

To The Chair of the Police and Crime Panel for Hertfordshire

Copy to the Secretary of State for the Home Department

23 May 2018

Dear Tim,

**RESPONSE TO THE HMICFRS INSPECTION OF HERTFORDSHIRE
CONSTABULARY - EFFECTIVENESS 2017**

This report was published in March 2018 based on an in-force inspection in November 2017. This report is part of the HMICFRS PEEL efficiency and effectiveness report cycle. I have requested the Chief Constable provide me with his comments on each of the PEEL reports and enclose the comments provided to me for this one. I am required to publish my response to these reports which I do by sending them to you for discussion at the next meeting of your panel.

I am very pleased to receive this report which shows significant improvement since that of last year. The overall grading is 'good'. This is an improved grade from last year when the Constabulary was graded 'requires improvement'. It was particularly pleasing that all diagnostic areas of inspection were seen by HMICFRS to have improved. This reflects very well on the Chief Constable and all the officers and staff of the Constabulary and their continual efforts to improve the effectiveness of the force and to keep the people of Hertfordshire safe.

I am pleased to see that HMICFRS highlights the improvements which have been made in the last year, particularly the observation that 'the force has a good understanding of those who cause most harm in communities and takes positive steps to reduce reoffending'.

There are no recommendations in the report that require an individual response from me. All areas for improvement have been allocated an owner by the Chief Constable and progress against them will be reported to me each quarter. The Chief Constable has set out in his observations the steps that he is taking to address the areas for improvement and the national overview, which can also be seen in full on the HMICFRS website. I am pleased with the proposals set out by the Chief Constable to continue to improve and will monitor progress at meetings I have with the Chief Constable and his team every quarter. I am especially pleased to see the work that he is starting to address the supervision issue identified in the report.

I will be particularly looking at work to address the issues identified regarding the Constabulary's provision of services to victims. I firmly believe that victims must be at the centre of what the Constabulary do, as set out in my Community Safety and Criminal Justice Plan, and I will require to see improvements in compliance with the Victims' Code of Practice over the coming year. The Beacon service provided through my office to victims has just been refreshed with a new contractor, and I will want to see that the Victims Services Team in the constabulary have the resources and processes they need to ensure a good service from initial report right through the criminal justice system.

It is disappointing to see that, though improved, there are still areas where improvement is necessary with regard to services to vulnerable people. My team will be working with the Constabulary to ensure I am sighted on progress to further improve this area of work.

With regard to the National Overview recommendations, I am pleased to see the proposals of the Chief Constable and will discuss progress which will be reported to me each quarter as mentioned above.

The full report can be found on the HMICFRS website or by following this link:

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-police-effectiveness-2017-hertfordshire.pdf>

Yours sincerely,





MEETING	Strategic Executive Board
DATE	23 rd April 2018
TITLE OF REPORT	HMICFRS PEEL- Effectiveness Inspection 2017
SUBMITTED BY	Chief Inspector Ken Townsend (HMIC Force Liaison Officer)
PURPOSE OF REPORT	To inform SEB of the findings from the recently published HMICFRS Effectiveness inspection report and provide accompanying comment on behalf of The Chief Constable.
DECISION(S) REQUIRED	The published report will require a number of decisions to be made that will seek to improve Hertfordshire Constabulary in line with HMIC identified areas for improvement. The purpose of this submission is to provide reassurance to SEB that these matters are being managed and to provide associated comment by the Chief Constable. The PCC is required to subsequently publish his own comments, the comments of the Chief Constable and any response to them. The comments of the PCC must include an explanation of what action he is going to take with regard to any recommendation (none bespoke to Hertfordshire within this report) and, if no action is to be taken on a recommendation, his rationale as to why.
FINANCIAL IMPLICATIONS	Any financial implications will be subject of assessment as the areas for improvement are worked through.
RISK IMPLICATIONS	Any risk implications will be subject of assessment as the areas for improvement are worked through.
LEGAL IMPLICATIONS	Police Act 1996
EQUALITIES IMPACTS	Equality Act 2010
FREEDOM OF INFORMATION EXEMPTION SECTION IF APPLICABLE	

INTRODUCTION

This report has been requested to update SEB in relation to the published HMICFRS PEEL Effectiveness report. PEEL is an annual assessment of police forces in England and Wales. Forces are assessed on their Effectiveness, Efficiency and Legitimacy. Each inspection comprises of key questions and further sub diagnostics.

Each police force is given one of four grades for each of these questions, as well as an overall grade. The four grades are: Outstanding, Good, Requires Improvement and Inadequate.



