and two operational units has dedicated HR business partners who are qualified HR professionals and members of the local command team.
- Given the force's proximity to London there are continual recruitment and retention challenges. The force is close to establishment levels, and the HR department has received awards for its innovative recruitment campaigns, including an award from the Institute of Practitioners in Advertising for recruitment effectiveness.
- The force has conducted a flexible working project, resulting in a new policy framework across the force. Pilots are under way, with trials of flexible working patterns, balancing individual need against operational demand.
- The force has re-designed the Probationer Development Programme under Project Compass, which develops new probationers to meet the requirements of the force's policing style.
- The Integrated Competency Framework has been rolled out for police officers and will be in place for police staff by April 2005.
- Hertfordshire is one of a number of forces trialling the removal of Ospre Part 2 examinations for sergeants and inspectors. The examination is replaced with officers embarking on an in-force Leadership Development Programme, leading to a workplace assessment of competency.
- The HR IT system interfaces with a number of other IT systems including the National Management Information System, allowing team/individual performance measures to be monitored.
- The workforce planning unit reports quarterly to the DCC, setting out staff numbers and projections.
- The force has undertaken a range of surveys such as work/life balance, cultural audit and well-being audit, each resulting in action plans. A risk-assessed health screening programme and health promotion events are in place.
- Superintendents are currently being offered private medical health checks as a result of a superintendent health survey.
- Almost 25% of police officers in the workforce are females.
- The force intranet has an HR section, which includes links to 24-hour childcare services available in the county.

- The director of resources is the lead officer for health and safety and chairs the health and safety committee, attended by members of the PA.
- The force has a health and safety action plan setting out a range of activity to embed a health and safety culture. Each BCU has a health and safety forum responsible for managing local issues. All officers have a health and safety objective within their PDR.
- Working hours of staff are monitored on a monthly basis. Members of staff who work excessive hours are expected to agree an action plan with their line manager to bring hours down.

Areas for Improvement

- The force failed to meet sickness targets of ten days per year for police officers and police staff, with 11 days achieved for officers and 10.5 days for police staff.
- The force is to apply for Investors in People accreditation in 2006, after an unsuccessful attempt in 2001. The focus on achieving the standard is linked to PDRs, Integrated Competency Framework roll-out and training evaluation processes.
- The HR IT system is currently under review. The force is in the process of specifying requirements for replacement of the HR IT system to improve capability, remove duplication and improve management information.
- The workforce planning unit within HR is currently under-resourced, with limited capacity to conduct analysis and research.
- The force continues to experience shortages of sergeants and inspectors, and has not met targets for recruitment of BME candidates.
- As demand for services increases, groups representing staff have concerns over current resource levels within the occupational health unit.

6B Training and Development

Good	Improving
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Strengths

- There is a training strategy in place that conforms to Home Office Circular 53/03 and is fully aligned to organisational objectives.
- The realignment of probationer training to support the force policing style under Project Compass is a positive development for the force.
- The learning and development strategy clearly outlines how the force training council (FTC) leads the client side to determine prioritisation and establish a monitoring regime for the training function. The chair of the FTC is a member of the force management board, but is not an ACPO appointment. BCU commanders and departmental heads are represented on this council.
- There is clear and proactive PA involvement in the training process at all levels; the PA also gets involved in the development of key training programmes.
- *Managing Learning* is referred to in a number of plans since it remains a cross-cutting activity supporting the learning and development strategy. There are also sound action plans that support the *Diversity Matters* and *Training Matters* recommendations, together with effective PA monitoring.
- There are good examples of collaborative effort within the Diversity and Leadership Programme. In particular, the force has worked with Wadenhoe Consultancy to develop bespoke management training that will be applied to all ranks and grades. A new project is under way to set up an exchange programme with partner organisations in order to facilitate collaborative working that involves Hertfordshire Partnership Trust, local councils, public health bodies and representatives from responsible authority groups.
- Prioritisation is largely driven by ACPO, which identifies key priorities at the start of the process. The training department then promulgates these priorities across the force, using the training council structure.
- During 2004/05 the force obtained additional funding for training, utilised in a number of areas, but specifically in increasing crime investigation skills.

Areas for Improvement

- Although the head of training is a training professional, she does not currently hold the 'head of profession' status for all training. Consequently, all specialist training staff (firearms, public order, roads policing, dogs and HOLMES) operate outside the professional management of the head of training. Crime investigation training and driver training are part of the central training department. It is acknowledged that the force has aspirations to move towards all training being overseen by the head of training.
- There is no formal framework for developing a quality assurance regime across the force and in practice there is limited quality assurance being applied within centrally provided training. There is no routine trainer assessment or validation of lesson plans.
- Only a small percentage of courses are evaluated to level 1. Consequently, student feedback is not being routinely captured. The Adult Learning Inspectorate was concerned that there is very little formal assessment of student knowledge taking place. There are concerns that the depth of level 3 and 4 evaluations does not cover all components of the Kirkpatrick Model, as claimed. For example, the Institute of Leadership and Management evaluation methodology was limited to observation of

the training and student reaction questionnaires.

