PEEL: Police efficiency (including leadership) 2017

An inspection of Hertfordshire Constabulary

Contents

Introduction

As part of our annual inspections of police effectiveness, efficiency and legitimacy (PEEL), HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)[1] assesses the efficiency and leadership of forces in England and Wales.

What is police efficiency and why is it important?

As with all public services, the police service must operate in a way that makes the most of its available resources. To do this, police forces must understand what their demand is – by which we mean what work they can reasonably predict they will have on any given day – and ensure that they have the resources they need, in the right place, to meet that demand. To stay efficient they must have good, realistic and evidence-based plans for the future. Our efficiency inspection assessed all of these areas during 2017.

As part of the 2017 inspection, we also integrated aspects of leadership into our assessment of efficiency, as the two areas are closely linked. We assessed how police leaders are driving innovation in policing, within their own forces and further afield. We also inspected how well forces are planning for the future with regards to their leadership.

Between 2010/11 and 2015/16, central government funding for the police service in England and Wales fell by 19 percent, or £1.7 billion in cash terms. Police forces met the required budget reductions until November 2015, when the government announced that overall police spending would be protected from further cuts, to enable the police to continue to adapt to emerging crime threats while taking further steps to improve efficiency. While that was a more favourable funding settlement for policing than was expected, reductions in spending by other public services will still create additional pressure for police forces.

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[1] This inspection was carried out before 19 July 2017, when HMIC also took on responsibility for fire & rescue service inspections and was renamed HM Inspectorate of Constabulary and Fire & Rescue Services. The methodology underpinning our inspection findings is unaffected by this change. References to HMICFRS in this report may relate to an event that happened before 19 July 2017 when HMICFRS was HMIC. Citations of documents which HMIC published before 19 July 2017 will still cite HMIC as the publisher.

Our report on Hertfordshire Constabulary's legitimacy inspection will be available on our website (www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/hertfordshire/) at the end of 2017. HMICFRS reports on police effectiveness will be published in early 2018. Previous PEEL reports are also available on our website: www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2016/hertfordshire/.

More information on how we inspect and grade forces as part of this wide-ranging inspection is available on our website (www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/).

Force in numbers

Financial position

Forecast change in total gross revenue expenditure

2017/18	2020/21	Percentage change
£197m	£201m	+2%

Workforce

Planned change in officer numbers

2016/17	2020/21	Percentage change
1,952	1,889	-3%

Planned change in total workforce

2016/17	2020/21	Percentage change
3,398	3,442	+1%

Calls for assistance

999 calls per 1,000 population 12 months to 31 March 2017

Hertfordshire Constabulary	England and Wales force average
118	135
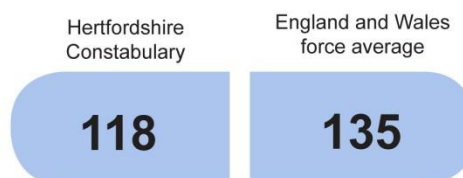
Recorded crime

Changes in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2017

2015/16	2016/17
55	64

Percentage change in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2017

Hertfordshire Constabulary	England and Wales force average
+16%	+11%
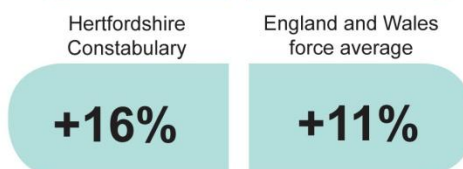
For further information about the data in this graphic please see annex A

Overview – How efficient is the force at keeping people safe and reducing crime?

Overall judgment[2]

Good

Hertfordshire Constabulary is judged to be good in the efficiency with which it keeps people safe and reduces crime. Our overall judgment this year is the same as last year. The force is judged to be good in its understanding of demand; its use of resources to manage demand is assessed to be good; and its planning for future demand is also judged to be good.

Overall summary

How well does the force understand demand?

Good

How well does the force use its resources?

Good

How well is the force planning for the future?

Good

Hertfordshire Constabulary's understanding of the demand for its services is developing well. Since 2016, the force has commissioned external expertise and purchased analytical systems to improve its assessment of current, complex and future demand, which will inform options for a new policing model. The force demonstrates a good commitment to managing and prioritising its response to changes in demand. It filters demand using a risk-based approach and has improved this since 2016 through better management and quality assurance processes. The force needs to make sure that it uses this improved approach consistently.

The force uses and allocates resources well. It is developing a new local policing model to improve its flexibility and how it matches resources to demand. The force has a good understanding of its current workforce's operational skills and capabilities. It is identifying future requirements and has plans to resource them

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[2] HMICFRS judgments are outstanding, good, requires improvement and inadequate.

appropriately. The force invests well, and works with others to manage demand for its services. Leaders are being trained for the future. Opportunities to improve diversity by working with under-represented groups and identifying and nurturing talent should increase as a result of the force's collaborative working in its strategic alliance with Bedfordshire Police and Cambridgeshire Constabulary.

The force faces financial challenges and has a detailed plan of how it intends to implement change. It has contingencies in place, and is developing an updated local policing model. The new chief constable (who was appointed in October 2016) and the police and crime commissioner are working closely within the established strategic alliance, as well as with local partner organisations – the Hertfordshire Community NHS Trust and the Hertfordshire Fire and Rescue Service – to achieve greater efficiencies.

Areas for improvement

- The force should ensure that it has sufficient officers and staff available to fulfil its resourcing model and meet the demand on its services, while also taking into account the wellbeing of its workforce.

- The force should conduct a skills and capability audit that will allow it to understand leadership capacity and capability below the rank of chief inspector and police staff equivalent, including special constables and volunteers.

- The force should ensure that its understanding of the demand for its services, and the expectations of the public, are up to date by regularly reviewing its evidence base. This should be conducted alongside local authorities, other emergency services and partner organisations, to ensure that the force takes the necessary steps to meet current and likely future demand.

- The force and the strategic alliance should ensure that performance development reviews are quality-assured and that line managers are supported to develop the skills and capability of their officers and staff effectively.

How well does the force understand demand?

To be efficient, it is essential that police forces have a good understanding of the demand for their services. This means that they should not only understand what sort of incidents are likely to be reported on a normal day, but also what they need to do in advance to prevent crime. They should also understand the crimes and other activity in their area that are often hidden and are less likely to be reported, such as modern slavery or child sexual exploitation, and take action to uncover them.

Forces should be able to identify and reduce work that is unnecessarily created internally through inefficient processes. Similarly, forces should be looking for ways to identify processes and ways of working that are more efficient. Forces also have to make decisions about how they prioritise and respond to the demand for their services and should be able to demonstrate that their approach to prioritisation does not cause them to overlook some of their demand.

How well does the force understand current demand?

HMICFRS inspected how well Hertfordshire Constabulary understands the demand for its services. These demands can range from answering and responding to 999 calls to protecting victims and uncovering crimes that would not otherwise be reported. It is important that police forces understand the work that they need to do so that they can ensure that they have resources in place.

Forces deal with much more than responding to emergencies and investigating reports of crime. However, the number of calls for service (999 calls and 101 calls) and the levels of recorded crime can nonetheless be used to make simple comparisons. In particular, they can give an indication of whether demand has changed or is particularly high or low. Figure 1 shows how the number of 999 calls has changed since 2010/11, while figure 2 illustrates how crime has changed since 2010/11.