Hertfordshire Constabulary was inspected w/c 20th of November 2017 in relation to its Effectiveness. The 2017 report was published on the 22nd of March 2018.

METHODOLOGY, CHALLENGE AND FINDINGS

The 2017 Effectiveness inspection assessed how effective police forces are with regards to keeping people safe and reducing crime. The inspection was then broken down into five diagnostic areas. A risk based approach to the inspection was applied. This meant that within Hertfordshire the two areas that were graded as Good in 2016 were not re-inspected. These two areas were the prevention of crime and tackling of anti-social behaviour and our effectiveness with regards to tackling serious and organised crime. The areas inspected were the constabulary's effectiveness at investigating crime and reducing re-offending, effectiveness at protecting those that are vulnerable from harm and supporting victims. The final area reviewed was how effective are our specialist capabilities, this was, in the main, inspected across the BCH collaboration.

Just prior to the publication of the report the constabulary was contacted by HMI Billingham. This was in response to a considerable challenge made by Hertfordshire with regards to HMICFRS' interpretation of some of their findings throughout the period of inspection.

HMICFRS were initially going to comment in an adverse context with regards to the following matters;

- The use of Body Worn Video
- Findings with regards to ACRO checks
- DVPO and DVPN utilisation
- Domestic Abuse charging and outcome rates
- MARAC referral rates

Considerable work was carried out across a tight time frame that resulted in a detailed document being presented to HMI Billingham. This document contained strong evidential data and facts successfully challenging HMICFRS' initial findings. The overall grading subsequently received was – Good.

Not only did this represent an improvement upon the 2016 grading, but each of the diagnostic areas of inspection were also recognised as improved. It should be noted that similar annual improvements were also recorded with regard to the spring inspections that focussed upon Efficiency and Legitimacy.

There were no areas of concern or recommendations identified.

There were five areas for improvement identified across two of the inspection areas.



The risk based approach to inspection has resulted in a far shorter publication than that of previous years. The 28 page report only comments upon the three areas of inspection.

How effective is the force at investigating crime and reducing re-offending?

Summary of Findings: **Good**

There were two areas for improvement identified;

- The force should take steps to ensure that it records all available evidence at scenes of crime.
- The force should ensure that it complies fully with the Code of Practice for Victims of Crime.

How effective is the force at protecting vulnerable people and supporting victims?

Summary of Findings: **Requires Improvement.**

There were three areas for improvement identified;

- The force should ensure that frontline officers become more proficient in completing DASH risk assessments at initial response and that there is sufficient supervision to ensure opportunities to safeguard vulnerable victims are not missed.
- The force should review its effectiveness regarding its use of body-worn video cameras to capture photographic/video recorded evidence, particularly for domestic abuse incidents.
- The force should improve the quality of investigations involving vulnerable people, ensuring that such investigations are subject to regular and active supervision.

How effective are the force' specialist capabilities.

Summary of Findings: **Not Graded.**

There were no areas for improvement identified;

The Chief Constable broadly accepts the findings of HMICFRS in this report, given that the matters subject to the aforementioned challenges were positively acknowledged by the inspectorate.

There is a common thread across the findings that relates to overall supervision and this is a specific area and theme of focus that will be led by the Chief Constable throughout 2018.

This year the "Valuing our Leaders" seminars commence in May. The Chief Constable has identified these sessions as vitally important for all leaders within the Constabulary and for the organisation as a whole. In a change to previous formats, this year he is intending to have personal conversations with each supervisor to explore what supervision means to each of them and how the Constabulary can offer better support.



The "Light Bulb Moment" scheme has already also been personally utilised by the Chief Constable as a platform to engage with all staff across the organisation, seeking ideas and suggestions with regards to the "Golden Hour" area for improvement identified by HMICFRS.

The continuing work of the Victim Service Team alongside the improved Beacon Victim Care Centre will ensure a wider range of both services and benefits to victims of crime.

The Detective Superintendent in command of Safeguarding has also initiated a refreshed Domestic Abuse Action Plan for 2018. This will ensure that close working with all of our partner agencies continues to deliver effective safeguarding to vulnerable community members. The action plan is not restricted purely to HMICFRS identified areas for improvement. All areas of commentary within the body of the report have been scrutinised and will contribute to the formation of the plan.

It should also be noted that there is strategic overlap across all five of the areas for improvement. Each of the areas for improvement were replicated in Bedfordshire and Cambridgeshire (both of these forces also have an additional AFI's, not applicable to Hertfordshire). Over two thirds of forces in England and Wales (30) were similarly graded as Good. Only one force was Outstanding. Both Bedfordshire and Cambridgeshire were graded overall as Requires Improvement.