- The PDR has not yet been effectively linked to evaluation and there is a general absence of external indicators of the impact of the training on performance, return on investment or evidence of community involvement in evaluation activity.
- All new lesson plans have been aligned to National Occupational Standards but there are no plans to revisit existing training unless there is a requirement for revision. The evaluation strategy has not yet defined how the force will explore the extent to which the National Occupational Standards have been achieved through training.
- There are lower level area and departmental training councils to oversee the implementation of FTC decisions. The force is reviewing how the FTC can be more responsive to issues that arise outside the formal meeting times.
- Completion of the new service delivery model, with the establishing of a number of shared HR service centres, is planned during 2005/06.

6C Race and Diversity

Good

Strengths

- The DCC is a visible and active ACPO lead on diversity, and chairs the force diversity board which has been active for over two years. The board has a total of 14 separate workstreams in place, each led by a senior force manager. The chair of the PA diversity working group, head of HR and IAG members sit on the board.
- All chief officers have race and diversity objectives within their PDRs.
- The force has a race equality scheme and associated action plan. External stakeholders were consulted in its construction and are now fully engaged in the drafting of the 2005–08 scheme.
- The force diversity statement and annual policing plan clearly state the force vision, commitment and diversity objectives. All force policies are approved, ensuring race equality scheme compliance.
- In order to continue focus and attention on diversity, the force has recently created a diversity unit led by a chief inspector.
- IAG members have recently contributed to the design of student police officer training under Project Compass.
- A recent *Hertsbeat* issue contained a double-page spread focusing on diversity initiatives ongoing in the force.
- The force operates Disability Discrimination Act employment provisions and examples of 'reasonable adjustments' are well evidenced. The force is also a member of the Employers' Forum on Disability, and is in partnership with Hertfordshire Action on Disability, which acts as a third party for those with disabilities.
- Officer recruitment is conducted in accordance with the national selection process. All internal selection processes are competency-based interviews, conducted by experienced and trained staff.
- The force has conducted a Gender Agenda audit and an action plan is now in place; this includes mentoring of senior women officers and improved childcare arrangements.
- The force has a new flexible working policy, including job share, term-time only, home working and flexible retirement arrangements. Training for the policy has been provided to managers, and also through the Leadership Development Programme. These and other policies such as 'fairness at work' and 'work/life balance' are accessible via the force intranet.
- Training needs analysis on diversity issues, involving community consultation, has resulted in members of the community assisting in training delivery.
- The Special Constabulary continues to attract and maintain a proportionately high level of BME officers (6.7%) and females (22%).
- The force actively encourages staff support networks and has provided financial support and time off to Gay Police Association and Black Police Association members to advance their work and attend training and conferences. A full-time member of the Black Police Association supports the force in areas such as the race equality scheme, diversity, stop and search and accounting and recruiting. All support networks are consulted and contribute to diversity boards.

Areas for Improvement

- The force has not reached targets for recruitment of BME candidates. The force target is 6.2%, against a current figure of 3.2%. A recruitment and retention action plan is being implemented, including application advice sessions, meetings with BME officers and a 'buddy' system to support applicants.
- There are female under-representation issues within criminal investigation departments and firearms units.
- Local diversity boards have recently been introduced in order to drive local delivery of diversity initiatives.
- The HR department is unable to monitor applications for training and links to ethnicity, due to a lack of IT provision.
- A disability audit is planned for 2005/06.

6D Resource Management

Good	Stable
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Strengths

- Financial planning is integrated into the force strategic and annual plans, which consider strategic priorities, together with performance, organisational capability, HR forecast, medium-term financial forecast and activity-based costing (ABC) results.
- The PA finance working group meets eight times a year. The PA also has a formally appointed treasurer separate from the clerk, and working protocols between the treasurer and director of resources are being prepared.
- The director of resources is a qualified accountant and a member of the ACPO team, supported by a finance management department based at HQ, and assistant management accountants (AMAs) at BCU and departmental level. AMAs are experienced part-qualified accountants and are members of area command teams.
- A number of the AMAs are continuing studies towards professional accountancy qualifications. Financial modules form part of the Leadership Development Programme.
- Approximately 85% of revenue budget is devolved to BCUs and departments, and reviewed regularly. The force has conducted a review of fleet services, resulting in some efficiency opportunities and extended workshop hours.
- During 2004 the force conducted a force-wide efficiency review, focusing on collaboration and efficiency opportunities as highlighted in the Gershon report. The force has performed well in achieving efficiency savings recently, and continues to develop collaborative links with Bedfordshire in a number of business areas with a view to efficiency savings.
- ABC has been introduced to evaluate PCSOs, roads policing and file preparation units, and has also been used in the BVR of hate crime and the review of the Sergeants' Training Programme. The Audit Commission recently gave the force a Good grading for the quality of data management. Work is ongoing to make use of ABC in corporate reviews such as the Contact Management Programme.
- In the Audit Commission National ABC Data Quality Report issued in May 2005 the results for the force are shown as:

Force	2003 Issues	Costing	Internal Controls	Information Sources	Reasonableness	Use of Costing Data
Hertfordshire	Excellent	Good	Good	Weak	Good	Excellent

- The force has demonstrated its commitment to implement ABC and will now, with the PA, wish to continue to develop the use of ABC and activity analysis, in particular as a key element of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission, with results included in future baseline assessments.
- Financial performance management is reviewed quarterly. Financial business plans are reflected in PDRs for staff within the finance department.
- A new logistics software package has been introduced, allowing access to team/unit duties from any terminal and enabling a more streamlined, efficient response to major and critical incidents.
- The force uses a resource allocation formula across the three BCUs. The implementation of the resource allocation formula is considered by the senior

managers' problem-solving group.

- The PAVS programme of work, approved by the PA two years ago, involves major building projects in the force over the next few years, including new custody sites and multi-agency sites such as the Sunflower centres.

Areas for Improvement

- Over the next three years the force faces challenges, given relative reductions in government funding as a result of implementation of changes resulting from a national funding formula, set against current required expenditure. With this in mind, it is currently working on a medium-term funding strategy.
- There is a need to further integrate HR and finance systems. Projects are ongoing to this end, and funding approved for a planned introduction in 2007.
- The force and PA have an action plan to develop a comprehensive risk management strategy.

6E Science and Technology Management

Good	Stable
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Strengths

- The IS/IT strategy is reviewed annually by the force management board and the force IS/IT steering group, and chaired by the director of resources. The force IT project board meets every two months, and is also chaired by the director of resources.
- The force is one of the lead forces in developing and enhancing the ACPO Information Management Benchmarking Toolkit, and has conducted bi-annual exercises since 2000.
- Disaster recovery systems are tested on a quarterly basis and signed off by an ACPO officer, and the force has a disaster recovery contract to deal with loss of systems.
- Hertfordshire is one of ten forces involved in the community security policy, and works with the Police Information Technology Organisation and the National Accrerator. All staff are receiving training in information security awareness. The force uses external partners for security penetration testing.
- The force IT help desk conducts an annual survey of service provision, and performance indicators are in place and monitored. The target for overall satisfaction is 90% and is currently being exceeded.
- The force IT infrastructure is robust and stable, with 99.9% availability for key systems. Command and control, crime recording and custody systems have high levels of integration.

Areas for Improvement

- The force has concerns that as it moves towards National Strategy for Police Information Systems custody, current high levels of integration of facilities will be affected, and is taking steps to minimise the impact.
- The force is part of a six-force consortium, taking the lead on new software provisions related to recommendations from the Bichard report and due for roll-out during summer 2005. Once in place, the force will be able to communicate and share data with other forces in the consortium on crime, intelligence and custody matters.
- There is an ongoing ANPR project examining ANPR capabilities and opportunities, including integration of ANPR with local authority CCTV schemes.
- The IT help desk is not meeting its target of 40% for immediate resolution of IT issues.

6F National Intelligence Model

Good	Stable
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Strengths

- The NIM is a key element of the Hertfordshire policing style and is embedded into force and BCU processes.
- ACC (operations) is lead officer for the NIM. There are clearly defined structures to ensure NIM processes are integrated into performance management and review.
- The force has a tasking and co-ordination unit to ensure the continued development of the Hertfordshire policing style and NIM minimum standards.
- A quarterly intelligence-led planning process reviews performance against force and BCU priorities.
- The force is a leading contributor to the regional tasking and co-ordination unit.
- In 2004 the force introduced a new intelligence management system, enabling the regional intelligence unit access to force intelligence systems.
- Mandatory NIM training is in place for all staff including PCSOs and special constables.
- The force is a pilot site for the national briefing model using the electronic tasking and briefing system, prepared by intelligence units and enabling all officers, including specialist teams, eg PCSOs and roads policing, to brief every shift.

Areas for Improvement

- There is a need to network some force databases such as the tasking database.
- The force acknowledges the need to expand the current number of intelligence sources.

7 Leadership and Direction

The Chief Constable, appointed in October 2004, now has the benefit of a settled ACPO team. He has initiated a recalibration of policing style to ensure the force is maximising strategic developments and priorities; the results of this work will take effect during 2005/06. There is a detectable performance culture; where performance is good there is no complacency and where improvement is necessary there is a willingness and enthusiasm within the force to change. Relationships between the PA and force are good and continue to develop.