Figure 1: Rate of 999 calls recorded per 1,000 people in the local population in Hertfordshire Constabulary compared with England and Wales as a whole, from 2010/11 to 2016/17
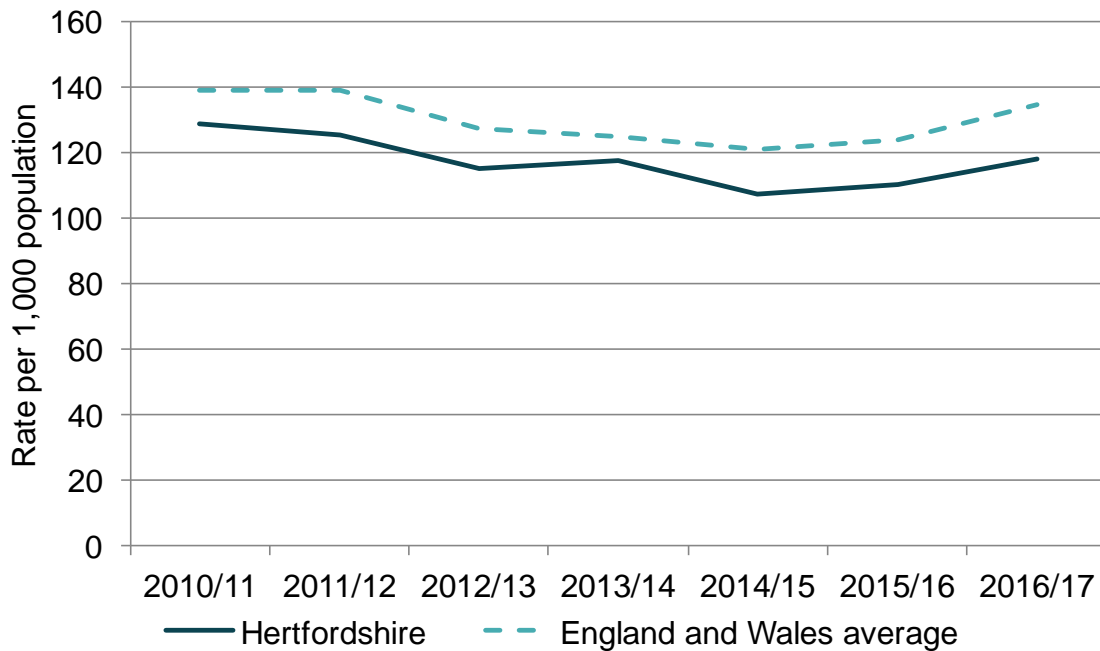
Source: Home Office Annual Data Requirement

Hertfordshire Constabulary recorded 118 '999' calls per 1,000 population in 2016/17. This was broadly in line with the England and Wales force average of 135. The rate has decreased from the 129 calls per 1,000 population recorded in 2010/11 however, it has increased since 2015/16 when the rate was 110 calls per 1,000.

Figure 2: Police-recorded crimes per 1,000 population in Hertfordshire Constabulary compared with England and Wales from 2010/11 to 2016/17
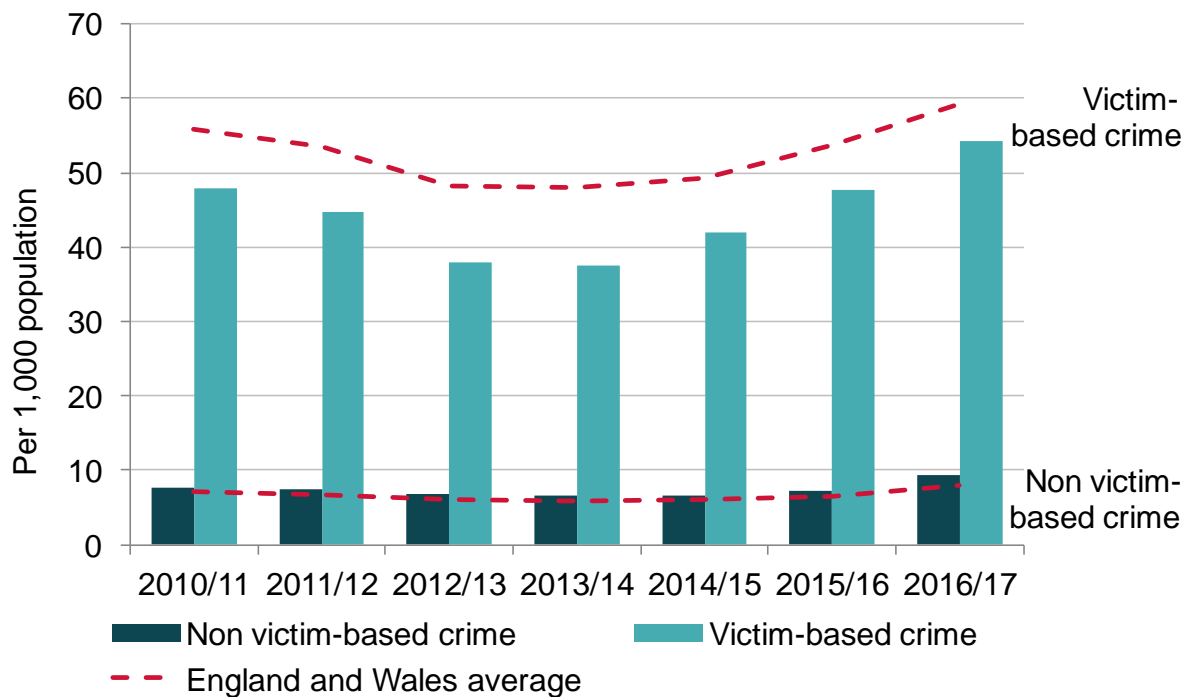
Source: Home Office Police-recorded crime data

Victim-based crimes (those where there is likely to be a specific victim) include violence against the person, sexual offences, robbery and other theft, criminal damage and arson. All other crime is considered non victim-based.

The rate of victim-based crime per 1,000 population in Hertfordshire in 2016/17 was 54.3 crimes. This is higher than the rate in 2010/11 of 47.9 crimes. The rate of victim-based crime decreased between 2010/11 and 2013/14 to 37.4 crimes per 1,000 population before increasing to the 2016/17 rate. The rate of victim-based crime per 1,000 population in England and Wales decreased from 55.8 to 48.1 crimes between 2010/11 and 2013/14 before increasing to 59.3 in 2016/17.

In the local population of Hertfordshire Constabulary the rate of non victim-based crime per 1,000 population in 2016/17 (9.3 crimes) was higher than in 2010/11 (7.8 crimes). The rate of non victim-based crime per 1,000 population decreased to 6.6 crimes in 2014/15 before rising again to the 2016/17 rate. The rate of non victim-based crime per 1,000 population in England and Wales in 2016/17 was 7.9 crimes. This decreased from 7.1 in 2010/11 to 5.9 crimes in 2012/13 before increasing to the 2016/17 rate.

Understanding demand

Hertfordshire Constabulary is making good progress in understanding the current demand for its services and it has reviewed wider data from sources such as external consultants, Hertfordshire's Fire and Rescue Service and Hertfordshire Community NHS Trust. HMICFRS' 2016 efficiency report stated that the force was beginning to develop a full understanding of the overall demand that it faced. This year, it is working with an external consultancy to extend its understanding and inform options for a new local policing model. It has prioritised and completed a review of demand for the whole of the public protection department, which deals with offences committed against vulnerable people.

However, the force recognises the importance of identifying or anticipating predictive demand for its services.[3] It has studied predictive demographics, which predict future population profiles including age, income, education and other aspects, but it is also planning to work with specialists within academia and other police forces to improve its understanding by using even wider sources of data and analysis.