National Overview

The national overview effectiveness report recognised that most police forces are maintaining a good standard of service to the public, despite dramatic increases in demand and on-going financial pressures.

Four areas were specifically highlighted that in turn led to National Recommendations.

These four areas were; Neighbourhood Policing, a shortage of Investigators, peer reviews and the use of bail. The published National Recommendations were as follows;

Recommendations

1) By October 2018, all forces should review their own approach to neighbourhood policing to check whether the service they provide to local communities meets these guidelines. As soon as possible, they should make any changes they need to implement the guidelines*

* The National Police Chiefs' Council (NPCC) lead for neighbourhood policing, working with the College of Policing, is developing guidelines for neighbourhood policing called Modernising Neighbourhood Policing and supporting material. (These guidelines are due to be published imminently)



2) By September 2018, all forces with a shortage in qualified detectives and/or other investigators should develop an action plan. The plan should set out in detail what the force will do to address the shortage in the short, medium and long term. It should be in line with the national plan to develop investigative capacity and capability that all chief constables in England and Wales have agreed.

This plan should draw on the information in the force management statement about:

- the investigative demand the force expects to face in the next four years; and
- how the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand.

To make sure the plans are consistent, the National Police Chiefs' Council lead on investigative resilience has agreed to provide advice on the areas each plan should cover by April 2018.

3) The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims.

The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.

4) By September 2018, all forces should review how they are implementing changes to pre-charge police bail, working with the National Police Chiefs' Council lead.

The review should include an assessment of how far vulnerable people are being affected by these changes.

Constabulary Observations and Response

Both the Police and Crime Commissioner and the Chief Constable have publicly committed to the preservation of Neighbourhood Policing within Hertfordshire. The publication of the NPCC / College of Policing guidelines relating to *Modernising Neighbourhood Policing* is eagerly anticipated and will be reviewed in line with the recommendation.

Hertfordshire Constabulary are sighted with regards to the capacity and capability of investigators. A plan that concentrates upon recruitment and retention is owned by the Head of Workforce Planning. This plan features a pioneering "Accelerated Detective Constable Programme" as an example of the constabulary's innovative approach to this national concern. The Constabulary is on course to meet the submission date of the 31st May 2018 for the first Force Management Statement. This document will elaborate in



further detail with regards to all aspects relative to investigative capability. Similarly the constabulary will welcome the NPCC advice regarding planning around this area, when published later this month.

With regards to the third national recommendation, this is primarily focussed at those twelve forces that have failed in achieving a good grade over the three years of PEEL inspection. This is not the case within Hertfordshire. However the Constabulary has always welcomed the opportunity to be the subject of peer reviews and indeed to advise and review other forces. This transparent approach to policing will continue throughout 2018 and seek to deliver improvements noting the opportunities that should arise from this recommendation particular to vulnerable persons.

The use of police bail following the recent legislative changes is a current focus for attention across the constabulary. The use of police bail has been in rapid decline, mirroring the national picture. Indeed this area of recommendation was a recent topic of review nationally for the IOPC (formerly IPCC) "*Learning the Lessons- Bulletin 31 March 2018*". Hertfordshire Constabulary reviewed then the steps taken to both monitor and review bail conditions to ensure that they remain fit for purpose. However a full review will take place, including the effects on vulnerable people by September 2018, again the constabulary will look to work alongside the NPCC lead.

The Audit and Inspection Team have already instigated a process that has captured the national recommendations and Hertfordshire's five areas for improvement within the constabulary's Action Management System. These points will be the subject of continual review at Organisational Development Board, chaired by the Deputy Chief Constable.

HMICFRS will return to inspect the effectiveness of policing in England and Wales in 2018. However it will adopt a significant change in its methodology moving to an Integrated PEEL Assessment (IPA).

The Integrated PEEL Assessment develops the existing PEEL assessment approach - the PEEL pillars will remain visible and consistent. Integration of the PEEL inspection regime will involve moving to a more risk-based approach, with a greater focus on the aspects of policing in forces which HMICFRS determines present the greatest risks to the public. Hertfordshire Constabulary has been identified to be in the second round of IPA and as such can expect to be inspected (in relation to PEEL) between January 2019 and April 2019.

DECISION(S) REQUIRED



None, this report has been submitted for recording purposes only.

PROPOSED RECOMMENDATION(S) AND RATIONALE

As indicated within this report, all Constabulary led recommendations; rationale and progress will be recorded and monitored within the Action Management System (AMS).

BACKGROUND PAPERS

PEEL: police effectiveness 2017 – Hertfordshire Constabulary

Author: HMICFRS