7A Leadership

Good

Strengths

- The Chief Constable was appointed in October 2004. The remainder of the chief officer team remains unaltered.
- Following his appointment, the Chief Constable initiated a recalibration model to derive further developments from the strategic development priorities. A number of supervisor sessions have been held where the Chief Constable has set out his vision for the future, stated his personal commitment to fairness and diversity and set standards of behaviour expected of staff. He has also taken the opportunity at the briefings to consult with staff.
- The force has a well-developed Leadership Development Programme, with chief officers taking part in 360-degree assessment and a two-day inspirational workshop at Cranfield University. Quarterly chief officer awaydays are held with thematic agendas to consider key issues facing the force.
- A succession management policy was agreed in August 2004 and work has been carried out to identify potential staff for key posts.
- Chief officers consider all senior staff with ACPO potential and undertake personal mentoring with those who are working towards the Police National Assessment Centre.
- The DCC is the ACPO lead for diversity and a behavioural competency of 'welcoming diversity' features in every PDR and must be evidenced.
- There is a very constructive relationship with the PA; the Chief Constable has fortnightly scheduled meetings with the chair and briefs him on any key issues that arise in between.
- The strategic plan and PA policing plan are developed in a joint process with the PA. Regular performance reports are provided to the PA and the force organises a twice-yearly seminar to give members detailed feedback.
- In 2004 the force introduced the 'ask the exec' feature on the force intranet to encourage transparent and effective communication between staff and chief officers.
- Representatives of staff associations have a positive working relationship with the chief officer team and good access.
- The force follows a policy for commendations at force and BCU level. Awards ceremonies are held to recognise police officers and staff. Bonus payments are also made in recognition of good work.

Areas for Improvement

- As a result of force surveys, the force is reviewing senior manager duties and on-

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call arrangements to ensure leaders are visible across the force.

- The force acknowledges the need to review grievance processes, and a new Fairness at work policy has recently been introduced; this will bring about further improvement.

7B Strategic Management

Good	Stable
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Strengths

- The aims of the recalibration model, authorised by the Chief Constable, include developing government policies and priorities such as locality policing, identifying with performance issues such as call handling, and maximising future opportunities. An example of this is that, given the force is close to establishment staffing levels, there will be less need for probationer training and more development training opportunities and skill enhancement for existing staff.
- The PA and force have annual and three-year strategic plans launched in March each year, supported by the corporate communications department. Plans are widely circulated including through *Hertsbeat*, the PA and force newspaper, and on the force website.
- Senior officers are key participants in Local Strategic Partnerships and CDRPs.
- The DCC is the lead officer for business planning processes, undertaken by the OID department, which prepares a planning cycle calendar. This includes links to ongoing national and county activities such as the National Policing Plan, the HCJB and IAGs.
- The force holds a strategic planning conference annually as part of the target-setting process.
- The force and PA consult widely to ensure account is taken of local issues and priorities. This is achieved through police officer and PA attendance at CDRPs, contacts with community groups, local MPs and councillors, and also through the use of MORI surveys. Focus on local issues is provided by the force and BCU strategic assessments.
- The DCC chairs the police reform programme board, which also has PA membership. A dedicated chief inspector has programme manager responsibilities, with analyst and administrative support. The force corporate communications department is represented on the programme board and a detailed intranet site is accessible by all staff.
- Within the OID department there is a dedicated environmental scanning capability. A weekly bulletin is produced and is available to all staff through the force intranet. Environmental scanning issues are a standing agenda item at fortnightly chief officer meetings.

Areas for Improvement

- The force has stated its intentions and commitment to further develop and extend locality-based policing by increasing numbers of officers and reducing abstractions.
- The force is developing processes to ensure all new policies and procedures will embody reducing bureaucracy.

7C Performance Management and Continuous Improvement

Excellent	Stable
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Strengths

- ACC (operations) attends one of the level 1 TCG meetings each month, and chairs the level 2 TCG and OPM.
- The PA has a dedicated performance manager who attends OPM meetings. The PA holds quarterly performance scrutiny meetings and six-monthly formal performance review meetings. Where areas of concern are identified, for example recent performance in call handling and PNC, PA members are provided with information by heads of department.
- The OPM analyses performance, highlights risks and makes internal and external comparisons. MSF data is used and BCU commanders and heads of department are held to account. At each OPM meeting a thematic topic is identified and discussed to provide scope for improvement or sharing of good practice.
- The force has a performance intelligence section, which provides a strategic overview and supports strategic and tactical responses to achieve performance improvement.
- Chief officers meet fortnightly, with performance a standing agenda item. The force holds daily strategic tasking meetings seven days a week in order to react to crime trends and service delivery.
- The Chief Constable has led a series of supervisor sessions with sergeants and above and police staff equivalents, emphasising priorities and performance objectives.
- The force was the first to go live with the National Management Information System, which provides daily performance updates and monthly reports on BCU, team or individual. Continuous emphasis around performance is reinforced with figures provided daily on the front page of the force intranet site.
- The national PDR process is in place for police officers and, from April 2005, for police staff. Both ACCs have performance objectives in their PDRs.
- An internal inspection review programme is co-ordinated within the OID department. Work is based on the organisational risk register, introduced and considered by chief officers on a quarterly basis, and ranges from internal BCU inspections to focused work, such as stop and search. The programme has the support of analysts and evaluation managers, as required.
- Chief officers have instigated a number of 'peer reviews' to offer BCU commands external scrutiny by staff from other parts of the force. The force has a quarterly senior managers' problem-solving group, where areas of activity are analysed in an open environment.