In March 2017, the force introduced a new change programme called Odyssey to manage and reduce operational demand. It is currently reviewing the intervention teams that provide the 24/7 response element of its current local policing model. During summer 2017, the force plans to complete a review of all frontline uniform policing. It has recently discussed with its workforce how the force could manage

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[3] Predictive analytics is the use of data, statistical algorithms and machine learning techniques to identify the likelihood of future outcomes based on historical data. The goal is to go beyond knowing what has happened to providing a best assessment of what will happen in the future.

demand for its services better. This includes the internal demand which is caused by inefficient processes, and failure demand, when officers or staff are unable to complete a task. An example of failure demand is when a victim or witness is unavailable when officers or police staff call at their home address, and another appointment has to be made. The discussion identified the avoidable demand that internal departments and external partner organisations cause, and included examples of the impact of delays and availability of the ambulance service and also of social care emergency duty teams.

More complex demand

Hertfordshire Constabulary is also developing its understanding of more complex and hidden demand for its services. It has completed demographic work to identify new and emerging communities by working with community representatives who form the key individual networks across the force area.[4]

The force monitors demand through a performance review process and it has seen an increase in reports of domestic abuse, serious sexual offences and cyber-crime committed online. After a review of the demand within its safeguarding units, it has increased its staffing capacity and capability in this area. It has also identified funding for future investment because demand for its services is likely to increase in line with the current national trend.

The force change team used the College of Policing's methods to analyse demand, including time spent on system checks, sharing information with partner organisations, attending meetings and profiling different types of investigation. The results and feedback from interviews with victims of abuse led the force to increase its resources. It also recognised that an increase in offences relating to mental health would require another review of specialist resourcing in the future. Hertfordshire Constabulary has a well-established mental health triage system where officers and health professionals work together to attend incidents or give advice over the radio or telephone to officers at the scene.

How well does the force understand things that affect demand?

HMICFRS inspected how well Hertfordshire Constabulary reduces the demand that inefficiency can create internally. Forces can do this by identifying and eliminating inefficient processes, by ensuring they monitor work to get the best outcomes and by encouraging officers and staff to suggest new and better ways of doing their jobs.

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[4] Key individual networks (KINs) consist of particular people within a community who are opinion formers or who have good community networks. KINs are used by police to gauge opinions on issues or disseminate messages.

Managing, prioritising and filtering demand

Hertfordshire Constabulary's chief officer team and the police and crime commissioner (PCC) are committed to improving efficiency in the way that the force manages and prioritises demand for its services. They have strengthened their overview of demand and the way that priorities, plans and decisions are agreed. This has included introducing a new demand management and productivity board chaired by the assistant chief constable responsible for local policing. The strategic alliance[5] reports to the force's strategic performance board, which is also informed by its monthly operational performance reviews. The strategic performance board is chaired by the deputy chief constable and attended by the PCC who actively scrutinises how efficiently the force is performing. A new monthly strategic alliance demand meeting exchanges ideas and discusses best practice.

The force has good methods in place to identify inefficient processes and systems and to improve the way it operates. It has held several engagement and consultation events with its workforce to identify inefficiencies, and it is encouraging an academic lean-thinking approach to reducing bureaucracy.[6] The change programme Odyssey has identified that the current matching of resources to demand using the current shift pattern is only 58 percent. This means that officers and staff are not on duty during periods of higher demand. The force has also held workshops with frontline officers and staff to identify the different demands locally. It recognises that moving staff from one geographic area to another to meet demand results in officers, particularly in neighbourhood policing, not being able to fulfil their local duties. The change programme is currently reviewing the activity of intervention team officers to address this.

The strength of the strategic alliance and its achievements in the collaboration of operational and organisational departments are extensive. It is continuing to develop throughout the eastern region and into a seven-force[7] collaboration for some areas, such as vetting, firearms and procurement. New systems have been identified to amalgamate information such as custody, crime and intelligence, as well as a new human resources (HR) system, to enable these efficiencies to be implemented. It is disappointing that both systems have been delayed, but there is still a keen

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[5] The strategic alliance is a collaboration of three forces: Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary. Major areas of collaboration include joint protective services, such as roads policing, firearms, the major crime unit and dogs. Recently collaborated departments include human resources, the professional standards directorate and criminal justice.

[6] Lean process aims to create more value for customers with fewer resources with zero waste. A lean organisation understands what customers value and focuses its main processes to continuously increase this.

[7] The seven forces in the strategic collaboration are Bedfordshire, Cambridgeshire, Essex, Kent, Hertfordshire, Norfolk and Suffolk.

commitment to ensure that they are implemented, in order to support the strategic alliance's aim of making further efficiencies, and reinvesting in priority areas such as safeguarding and cyber-crime.

The force has improved its work to prevent demand for its services from being suppressed (preventing the reporting of crime). In HMICFRS' 2016 effectiveness inspection, the force was judged as 'inadequate' in risk-assessing public calls at the first point of contact in the force control room. It was neither accurately identifying demand nor responding appropriately to safeguard vulnerable people. Since then the force has established new, robust quality-assurance processes with live reviews of calls from the public conducted by experienced and capable staff in the control room. More training had been given to staff, and more time is now spent talking to the public to ensure that a full-risk assessment is completed. As a result, however, the abandoned call rates of non-emergency 101 calls have recently gone up and the force is increasing the number of staff who take the calls. Senior managers attend daily afternoon management meetings to supplement the morning meetings in order to review all unresolved incidents where a police resource has not yet attended the incident, as well as concern for safety[8] and domestic abuse incidents. These meetings also review how quickly the force is answering emergency 999 and non-emergency 101 calls to ensure that demand is not being suppressed by the public abandoning their calls. A wide range of options is available for the public to contact the force, including a new online option for reporting non-urgent crime.

The strategic alliance change programme has a member of staff responsible for ensuring that likely benefits are identified when a change is first implemented, and these benefits are then tracked. Similarly, unintended consequences are identified early and are addressed. The lead for Odyssey has followed the example of the strategic alliance by appointing a member of staff with similar responsibilities for that programme and its related projects. This showed that investment was needed in staff in the safeguarding units, because they did not have the required skill sets and therefore needed more supervision. Further work has since been done to ensure that officers and staff have the right skills. This has included providing information and communication technology (ICT) to enable agile working. This ensures that officers remain on patrol instead of having to return to the station to complete desk-based administration. However, an unintended consequence was that the fleet of vehicles was too small to support more officers out on patrol and extra vehicles have therefore been needed.

Leaders promoting innovative thinking

The force is good at seeking and responding to ideas from its workforce. Some senior leaders have completed academic courses in lean thinking and are facilitating discussions with a cross-section of the workforce to identify new and more efficient

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[8] Concerns for safety are also known as "safe and well" or "concern for welfare" checks.

ways of managing demand for the force's services. Earlier this year, it ran an evidence cafe to elicit ideas from the workforce. It also uses the internal social media tool, Yammer, and direct emails to the chief officer team.

A good example of seeking and responding to ideas is a recent suggestion by a frontline officer that the coroner's requirement for mandatory police attendance at all sudden deaths was an unnecessary demand on police resources. This has since been reviewed. A more proportionate requirement has been agreed with the coroner, thereby reducing the impact on the police.

Summary of findings

Good

Hertfordshire Constabulary is making good progress in understanding the current demand for its services. It has recently commissioned external expertise and purchased analytical systems to improve its assessment of current, complex and future demand, which will inform options for a new policing model.

The force understands how demand fluctuates and it is fully committed to improving the efficiency of how it manages and prioritises demand for its services. The force uses a risk-based approach to filter demand and it has recently improved this approach through better management and quality assurance processes. However, the force is now spending longer talking to callers, so the number of abandoned calls has increased. It has a wide range of methods the public can use to contact it and has introduced a new online option for the public to report non-urgent crime.