Areas for Improvement

- At the invitation of the Chief Constable, the Home Office's Police Standards Unit recently carried out a review of burglary within Central Hertfordshire BCU. Recommendations are contained in an action plan which is now being progressed.

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Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	61.0%	N/A	51.7%	1 out of 7	48.6%	8 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	79.0%	N/A	73.9%	2 out of 7	71.5%	10 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	67.4%	N/A	57.5%	1 out of 7	56.8%	3 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	61.1%	N/A	49.2%	1 out of 7	44.1%	5 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	6.34 pts	N/A	8.34 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	85.9%	N/A	77.8%	1 out of 7	78.0%	3 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	81.7%	N/A	74.2%	1 out of 7	71.2%	2 out of 37
Difference between satisfied rates (SPI 3b)	N/A	4.12 pts	N/A	3.65 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	23.9%	N/A	22.1%	4 out of 6	24.7%	29 out of 34
% detected violence against the person offences for White victims (SPI 3d)	N/A	28.5%	N/A	28.0%	5 out of 6	34.6%	28 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	4.579 pts	N/A	5.97 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1,000 population	0.70	0.83	17.7 %	0.59	7 out of 8	0.70	35 out of 42
% detected racially or religiously aggravated offences	33.3%	42.3%	9 Pts	33.6%	4 out of 8	36.4%	22 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of people who think that their local police do a good job (SPI 2a)	N/A	49.8%	N/A	46.4%	1 out of 8	48.6%	14 out of 42

* This data was not available at time of publication

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1C: Customer Service and Accessibility							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	74.6%	N/A	68.9%	2 out of 7	65.9%	6 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	67.1%	N/A	56.3%	1 out of 7	54.9%	3 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	46.1%	N/A	39.6%	1 out of 7	38.8%	7 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	88.2%	N/A	70.3%	1 out of 7	69.5%	1 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	69.5%	N/A	57.2%	1 out of 7	55.6%	1 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	91.2%	N/A	88.2%	2 out of 7	87.8%	11 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	83.5%	N/A	74.8%	1 out of 7	75.4%	5 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	66.3%	N/A	57.5%	2 out of 7	58.5%	7 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	96.3%	N/A	87.1%	1 out of 7	87.8%	1 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	85.1%	N/A	77.4%	1 out of 7	77.3%	3 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	49.8%	N/A	46.4%	1 out of 8	48.6%	14 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	61.0%	N/A	51.7%	1 out of 7	48.6%	8 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	79.0%	N/A	73.9%	2 out of 7	71.5%	10 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	48.3%	48.3%	0 Pts	82.2%	2 out of 5	76.9%	29 out of 38

* This data was not available at time of publication

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2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	*	*	49.0%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	*	*	*	83.9%	-	74.1%	-
Racially or religiously aggravated offences per 1,000 population	0.70	0.83	17.7 %	0.59	7 out of 8	0.70	35 out of 42
% detected racially or religiously aggravated offences	33.3%	42.3%	9 Pts	33.6%	4 out of 8	36.4%	22 out of 43

2B: Volume Crime Reduction							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	9.3%	4.4%	-4.9 Pts	6.9%	2 out of 8	5.3%	17 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	19.2%	14.4%	-4.7 Pts	17.8%	2 out of 8	17.9%	8 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	13.03	12.42	-4.7 %	12.11	5 out of 8	14.40	27 out of 43
Violent crime per 1,000 population (SPI 5b)	13.42	17.96	33.8 %	18.28	5 out of 8	22.44	16 out of 42
Robberies per 1,000 population (SPI 5c)	0.93	0.84	-10 %	0.94	4 out of 8	1.68	25 out of 42
Vehicle crime per 1,000 population (SPI 5d)	15.60	12.59	-19.3 %	13.30	4 out of 8	13.99	26 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.40	0.49	21.6 %	0.42	6 out of 8	0.61	25 out of 42
Total recorded crime per 1,000 population	91.38	93.25	2 %	93.70	5 out of 8	105.37	20 out of 42
Violent Crime committed by a stranger per 1,000 population	3.45	4.51	30.7 %	6.99	3 out of 7	9.87	11 out of 34
Violent Crime committed in a public place per 1,000 population	8.12	10.71	31.9 %	10.62	4 out of 7	13.86	15 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	4.22	5.42	28.7 %	3.61	6 out of 7	4.16	20 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	0.97	1.09	12.9 %	1.35	4 out of 7	1.44	11 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	4.7%	6.3%	1.6 Pts	7.6%	4 out of 7	8.3%	14 out of 37

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2C: Working with Partners to Reduce Crime							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	9.3%	4.4%	-4.9 Pts	6.9%	2 out of 8	5.3%	17 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	19.2%	14.4%	-4.7 Pts	17.8%	2 out of 8	17.9%	8 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	13.03	12.42	-4.7 %	12.11	5 out of 8	14.40	27 out of 43
Violent crime per 1,000 population (SPI 5b)	13.42	17.96	33.8 %	18.28	5 out of 8	22.44	16 out of 42
Robberies per 1,000 population (SPI 5c)	0.93	0.84	-10 %	0.94	4 out of 8	1.68	25 out of 42
Vehicle crime per 1,000 population (SPI 5d)	15.60	12.59	-19.3 %	13.30	4 out of 8	13.99	26 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.40	0.49	21.6 %	0.42	6 out of 8	0.61	25 out of 42
Total recorded crime per 1,000 population	91.38	93.25	2 %	93.70	5 out of 8	105.37	20 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.40	0.49	21.6 %	0.42	6 out of 8	0.61	25 out of 42
Number of abductions per 10,000 population	0.058	0.086	50 %	0.014	8 out of 8	0.016	40 out of 42
% of abduction crimes detected	16.7%	0.0%	-16.7 Pts	21.4%	2= out of 8	34.9%	15= out of 43
Number of attempted murders per 10,000 population	0.12	0.10	-23.1 %	0.11	4 out of 8	0.14	19 out of 42
% of attempted murder crimes detected	100.0%	60.0%	-40 Pts	70.2%	6 out of 8	72.7%	37 out of 43
Number of blackmail per 10,000 population	0.134	0.18	35.7 %	0.17	6 out of 8	0.28	28 out of 42
% of blackmail crimes detected	28.6%	47.4%	18.8 Pts	25.3%	3 out of 8	26.2%	11 out of 43
Number of kidnappings per 10,000 population	0.288	0.21	-26.7 %	0.35	2 out of 8	0.53	6 out of 42
% of kidnapping crimes detected	70.0%	72.7%	2.7 Pts	41.1%	1 out of 8	44.3%	8 out of 43
Number of manslaughters per 10,000 population	0.01	0.019	100 %	0.021	5 out of 8	0.025	20 out of 42
% of manslaughter crimes detected	100.0%	100.0%	0 Pts	76.2%	1= out of 8	119.2%	8= out of 43
Number of murders per 10,000 population	0.086	0.115	33.3 %	0.087	8 out of 8	0.138	27 out of 42
% of murder crimes detected	55.6%	108.3%	52.8 Pts	102.3%	3 out of 8	94.5%	10= out of 43
Number of rapes per 10,000 population	1.55	1.77	14.3 %	2.15	2 out of 8	2.65	6 out of 42
% of rape crimes detected	50.3%	38.0%	-12.3 Pts	24.8%	1 out of 8	29.5%	6 out of 43

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3B: Tackling Level 2 Criminality							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Violent crime per 1,000 population (SPI 5b)	13.42	17.96	33.8 %	18.28	5 out of 8	22.44	16 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.40	0.49	21.6 %	0.42	6 out of 8	0.61	25 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.18	0.20	14.2 %	0.19	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	26.2%	24.3%	-7.3 %	26.1%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	27.8%	25.7%	-7.4 %	38.5%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	3.00	2.00	-33.3 %	6.40	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	3	2	-33.3 %	7.2	N/A	6.78	N/A
No. of confiscation orders	11	10	-9.1 %	12.1	N/A	43.16	N/A
Total value of confiscation orders	£1,057,110	£418,408	-60.4 %	£490,384	N/A	£1,179,340	N/A
No. of forfeiture orders	10	19	90 %	7.9	N/A	18.21	N/A
Forfeiture value	£6,595	£13,291	101.5 %	£9,412	N/A	£79,822	N/A
Trafficking in controlled drugs per 1,000 population	0.32	0.49	51.5 %	0.32	7 out of 8	0.45	30 out of 42
% detected trafficking in controlled drugs offences	87.7%	88.7%	1 Pts	92.0%	5 out of 8	91.7%	28 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	*	*	49.0%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	*	*	*	83.9%	*	74.1%	*
Racially or religiously aggravated offences per 1,000 population	0.7	0.83	17.7 %	0.59	7 out of 8	0.7	35 out of 42
% detected racially or religiously aggravated offences	33.3%	42.3%	9 Pts	33.6%	4 out of 8	36.4%	22 out of 43