The force is striving to ensure that it achieves all the predicted benefits from its change projects and that any unintended consequences are identified early and addressed. The strategic alliance with Cambridgeshire Constabulary and Bedfordshire Police has produced extensive achievements in the collaboration of operational and organisational departments. The force encourages the workforce to make suggestions and offer ideas, and these are welcomed and discussed by leaders.

How well does the force use its resources?

Police forces have finite resources with which to do an increasingly complicated job, so must ensure that they deploy and use their resources in the best way possible. The biggest resource that policing has is its workforce and it is important that forces make sure that they have access to the skills needed to police effectively now and in the future.

It is also important that forces make sophisticated decisions about how to spend and invest their resources in order to get the best value for the public. This means forces need to have a good understanding of what they can achieve within a particular budget.

Forces cannot provide services efficiently in isolation, and must work with other police forces and local organisations to ensure they provide the best service to the public at the most appropriate cost.

How well does the force understand the capability of its workforce?

HMICFRS inspected how well Hertfordshire Constabulary understands the skills it needs, the skills it actually has in the workforce and what steps it is taking to ensure that they match. Police forces spend around 80 percent of their budget on staffing, so it is vital that the workforce is as productive as possible.

Figure 3 illustrates the workforce profile (the number of officers, staff and police community support officers (PCSOs)) since 2010 and projections to 2021. Between March 2017 and March 2021, it is projected that the number of officers will decrease by 63.4 FTE (3 percent) from 1,952 to 1,889. Similarly, the number of officers across England and Wales as a whole is projected to decrease by 2 percent.

Figure 3: Hertfordshire Constabulary's planned full-time equivalent workforce (FTE) as on 31 March from 2010 to 2021
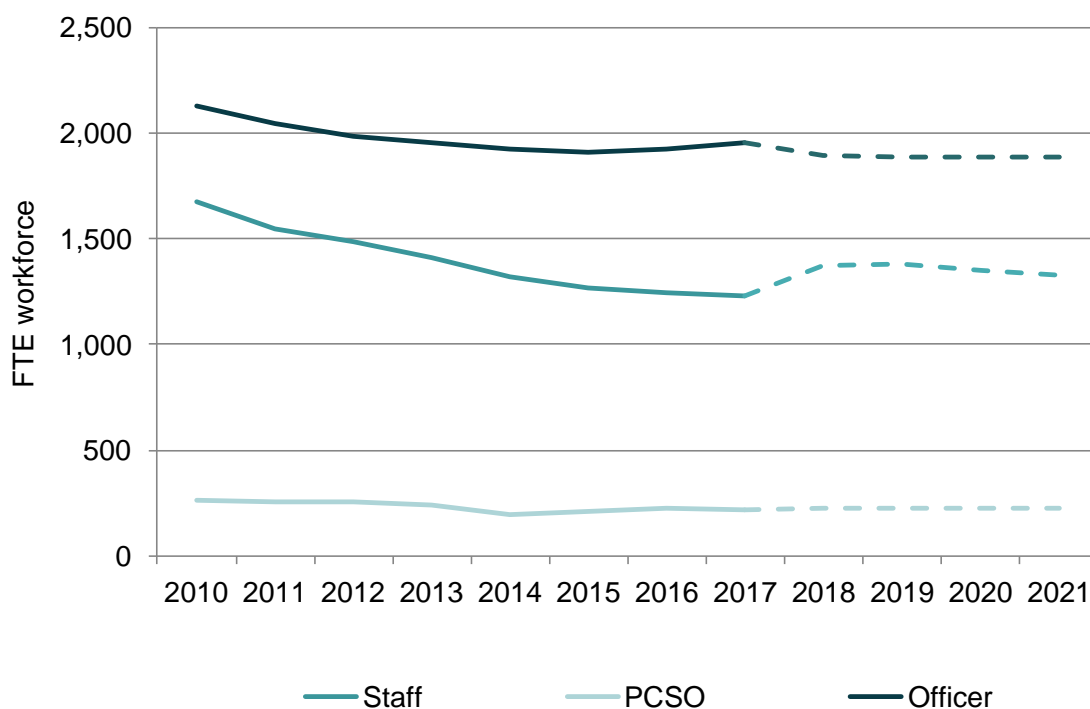
The number of staff working in Hertfordshire Constabulary is projected to increase by 102.4 FTE (8 percent) from 1,227 to 1,329 between March 2017 and March 2021. Staff numbers across England and Wales, however, are projected to decrease by 2 percent. The number of PCSOs in Hertfordshire is projected to increase by 4.7 FTE (2 percent) from 219 to 224 over the same period. For England and Wales as a whole, PCSOs are projected to increase by 0.2 percent.

The force has a good understanding of its workforce's skills in terms of investigations, use of firearms, driving, and also some supervisory and management skills. It is developing skills in change programme management and planning, and is using external consultants to train staff in the use of analytical products. The bi-monthly establishment board identifies, manages and makes projections for the workforce by rank, role and location. It decides where resources will be drawn from, when matching people to specific posts. The strategic alliance is planning to replace the current resource planning system with new enterprise resource planning (ERP) to make the service across the three forces more efficient and to make it easier to identify skills gaps across the three forces. However, ERP has been delayed and will not be implemented as planned in August 2017. This is disappointing, because it should provide a more efficient method of dealing with all HR services and align finance, workforce monitoring and planning. The strategic alliance has a clear

determination to ensure that there are no further delays. The strategic alliance HR lead has taken steps to understand the skills it has in its workforce down to the rank of chief inspector and police staff equivalent.

In 2016, we found that the strategic alliance HR and learning and development capability was stretched because of a reduction in resources. In addition, a more favourable spending review outcome for all three forces led to increased recruitment of police officers, which increased demand on the HR and learning and development departments. A new business plan was approved by the strategic alliance supporting additional resources and reversing some of the cutbacks that had previously been made in anticipation of more severe financial reductions. Hertfordshire Constabulary has also invested in extra HR resources and a new superintendent post responsible for workforce planning in its change team. This superintendent will also lead on managing demand and identifying efficiencies using systems thinking.[9] The work on managing demand is expected to identify skills gaps to meet future demand, and to link directly to the workforce's personal development reviews (PDRs) that are in the early stages of development.

The strategic alliance has invested heavily in ICT, and given officers and staff the equipment and skills they need to be more efficient and effective. However, in 2016, the force recognised that frontline officers and staff were not accurately identifying cyber-dependent or cyber-enabled crime. Because of this, accurate profiling of the scale and nature of offenders' behaviour is not possible, nor can the characteristics of victims be fully understood. Consequently, cyber-crime has been made a priority and a review of the workforce is planned, in order to understand and fill the workforce gaps. Although this review has not yet taken place, the force has employed a special constabulary chief officer with extensive cyber-crime skills. The force is now recruiting special constables and volunteers with cyber skills to assist in filling the workforce gaps. This is a positive approach and should support the force in providing specialist skills in a growing area of demand.

A skills and capabilities review has been completed across the strategic alliance. This includes chief inspectors, and police staff of equivalent grade, and above. The force recognises that officers and staff below the rank of chief inspector, who represent the majority of the resources across the strategic alliance, will also need to be reviewed to ensure effective planning.

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[9] Systems thinking is a management discipline that concerns an understanding of a system by examining the linkages and interactions between the components that comprise the entirety of that defined system.

How well does the force understand the capability of its leaders?

HMICFRS inspected how well Hertfordshire Constabulary understands the skills it needs and the skills its leaders have, and what steps it is taking to ensure that they match.

Hertfordshire Constabulary has a good understanding of its leadership skills and capabilities among chief inspector and police staff equivalents up to chief officer level. Staff have visited other forces to understand how their own force can become more effective. However, the force has yet to complete a full audit below that rank and grade, and it has invested in two new senior management posts within the change team to lead this work.

The force developed a valuing our leader programme to understand the capability and capacity of leadership at police sergeant and police staff equivalent level and above. The programme aims to increase confidence among frontline leaders and give them development opportunities, while reinforcing the force vision of local policing. It aids broad networking across the organisation and provides direct feedback that exposes gaps in knowledge and confidence in some important areas of management training and organisational awareness. During our inspection, we spoke to supervisors who had attended the training, and who spoke positively about its impact on them. While it is not mandatory, the force could ensure that acting sergeants who are not on the work-based competency promotion scheme also attend the course. The collaborated HR lead is making progress with the strategic alliance's people plan, which includes developing leadership capability through coaching and mentoring, as well as some structured activity. The plan requires participants to undertake an assessment of leadership capability and determine a way forward. This has been partly achieved for senior ranks. The collaborated promotion process aims to be fairer to candidates by aligning the three force processes, running one combined promotion board, providing a more consistent approach for each force and the collaborated departments. This will allow the three forces to become more efficient and ensure that leadership gaps in the collaborated departments are filled from across the three forces. The strategic alliance has also advertised externally for senior posts, in order to attract different types of leaders with different skills. The force may benefit from a more formal understanding of the 'softer' skills the workforce possess, such as communication skills, empathy, and common sense, for example, and a better understanding of leadership skills, particularly in people below the rank of chief inspector and police staff (equivalent).

How well does the force allocate resources?

HMICFRS inspected how well Hertfordshire Constabulary uses its understanding of demand to prioritise its activities in order to provide the best service to the public. To assess this, we considered the extent to which the force understands what it can provide within a particular budget.

The level of spending on different police functions varies between forces, depending on the particular demands that each force must meet. Higher expenditure does not necessarily mean better services, but it can demonstrate how a force prioritises its resources.

Figure 4 shows how expenditure is distributed across the most common police functions. Local policing covers functions such as incident response, neighbourhood policing and local investigations. Investigation covers areas of specific proactive investigative functions, such as major crime, while dealing with the public includes front counter and control room activities. Intelligence covers the gathering and assessment of intelligence.

Figure 4: Estimated percentage of net revenue expenditure allocated across policing functions in Hertfordshire Constabulary from 2011/12 to 2016/17
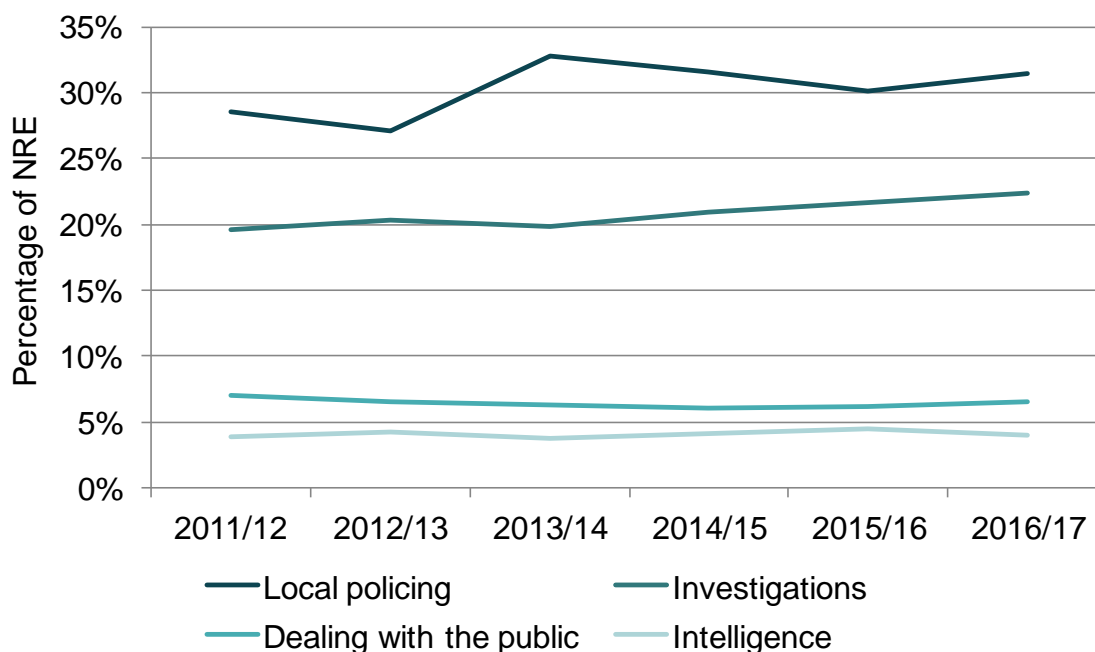
Source: Chartered Institute of Public Finance and Accountancy (CIPFA)
Note: Functions that have not been included as they are equivalent to back office functions or are only a small proportion of expenditure include operational support and road policing.

In Hertfordshire, the percentage of estimated expenditure on local policing in 2016/17 has increased from 29 percent in 2011/12 to 32 percent in 2016/17. Estimated expenditure on investigation has increased from 20 percent to 22 percent, expenditure on 'dealing with the public' is similar to 2011/12 and expenditure on intelligence is similar to 2011/12 at around 4 percent.

Prioritisation and cost

Hertfordshire Constabulary makes effective decisions in prioritising and resourcing to reflect the police and crime plan and the strategic priorities. These decisions inform resourcing at an operational level through further prioritisation and risk-assessment based on specific areas of threat, risk and harm to the public, reviewed through a series of daily, weekly, monthly and quarterly meetings. The force has improved its approach to assessing risk at the first point of contact. It now prioritises its services and allocates its resources well. There is strong collaborative working with Hertfordshire County Council on the community safety plan, well-established work with the strategic alliance and the region, and early work on the seven-force collaboration. The collaborative working identifies joint priorities, and opportunities to reduce cost through improved joint use of resources such as analytics, crime prevention, firearms, procurement and vetting.

The force continues to seek ways in which it can prioritise meeting different types of demand. The development of plans to extend the alliance with Bedfordshire and Cambridgeshire police forces includes joint public contact through improved telephone and online services, and options to merge control rooms. The force has consulted the public to understand better the public's expectations for accessing police services, and a range of new online services has been introduced as a result. An example is an online option for the public to identify which organisation they require. This gives quick and easy access to services such as environmental health and noise abatement. However, the force and the PCC recognise that the public continue to expect traditional means of contact, and they have ensured that these remain available. For example, the force offers an appointment option for victims of crime and anti-social behaviour when the police consider that this is appropriate. It has recently reviewed how effective this is, and it is now revising the way it manages scheduled appointments to ensure a more positive outcome for victims.

The force continues to protect frontline operational capacity and is focusing on efficiencies in organisational and operational support. The seven-force region is advancing the regional procurement business case, having appointed a regional head of procurement with the aim of generating regional savings of £6.0m–£19.5m through joint procurement. Hertfordshire Constabulary saved £42.5m and 22 percent of its gross revenue expenditure (GRE) over the last spending review period, and is planning to save £4.3m and 87 percent of savings from pay over the 2016/17 financial year, £2.0m and 87 percent as pay over the 2017/18 financial year, £0.9m

and 80 percent as pay over the 2018/19 financial year, £1.3m and 80 percent as pay over the 2019/20 financial year and £1.0m and 80 percent as pay over the 2020/21 financial year.

Most of the 2016/17 to 2017/18 cashable efficiency savings are being achieved through the strategic alliance. Hertfordshire Constabulary's collaborative savings in the two-year period amount to £3.7m. The alliance's collaborative arrangement has established joint provision of main organisational support services (ICT, HR, procurement), operational support services (criminal justice, custody, public contact projects, firearms licensing) and joint protective services (JPS).[10] Also, regional and wider collaboration arrangements have been put in place for counter-terrorism, serious and organised crime, and fleet vehicles. These continue to generate continuing and increasing cashable efficiencies.

Hertfordshire Constabulary has a strong track record of agile resource management and a good understanding of costs and options for savings and investment. All business cases for collaborated functions include elements of service level, resources and financial savings options (i.e. JPS's reduction costs of 5 percent). This is also evident in Odyssey, which is currently developing 5 percent and 10 percent reduction options. The force's effective management of finances has enabled it to make £6m more in savings than was required to reinvest in cyber-investigation, safeguarding and developing its approach to crime prevention.

Investment

Hertfordshire Constabulary is currently investing in a safeguarding domestic abuse investigation unit. It is planning to spend £1.1m over four years to provide more resilience for teams that are better able to match resources to demand, while minimising the need for extra supervisory capability. This investment will require the further transfer of investigative officers into the unit.

The force is planning to spend £32m over ten years on a new system to integrate crime, custody, case management and intelligence across the strategic alliance. It is investing £4m over four years in a collaborated ICT infrastructure in order to release cashable ICT efficiencies. It is also investing £8m over three years in a new communication system. Further planned investment includes providing fit-for-purpose community safety partnership bases, more cost-effective estate, and improved police headquarters.

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[10] JPS is the collaborated unit providing a range of policing services across all three force areas, including: armed policing, major crime, roads policing, camera, tickets and collisions, scientific services, emergency planning.

How well does the force work with others?

HMICFRS inspected how well Hertfordshire Constabulary has explored all opportunities to work in collaboration with others to increase efficiency and provide better, more resilient services. This can include working jointly with other police forces, local public sector organisations, the private sector and the voluntary sector. We looked at whether the force has a clear rationale for the decisions it has taken about how it works with other organisations and other forces, and whether it has a good understanding of how successful its joint working is.

How the force works with other organisations and other forces

Hertfordshire Constabulary is good at working with partner organisations to manage demand collectively. The force understands well the benefits of joint working, and its work with local authorities and other blue light services continues to expand in 2017. This includes sharing estate buildings with the local authority and the Hertfordshire Fire and Rescue Service. The PCC has made a commitment to become an early implementer of provisions in the Policing and Crime Act 2017 relating to the management of fire and rescue services. A business case for joint management by the PCC is currently being developed.

Hertfordshire Constabulary and Hertfordshire Community NHS Trust have developed an effective mental health triage system that now includes a paramedic. This has a positive effect on the public and reduces the demand on both police and Hertfordshire Community NHS Trust by assessing and prioritising triaging mental and physical conditions at the scene, and by providing immediate treatment if needed.

The force has well-established multi-agency teams, and it works closely with children's care homes to ensure that reports are made to the police when the basic checks to locate a missing child or young person have been completed by care home staff. It has close contact with the local authority and home providers to ensure that standards are met. It also has a dedicated missing persons unit whose staff are available to discuss problems.

The benefits of joint working

Hertfordshire Constabulary is good at identifying the benefits of collaborative working. The force aims to spend and save £50.0m and £2.3m respectively over the 2016/17 financial year, £57.0m and £1.4m over the 2017/18 financial year, £57.0m and £1.1m over the 2018/19 financial year, £68.6m and £1.6m over the 2019/20 financial year, and £68.6m and £0.8m over the 2020/21 financial year on collaborative work. The PCC has stated that the medium-term financial plan relies on the strategic alliance and seven-force collaboration to continue to balance the budget, and he is exploring other options for savings and income generation.

The strategic alliance JPS command has also set cashable efficiency targets of 2.5 percent per annum for the periods 2018/19 and 2019/20. This reflects the additional efficiencies which are the result of improving the allocation of officers and staff resources against demand and risk. The seven-force change programme now plans to extend collaboration into specialist operational areas such as firearms and procurement. In February 2017, the strategic alliance criminal justice collaboration agreed to collaborate witness care and Crown Court liaison officers for Bedfordshire and Hertfordshire, and administration of justice for all three forces. A new administration of justice unit was introduced in June 2017. This most recent phase of collaboration is expected to save around £654,000, which will help close the funding gap faced by the three forces, and protect frontline policing.

Leadership driving innovation

The chief officer team is committed to ensuring that leadership drives innovation. This is achieved in many ways and includes chief officer events, leadership days and online forums to discuss more efficient ways of providing a service to the public. Senior leaders facilitate discussions with a cross-section of the workforce to identify new and innovative ways of managing demand. There are opportunities to exchange ideas through the use of the internal social media tool 'Yammer' a new strategic alliance group has been established to review demand collectively, and the force is engaged regionally and nationally in a wide range of networks to identify and learn from What Works.[11] The special constabulary chief officer is a cyber expert and he is leading change across the force.

The strategic alliance is at the leading edge of innovation in the extent to which the three forces collaborate and share learning at regional and national levels. This is evident in JPS, professional standards and vetting, procurement and criminal justice, HR, learning and development, and ICT.

The strategic alliance has been successful in securing transformation funds. Hertfordshire Constabulary leads on the seven-force programme, seven-force criminal justice, Athena crime and intelligence system (2016/17) and custody cell technology. These aim to strengthen and underpin the strong collaboration work being developed locally, regionally and through the new seven-force arrangement.

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[11] College of Policing What Works Centre for Crime Reduction: information available at : www.whatworks.college.police.uk/Pages/default.aspx

Summary of findings

Good

Hertfordshire Constabulary allocates and uses its resources well to manage current demand for its services. The force has a good understanding of the cost and quality of current service levels and it prioritises resources to meet demand. It is identifying future requirements and has plans to allocate resources appropriately. The force is developing a new local policing model that should be more flexible and effective in matching resources to demand. Until this is in place, resources are redirected. However, in some areas, this is having an adverse effect and officers and staff are not able to fulfil their roles.

The force has a good understanding of its workforce's operational skills and capabilities, and of the leadership skills and capabilities among chief inspector and police staff equivalents up to chief officer level. It could benefit from a more formal understanding of the workforce's softer skills, and of leadership skills below the rank of chief inspector and police staff equivalent.

The force has good investment plans and is working well with others to manage demand for its services and to make savings. It continues to develop the strong and well-established strategic alliance, regional and seven-force collaborations. The force can demonstrate that its collaborative working with others reduces costs and increases resilience and capacity.

Areas for improvement

- The force should ensure that it has sufficient officers and staff available to fulfil its resourcing model and meet the demand on its services, while also taking into account the wellbeing of its workforce.

- The force should conduct a skills and capability audit that will allow it to understand leadership capacity and capability below the rank of chief inspector and police staff equivalent, including special constables and volunteers.

How well is the force planning for the future?

To be efficient, a police force needs not only to understand the present, but also to be able to make reasonable predictions about the future in terms of how its demand will change, how its workforce will change and how its partners will be affected. It needs to have adequate, realistic and innovative plans to meet the operational and financial challenges of the future.

How well does the force predict likely future demand?

HMICFRS inspected how well Hertfordshire Constabulary analyses trends in its current demand in order to predict likely future demand. We also assessed the extent to which it has taken account of changing public expectations and technology. In addition, we expect forces to be considering how they will work with other organisations and other forces in the future.

Predicting future demand

Hertfordshire Constabulary is improving its understanding of current and future demand for its services. It has worked well within the public protection directorate to review each department, understand how demand has increased and identify areas showing a rising trend, such as in online offences. It has commissioned external consultants and is developing its understanding of current and future demand on local policing. The sources of information on new and emerging demand include demographics that identify an ageing population, increasing ethnic diversity and a student population that has seen a significant rise in its foreign nationals taken into custody. However, this work is still continuing and although the force has an understanding of demographics together with crime, incident, and stop and search data, it does not yet understand fully the combined impact of these elements. Consequently, the chief constable has invested extra resources in the change team, including a senior manager to lead on demand. Also, at the new demand management and productivity board, there is stronger chief officer governance with good oversight.

The force's prediction of likely future demand identifies cyber-crime and safeguarding as two main priorities. This follows consultation with national experts and external consultants as well as the workforce. The force has also conducted in-depth work to understand the rising demand on the safeguarding command. However, the force recognises that it needs to do more to understand likely future demand fully, and strong leadership, together with significant investment in this area, should achieve good results.

Future considerations

The PCC and the chief constable (who was appointed in October 2016) work closely to ensure that public expectations are taken into account when devising and implementing the police and crime plan. The PCC regularly scrutinises the strategic alliance and Odyssey programmes to ensure that they will implement the police and crime plan and the vision of policing in Hertfordshire known locally as 'The Herts Way'.

The force's work with the public in terms of public contact is constructive. It has implemented a range of methods to ensure that the public have an effective choice of methods of contacting the force and other organisations that provide support. The recent introduction of online non-urgent crime reporting reflects the public's desire for more online options.

As there continues to be a strong focus on changing technology in online crime, the force is investing in this area. It recognises that the workforce will need to adapt to tackle online crime, and it is continuing to develop its capability at force, regional and national level. It has an established and skilled online child abuse investigation team, and is developing its cyber-capability by, for example, recruiting special constables with specialist cyber-skills. The collaborated ICT for the strategic alliance is strengthening, with further collaboration across the region and with the plans to cover seven forces. This should improve efficiency and allow the forces to invest further in specialist technology and resources to tackle new online crime as it emerges.

Supported by the PCC, the chief officer team is determined to work more closely with blue light services. The seven-force collaboration is strong and developing in the principal areas of ICT, procurement, vetting and firearms.

How well is the force planning for the future, in terms of workforce?

HMICFRS inspected how well Hertfordshire Constabulary has plans in place to recruit, develop and nurture the leaders of tomorrow to ensure it has the right skills and talent in the right roles.

Succession planning

Hertfordshire Constabulary is working on its succession planning in leadership development. Its workforce establishment is agreed in line with the budget plan, and a profile of the deployment of the workforce to meet policing priorities. The strategic alliance is making progress with its ambitious joint people plan, which sets out plans for recruiting, selecting and promoting to meet identified force needs for officers, PCSOs, staff and special constables. This requires all collaborated officer promotion processes to be aligned and run in accordance with the identified demand for officers

at that rank, and the need to reduce temporary and acting arrangements. Although this has not yet been fully achieved, there has been progress at superintendent and chief inspector level. The force currently has approximately 36 percent of its sergeant rank in acting or temporary arrangements, and has decided to run a promotion process across the strategic alliance.

Through its joint HR function, the strategic alliance aims to develop an apprenticeship scheme in order to gain the benefit from the levy, in place since April 2017.[12] In addition, it aims to align succession planning and talent management schemes for officers and staff, with a focus on middle management, and also address any requirements of the College of Policing review of leadership. It has reviewed the arrangements for performance appraisal as a basis for achieving the reform led by the College of Policing, identifying talent and potential, and considering the most effective profile of qualifications for new officer recruits. It has amended the strategic alliance's recruitment and selection policy and procedure to include the revised procedure for selecting for roles in collaborated units, and to emphasise the requirements for fairness and transparency more effectively.

The people plan ensures that where specialist roles and skills are identified and future skills such as digital or cyber skills are required, the strategic alliance builds its capability in these areas through more effective use of the PDRs and talent management, and attracts external candidates to specialist roles, as well as providing more appropriate career opportunities. Progress is being made with this work and, in 2017, the focus on aligning PDRs across the strategic alliance has been achieved. The force recognises that more needs to be done to ensure that PDRs are quality assured and line managers supported in developing their officers and staff effectively. We found that most officers and staff in the force have performance development and regular one-to-one meetings with their line managers to discuss their development needs.

Recruitment

The strategic alliance is currently aiming to recruit a superintendent on the Direct Entry scheme,[13] and the force continues to promote different styles of leadership through the internal Fast Track promotion scheme. The force advertises externally for specialist roles. It looks to diversify its workforce by working with Police Now (the national police officer graduate entry scheme),[14] which has identified 12 recruits. The

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[12] Any employer with an annual pay bill of more than £3m each year must pay the apprenticeship levy each month from 6 April 2017. It is set at 0.5 percent of the total pay bill. The levy is designed to encourage employers to support apprenticeships.

[13] More information on the national Direct Entry and Fast Track schemes can be found at: www.college.police.uk

[14] Information available at: www.policenow.org.uk/the-programme/about-the-programme/

collaborated recruitment, selection and promotion processes should provide greater opportunity for each force to identify the right skills and capabilities in the future, as well as increasing diversity within Hertfordshire Constabulary and across the strategic alliance.

How well does the force plan for likely future demand?

HMICFRS inspected how adequate, realistic and innovative Hertfordshire Constabulary's plans for the future are, and to what extent it is planning to make savings in the future, including saving to invest in new systems and approaches.

Plans

Hertfordshire Constabulary's plans are built on sound assumptions and subject to informed challenge. The force aims to continue using its high level of reserves to support the revenue budget over the life of the current medium-term financial plan. Traditionally, the force has been well resourced, building up high levels of reserves to such an extent that there were no increases in the precept from 2011 to 2015 and in 2016 there was a 0.55 percent reduction in the precept. However, to address a delay in savings from collaboration being achieved, and in order to protect neighbourhood policing teams, in April 2017, the PCC increased the precept by the maximum allowable amount of £5 per household, in line with government guidance. (Hertfordshire Constabulary was able take advantage of a larger permitted increase than most other forces because the precept is in the lowest quartile nationally). The force is currently assuming that there will be no further annual precept increases for the rest of the medium-term financial plan but the PCC has indicated he will consider what the precept should be each year.

The external auditor's annual audit concluded that the January 2016 medium-term financial plan identified the main assumptions expected to underpin the 2016/17 budget. The level of reserves held by the office of the PCC and chief constable of £47.8m covers the gross budget gap of £16.3m to 31 March 2020 to an appropriate level. To relieve cost pressures, the PCC and chief constable are planning to use £27.1m of specific and base budget reserves from 2016/17 to 2019/20 to support the budget over the medium term.

Savings

Hertfordshire Constabulary's plans continue to identify savings to protect frontline operational capacity with significant investment in safeguarding and cyber-crime and a strong focus on organisational and operational support efficiencies. The force's efficiency plan 2016/17 to 2017/18 states that the majority of cashable efficiency savings are being achieved through the strategic alliance. The force's collaborative savings in the two year period amount to £4.1m. The collaborative arrangement has established joint provision of principal organisational and operational support services. Moreover, regional and wider collaboration arrangements have been put in

place for counter-terrorism, serious and organised crime, and fleet vehicles. These carry on generating continuing and increasing cashable efficiencies. The region is developing the regional procurement business case with the aim of producing regional savings of £6.0m–£19.5m in the future.

The force change programme, Odyssey, aims to save £10m over four years. It is designed to enable the force to reduce its spending or reallocate up to £10m between 2018/19 and 2020/21. The force is also making progress with the strategic alliance and the seven-force change programmes. It has recently established a collaboration programme with Hertfordshire Fire and Rescue Service.

Summary of findings

Good

Hertfordshire Constabulary is improving its understanding of future demand for its services. It understands the importance of anticipating changes in demand and analysing wide sources of information and has improved its capability by commissioning external consultants and purchasing new analytical software.

The force is training leaders for the future. The strategic alliance's collaboration on recruitment, selection and promotion processes should ensure greater opportunities to increase the diversity of teams and to recruit talented individuals from outside the force. However, the quality assurance process for performance development reviews could be improved.

The force faces financial challenges and it has developed a detailed plan for implementing change. It has contingencies in place and it is developing a new police operating model. The chief constable and the police and crime commissioner are working closely with their counterparts in the strategic alliance and with local partner organisations to achieve greater efficiencies. The force is investing well in ICT and other technology, and it is committed to 'invest to save' projects that should increase its capacity and capability.

Areas for improvement

- The force should ensure its understanding of the demand for its services, and the expectations of the public, are up to date by regularly reviewing its evidence base. This should be conducted alongside local authorities, other emergency services and partner organisations, to ensure that the force takes the necessary steps to meet current and likely future demand.

- The force and the strategic alliance should ensure that performance development reviews are quality-assured, and that line managers are supported to develop the skills and capability of their officers and staff effectively.

Next steps

HMICFRS will assess progress on any recommendations and areas for improvement identified within our reports in several ways. We either revisit those forces where we have identified a serious cause of concern, go back to assess them as part of our annual PEEL inspection programme or receive updates on their progress through regular conversations with forces.

HMICFRS highlights recurring themes emerging from our PEEL inspections of police forces within our national thematic reports on police effectiveness, efficiency, legitimacy and leadership (see: www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/national-peel-reports/). These reports identify those problems that are reflected across England and Wales. They may contain additional recommendations directed at national policing organisations, including the Home Office, where we believe improvements need to be made nationally.

Annex A – About the data

The source of the data is presented with each figure in the report, and is set out in more detail in this annex. The source of Force in numbers data is also set out below.

Methodology

Please note the following for the methodology applied to the data.

Comparisons with England and Wales average figures

For some data sets, the report states whether the force's value is 'lower', 'higher' or 'broadly in line with' the England and Wales average. This is calculated by using the difference from the mean average, as a proportion, for all forces. After standardising this distribution, forces that are more than 0.675 standard deviations from the mean average are determined to be above or below the average, with all other forces being broadly in line.

In practice this means that approximately a quarter of forces are lower, a quarter are higher, and the remaining half are in line with the England and Wales average for each measure. For this reason, the distance from the average required to make a force's value above or below the average is different for each measure so may not appear to be consistent.

The England and Wales averages will differ slightly from the Value for Money Profiles because we have included City of London Police and the Metropolitan Police Service within the average in this publication.

Statistical significance

When commenting on statistical differences, a significance level of 5 percent is used.

For some forces, numbers described in the text may be identical to the England and Wales average due to decimal place rounding, but the bars in the chart will appear different as they use the full unrounded value.

Population

For all uses of population as a denominator, unless otherwise noted, we use the Office for National Statistics (ONS) mid-2015 population estimates.

Force in numbers

Forecast change in gross revenue expenditure

These data show estimated gross revenue expenditure (GRE) for the force in 2017/18 and 2020/21. This was gathered from forces by HMIC staff prior to fieldwork (April 2017). Some of the data provided will have been subject to revisions after this time but figures should represent the picture as at the time of inspection. Future forecasts of expenditure are estimates for which forces use different methodologies. As these are estimates care should be taken in interpreting changes.

Workforce figures (FTE) for 2016/17 and 2020/21

These data were obtained from the Home Office annual data return 502. The data are available from the Home Office's published police workforce England and Wales statistics (available from www.gov.uk/government/collections/police-workforce-england-and-wales), or the Home Office police workforce open data tables (available from www.gov.uk/government/statistics/police-workforce-open-data-tables). Figures may have been updated since the publication. Workforce includes section 38-designated investigation, detention or escort officers, but does not include section 39-designated detention or escort staff.[15] The data are the actual full-time equivalent figures (or FTE), and figures for 2016/17 are the figures as at 31 March 2017.

For FTE, these data include officers on career breaks and other types of long-term absence, and excludes those seconded to other forces. Projections for 2020/21 are budget-based and therefore likely to take into account a vacancy rate depending on a force's planning strategy, but may not include a projection for absences. In some instances, therefore, an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a high vacancy rate which masks this change.

Calls for assistance

These data are obtained from the Home Office annual data return 441.

Recorded crime

These data are obtained from Home Office police-recorded crime and outcomes data tables (available from www.gov.uk/government/statistics/police-recorded-crimeopen-data-tables).

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[15] See sections 38 and 39 of the Police Reform Act 2002. Available at:
www.legislation.gov.uk/ukpga/2002/30/section/38

Figures throughout the report

Figure 1: Rate of 999 calls recorded per 1,000 people in the local population in the force area compared with England and Wales as a whole, from 2010/11 to 2016/17

These data are obtained from the Home Office annual data return 441. City of London Police does not submit 999 calls data to the Home Office as these are included in figures provided by the Metropolitan Police Service.

Figure 2: Police-recorded crimes per 1,000 population compared with England and Wales from 2010/11 to 2016/17

These data are obtained from Home Office police-recorded crime and outcomes data tables (available from www.gov.uk/government/statistics/police-recorded-crime-open-data-tables). Total police-recorded crime includes all crime (excluding fraud offences) recorded by police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime include British Transport Police, which is outside the scope of this HMICFRS inspection. The England and Wales rate given in this figure is a simple average of all forces' rates to reduce the effect of large forces on the average.

Figure 3: Planned full-time equivalent (FTE) workforce as on 31 March from 2010 to 2021

Data from 2010 to 2017 are obtained from the Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' FTE figure. The percentages used in figure 3 are derived from the total FTEs within forces and therefore may differ slightly from the exact figures quoted within the report. Data from 2018 onwards are budget-based projections, therefore depending on a force's planning strategy may not include a projection for absences.

Due to the complex and continually evolving picture of workforce collaboration between forces, not all changes in workforce figures reflect the workforce that is available to forces. Involvement in strategic alliances and/or regional organised crime units would be an example of where changes over time are likely to be skewed. Therefore, sharp increases or decreases need to be considered with caution as they may simply represent accounting changes related to how staff are allocated to forces and not real changes in staffing levels.

At the time of the inspection, the future financial climate was uncertain. Several forces did not have confirmed plans for workforce projections. It is important to note that figures are in many instances unconfirmed estimates provided to assist HMICFRS in our inspection programme and should not be seen as a concrete plan for the future workforce available for policing.

Figure 4: Estimated percentage of net revenue expenditure allocated across policing functions from 2011/12 to 2016/17

These data were obtained from data collected by the Chartered Institute of Public Finance and Accountancy (CIPFA) for use in the HMICFRS Value for Money profiles (available from www.justiceinspectorates.gov.uk/hmicfrs/our-work/value-for-money-inspections/value-for-money-profiles/#2016). The data define policing functions using the Police Objective Analysis categories.

We have made some adjustments to the original POA data in order to provide valid historical comparisons. For instance, in 2011/12 the POA category "Local policing" included the sub-category "local investigation and prisoner processing", however, from 2012/13 onwards this moved to the "Investigations" category. We have therefore removed "local investigation and prisoner processing from the 2011/12 figure to provide a historical comparison and not create misleading percentage changes.

For the same reason above, for the 2011/12 "Investigations" figure we have included "local investigations and prisoner processing" for historical comparison.

Furthermore, in 2016/17 "Public Protection" became its own level two category, whereas in previous years it had been included as a sub-category under "Investigations". Therefore for historical comparisons, we have included public protection in "Investigations" for 2016/17.