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3D: Volume Crime Investigation							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% detected of vehicle crimes (SPI 7e)	10.9%	15.6%	4.7 Pts	11.1%	2 out of 8	10.1%	8 out of 43
% detected of violent crime (SPI 7c)	61.9%	65.0%	3.1 Pts	49.4%	1 out of 8	49.5%	6 out of 43
% detected of domestic burglaries (SPI 7b)	23.4%	28.0%	4.6 Pts	17.9%	2 out of 8	15.9%	4 out of 43
% detected of robberies (SPI 7d)	34.3%	36.1%	1.9 Pts	21.5%	1 out of 8	19.9%	6 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	19.4%	21.9%	2.5 Pts	21.0%	3 out of 8	21.4%	28 out of 43
% total crime detected	25.4%	29.5%	4.1 Pts	24.8%	1 out of 8	25.7%	13 out of 43
% sanction detected of vehicle crimes	9.2%	13.8%	4.6 Pts	10.2%	2 out of 8	9.3%	8 out of 43
% sanction detected of violent crime	38.0%	36.4%	-1.7 Pts	35.1%	5 out of 8	34.3%	27 out of 43
% sanction detected of domestic burglaries	20.2%	25.8%	5.6 Pts	16.4%	1 out of 8	14.3%	4 out of 43
% sanction detected of robberies	29.5%	29.8%	0.3 Pts	19.5%	1 out of 8	17.2%	8 out of 43
% detected racially or religiously aggravated offences	33.3%	42.3%	9 Pts	33.6%	4 out of 8	36.4%	22 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	15269	18862	23.5 %	23091	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	17.7%	19.4%	1.8 Pts	19.6%	6 out of 8	20.7%	35 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.18	0.20	14.2 %	0.19	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	26.2%	24.3%	-7.3 %	26.1%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	27.8%	25.7%	-7.4 %	38.5%	N/A	43.7%	N/A

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3E: Forensic Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Burglary Dwelling - % scenes examined	89.0%	87.9%	-1.1 Pts	85.6%	5 out of 8	85.4%	21 out of 42
Theft of motor vehicle (MV) - % scenes examined	57.0%	48.1%	-8.9 Pts	48.9%	5 out of 8	40.1%	24 out of 42
% fingerprint recovery from burglary dwelling scenes examined	52.0%	36.8%	-15.2 Pts	42.1%	5 out of 8	32.1%	20 out of 42
% fingerprint recovery from theft of MV scenes examined	68.0%	51.1%	-16.9 Pts	55.8%	6 out of 8	48.9%	21 out of 42
% DNA recovery from burglary scenes examined	7.0%	7.5%	0.5 Pts	10.5%	5 out of 8	8.2%	25 out of 42
% DNA recovery from theft of MV scenes examined	20.0%	22.5%	2.5 Pts	21.8%	5 out of 8	20.1%	14 out of 42
% fingerprint ids from recovery at burglary dwelling scenes	10.0%	10.9%	0.9 Pts	13.9%	8 out of 8	16.8%	40 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	30.3%	N/A	29.8%	5 out of 8	35.5%	30 out of 42
% DNA matches from recovery at theft of MV scenes	*	43.0%	N/A	40.6%	4 out of 8	38.3%	13 out of 42
% fingerprint ids from recovery at theft of MV scenes	21.0%	34.5%	13.5 Pts	25.8%	3 out of 8	27.9%	12 out of 42
% conversion of fingerprint ids to primary detections	35.0%	60.6%	25.6 Pts	43.7%	2 out of 8	45.3%	10 out of 41
% conversion of fingerprint ids to total detections (incl. secondary)	58.0%	160.4%	102.4 Pts	88.9%	1 out of 8	82.5%	3 out of 41
% DNA primary detections per match	44.0%	46.0%	2 Pts	48.0%	4 out of 8	49.5%	31 out of 42
% DNA total detections per match (incl. secondary)	164.0%	134.9%	-29.1 Pts	100.3%	2 out of 8	88.7%	5 out of 42

3F: Criminal Justice Processes							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	15269	18862	23.5 %	23090.9	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	17.7%	19.4%	2 Pts	19.6%	6 out of 8	20.7%	35 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	59.3%	58.6%	-0.8 Pts	80.3%	8 out of 8	82.0%	43 out of 43
% of court results entered onto the PNC in 10 days	7.5%	43.4%	35.9 Pts	55.2%	5 out of 8	54.5%	32 out of 43
Number of sanction detections	18,446	21,258	15.2 %	24,753.9	N/A	27,659.4	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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4A: Reassurance							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	9.1%	10.5%	1.5 Pts	10.7%	5 out of 8	11.3%	25 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	12.8%	11.2%	-1.6 Pts	11.6%	5 out of 8	12.5%	20 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	15.9%	13.3%	-2.6 Pts	15.3%	3 out of 8	15.1%	20 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	19.6%	15.4%	-4.2 Pts	14.4%	5 out of 8	15.8%	22= out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	29.2%	36.6%	7.4 Pts	36.4%	*	37.8%	*
% of domestic burglaries where the property has been burgled in the previous 12 months	4.7%	6.3%	1.6 Pts	7.6%	4 out of 7	8.3%	14 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	5.02	*	4.97	*	5.69	12 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.54	*	0.57	2 out of 5	0.51	22 out of 34

5A: Call Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
The local target time for answering 999 calls (secs)	10.	10.	0 %	11.43	N/A	11.1	N/A
Number of calls answered within local target time	149,604	148,506	-0.7 %	180,556	N/A	254,988	N/A
% of 999 calls answered within locally set target time	85.3%	81.9%	-3.4 Pts	89.5%	6 out of 7	87.3%	33 out of 39

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5B: Providing Specialist Operational Support							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	195	185	-5.1 %	230.3	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	4	1	-75 %	15.5	N/A	22.5	N/A

5C: Roads Policing							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	5.02	*	*	3 out of 5	5.69	12 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.54	*	0.57	2 out of 5	0.51	22 out of 34

6A: Human Resource Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of working hours lost due to sickness by police officers (SPI 13a)	93.96	85.86	-8.6 %	74.69	6 out of 7	70.57	27 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	91.78	67.08	-26.9 %	64.17	5 out of 7	63.72	23 out of 37
Medical retirements per 1,000 police officers	1.35	0.47	-65.4 %	3.03	1 out of 8	2.9	1 out of 39
Medical retirements per 1,000 police staff	2.74	2.83	3.2 %	1.48	7 out of 8	2.16	24 out of 39

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6C: Race and Diversity							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of police recruits from BME groups (SPI 12a)	5.0%	3.2%	-1.8 Pts	1.5%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	6.2%	N/A	4.5%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (white officers: visible minority ethnic officers)	1: 0.99	1: 0.68	-31.8 %	1: 1.36	2 out of 8	1: 1.47	17 out of 37
% of female officers compared to overall force strength (SPI 12c)	24.1%	25.7%	1.6 Pts	22.2%	1 out of 7	21.2%	1 out of 42
% of female police staff compared to total police staff	65.5%	66.1%	0.6 Pts	62.6%	1 out of 7	62.3%	6 out of 42
% of white police officer applicants appointed	24.5%	48.7%	24.2 Pts	18.0%	N/A	26.9%	N/A
% of BME police officer applicants appointed	18.2%	20.8%	2.7 Pts	9.5%	N/A	24.0%	N/A
Difference in % of applicants appointed	6.3	27	2070 Pts	8.5 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	23.2%	56.1%	32.9 Pts	19.7%	N/A	29.1%	N/A
% of male police officer applicants appointed	22.5%	42.0%	19.5 Pts	16.3%	N/A	24.2%	N/A
Difference in % of applicants appointed	0.7	14	1330 Pts	3.3 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 0.76	1: 1.1	45.3 %	1: 1.41	2 out of 8	1: 1.41	11 out of 39

6D: Resource Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	93.0%	94.8%	1.8 Pts	91.2%	2 out of 7	88.2%	6 out of 41
Total spending per police officer	£67,621.31	£71,207.37	5.3 %	£70,309.52	N/A	£121,668.41	N/A
Total spending per 1,000 population	£137,526.06	£146,721.68	6.7 %	£147,214.67	N/A	£320,496.85	N/A

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Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AMA	assistant management accountant
ANPR	automatic number plate recognition
ASB	anti-social behaviour
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CDRP	Crime and Disorder Reduction Partnership
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPIU	child protection investigation unit
CPS	Crown Prosecution Service
DAT	drug action team
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
FTC	force training council
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
Gershon	Sir Peter Gershon's review for HM Treasury, 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' July 2004 ISBN 1-84532-032-8

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HCJB	Hertfordshire Criminal Justice Board
HESMIC	Hertfordshire emergency services major incidents committee
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource
IAG	Independent Advisory Group – a body advising a force or BCU on race and diversity issues
IS/IT	information services / information technology
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
OID	organisational intelligence and development
OPM	operational performance meeting
PA	police authority
PACE	Police and Criminal Evidence Act
PAVS	public access and visibility strategy

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PCSO	police community support officer
PDR	performance development review
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PYO	persistent young offender
QA	quality assurance
RIU	regional intelligence unit
RTC	road traffic collision
Sanction detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SARA	scanning, analysis, response, assessment
SGC	specific grading criteria
SOCO	scenes of crime officer
SPI(s)	statutory performance indicators are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Ct 1999. SPIs are also know as 'best value performance indicators'
TCG	tasking and co-ordination group
Volume crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery