

Agenda



AGENDA for a meeting of the COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL in COMMITTEE ROOM B at County Hall, Hertford on FRIDAY 1 JULY 2016 at 10.00AM

MEMBERS OF THE PANEL (11) (Quorum 3)

M Bright, M J Cook, R J Henry, N A Hollinghurst, T Hunter (Vice- Chairman), T R Hutchings, P F J Knell, A Lee, A M R Searing, R A C Thake (Chairman), C B Woodward

Meetings of the Cabinet Panel are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

Committee Room B is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

Members are reminded that all equalities implications and equalities impact assessments undertaken in relation to any matter on this agenda must be rigorously considered prior to any decision being reached on that matter.

PART I (PUBLIC) AGENDA

1. MINUTES

To note the Minutes of the Community Safety and Waste Management Cabinet Panel meeting held on 4 March 2016 (attached).

2. PUBLIC PETITIONS

The opportunity for any member of the public, being resident in Hertfordshire, to present a petition relating to a matter with which the Council is concerned, which is relevant to the remit of this Cabinet Panel and which contains signatories who are either resident in or who work in Hertfordshire.

Members of the public who are considering raising an issue of concern via a petition are advised to contact their [local member of the Council](#). The Council's criterion and arrangements for the receipt of petitions are set out in [Annex 22 - Petitions Scheme](#) of the Constitution.

If you have any queries about the petitions procedure for this meeting please contact Nicola Cahill, by telephone on (01992) 555554 or by e-mail to

Nicola.cahill@hertfordshire.gov.uk.

At the time of the publication of this agenda no notices of petitions have been received.

If you have any queries about the procedure please contact Nicola Cahill, by telephone on (01992) 555554 or by e-mail to Nicola.cahill@hertfordshire.gov.uk.

3. POLICE AND CRIME COMMISSIONER

Members may ask questions of the Police and Crime Commissioner for such period of time as the Panel Chairman may reasonably decide.

4. POLICE AND CRIME PANEL

a) The Council's representative on the Police and Crime Panel (PCP) (P A Ruffles) to report on the business of the PCP

b) Members of the Panel may ask questions to the PCP Representative thereon for such period of time as the Panel Chairman may reasonably decide.

5. COMMUNITY PROTECTION ANNUAL PERFORMANCE REPORT 2015/2016

Report of the Director of Community Protection (Chief Fire Officer)

6. SAFETY AT SPORTS GROUNDS: HCC'S ROLES AND RESPONSIBILITIES

Report of the Director of Community Protection (Chief Fire Officer)

7. DOMESTIC ABUSE PROGRAMME UPDATE & STRATEGY

Report of the Director of Community Protection (Chief Fire Officer)

8. REGULATION OF INVESTIGATORY POWERS (RIPA): ANNUAL REPORT

Report of the Chief Legal Officer

9. HOUSEHOLD WASTE RECYCLING CENTRE SERVICE

Report of the Chief Executive & Director of Environment

10. WASTE MANAGEMENT PERFORMANCE MONITOR

Report of the Chief Executive & Director of Environment

11. OTHER PART I BUSINESS

Such Part I (public) business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

PART II ('CLOSED') AGENDA

EXCLUSION OF PRESS AND PUBLIC

Part II business has been notified. The Chairman will move:-

There are no items of Part II business on this agenda. If Part II business is notified the Chairman will move:-

“That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information as defined in paragraph/s of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

Agenda documents are also available on the internet at:

<https://cmis.hertsdirect.org/hertfordshire/Calendarofcouncilmeetings.aspx>.

COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL

FRIDAY 1 JULY 2016 AT 10.00 AM

Agenda Item No.

3

UPDATE REPORT FROM DAVID LLOYD POLICE AND CRIME COMMISSIONER FOR HERTFORDSHIRE

AUTHOR Roy Wilsher

1. Purpose of the Report

To provide a brief update on the work of the Police and Crime Commissioner for Hertfordshire and the work of the Commissioner's office.

2. Update

I am now into my second term of office as Police and Crime Commissioner for Hertfordshire and in the process of renewing the Police and Crime plan to reflect ongoing work and priorities for the next four years. These priorities include –

- Transparency and holding the Chief Constable to account
- Working with the Criminal Justice System in Hertfordshire
- Collaboration with Police, Fire and wider Public Sector
- Crime Prevention, neighbourhood policing and community safety
- Supporting victims and protecting the vulnerable.

To progress these priorities and ever increasing responsibilities I will be looking to re-organise my office to ensure we remain engaged with partners and all the relevant issues.

Road Safety Fund

The fund has now been launched and my office is working in partnership with the County Council. 52 applications were received in the first round of funding bids from the £1.3m Road Safety Fund covering a range of initiatives to help support behavioural change through educational, engineering and enforcement solutions. This will assist my office to meet the conditions as set out in the Victims Code of Practice - to provide support and repatriation to victims and their families of road accidents. The Strategic Road Safety Partnership approved 20 bids worth over £300,000 including:

- Average speed cameras on the A10
- Support for victims through the Roads Victims Trust
- Road safety educational workshops
- LED lights for cyclists and breathalysers for motorists
- Solar powered speed indicator signs and feasibility surveys

- Tyre tread indicators

Over the coming months the Strategic Road Safety Partnership will analyse Hertfordshire's road traffic data to better understand the causes and symptoms of roads safety issues. This analysis together with community concerns will help to shape the priority areas for funding. A second bidding round will be announced in the autumn..

Review of Hertfordshire's Local Criminal Justice Board

Numerous Government reports have shown that all too often Criminal Justice agencies work in silos, only focusing on their part of the system resulting in victims who are poorly supported, frustrated and consequently withdraw their cooperation. Reports have argued that some offenders evade justice and commit crime again, and that the community have a lack of trust and confidence in the criminal justice agencies to achieve an efficient and effective justice system.

The Joint Inspectorates report 'Working in Step?' asked PCCs to undertake a 'health check' of their local criminal justice board, to understand whether their CJB is driving efficiency and effectiveness, holding agencies to account, setting locally tailored priorities, and improving justice.

Amie Birkhamshaw from the PCCs office will be conducting a review of Hertfordshire's Criminal Justice Board. This will include: a review of the national documentation, local minutes and actions from board meetings including the BCH review and Action plan; attendance at board meetings; and semi-structured interviews with all members of the board, including voting and non-voting members, and Chairs of the sub-groups.

The review will commence in April and the findings will be reported back at the September HCJB meeting.

Countywide Community Stop and Search Scrutiny Panel

The OPCC received over 40 applications for the Stop and Search Scrutiny Panel role representing all parts of the county. Over the coming months nine new members will be trained on Pace Code A and formally join the panel, helping to boost numbers and bring much needed capacity, new skills, experience and diversity to the panel. The following districts now have representation:

- 3 members from St Albans and District
- 2 members from North Herts
- 3 from East Herts
- 1 from Broxbourne

Employee Supported Policing: Helping to recruit new Special Constables

The OPCC launched the Employee Supported Policing Programme on 2nd March bringing together Hertfordshire businesses to hear more about how they can support their employees to become Special Constables, building vital capacity, capability and resilience to tackle crime. The scheme already has support from McMullen & Sons, Mothercare, Barclay's, BT Group and the John Lewis Partnership. Further work will continue post event to secure joint working opportunities with local businesses.

Five district councils have signed up to Employee Supported Policing, Welwyn Hatfield, Watford, Dacorum, Three Rivers and Broxbourne all have policies in place with varying levels of support. My office is in conversation with Stevenage, St Albans and Hertsmere about their support and it is hoped the County Council will also support the initiative.

Citizens' Crime Prevention Academy website

A new crime prevention website <http://www.hertscitizensacademy.org/> was launched in March giving the public free online access to a range of interactive tools to help keep themselves and their property safe in a bid to fight crime. The website enables people to click on a range of e-learning modules based around crime types- including Burglary and financial crime –and takes them to a page featuring case studies, YouTube clips from crime prevention officers, and links to other organisations on hand to provide support. Users can take a short quiz to test their knowledge on completion of each module.

Within the first month of going live, more than 2,000 people have visited the site. Over 400 online quiz modules have been taken, with Burglary proving the most popular. Nearly sixty per cent of those visiting the site are aged between 18 to 34 years. The YouTube clips from crime prevention officers have been viewed over 800 times.

First Independent Business Advisory Group

My office hosted the first Independent Business Advisory Group (IBAG) during April which brought together a range of businesses and representatives from the Chamber of Commerce, LEP and FSB to discuss key issues around Business Crime including that of Cybercrime and Fraud. Key representatives from the Constabulary's Crime Reduction and Community Safety Team gave presentations on how businesses can keep themselves safe.

Mental Health Crisis Care Concordat

Work continues to progress the actions on the Mental Health Crisis Care Concordat Action Plan to improve the end to end treatment and services for those with mental health issues. The three key priority areas for partners are Housing

and Homelessness; Data sharing and Information; and S.136 and Street Triage. These areas will provide a focus for the work over the coming months and sub-groups have been set up to drive forward this work.

Police Force Control Room Triage

- Following the successful pilot, the police Force Control Room project has been fully rolled out with a member of HPFTs Crisis Assessment and Treatment Team present every day between 2100 and 0830 helping to give advice to officers in relation to proposed detentions under S.136 Mental Health Act 1983.
- Recently the project has extended its scope to provide information to the police for purposes which are not immediately associated with S136 detention – typically these are welfare calls, missing persons, service users causing concern about mental health issues in a non-public place, consideration of the use of Mental Capacity Act and voluntary admission to A&E/NHs facility.

Street Triage

- Mental Health triage in the Control Room will continue but it will also be supported by a Street Triage Car, which will be staffed by a police officer and a mental health nurse. To begin with this will be in operation on Friday and Saturday evening between 1700 and 0300 hours and the days of operation will increase each week until it operates every evening after six weeks.
- Street Triage will only cover those areas within East and North Herts CCG but it is hoped that it will include other districts in the future. The team will be deployed if a request is made to them to attend an appropriate call, with the primary aim to reduce the number of persons detained under S136 by ensuring that the action taken at the scene is the best pathway for them.
- On arrival the mental health nurse will assess the individual and will make a recommendation to the police officer as to the best course of action to take for them.

Addressing Fly-tipping across the county

Work continues to develop a better response to issues of fly-tipping. The county now has an agreed definition and will be using the same data depository to enable better recording of fly-tipping. This will help partners to better understand the volume of fly-tipping across the county and target problem areas. Work has also progressed to ensure that better triage is in place in the force control room to ensure that the public have a coordinated response to fly-tipping.

Through the new 'Partnership Fund' made available through the PCCs budget, Chief Inspectors and their CSPs will be able address issues relating to fly-tipping, ASB and quality of life issues in their local area by being able to draw on the 'enabling fund' which will help the police and partners to take action to address issues that cause alarm and distress to the public. Further details on how the fund will work will be announced in the autumn, £100k is available each year for four years.

Track My Crime

Victims of reported crime in Hertfordshire are now able to track the progress of their case online through a new portal launched by Hertfordshire Constabulary. The website enables victims of crime to access the progress of their investigation using their crime reference number and other personal details. This provides real-time round the clock updates and the opportunity to exchange direct messages with the officer investigating the case. The new portal will give victims greater choice in how and when information can be accessed from the police. Following a successful pilot in two key districts, the scheme will further develop to encompass new areas and types of crime.

Beacon: Hertfordshire's Victim Care Hub celebrates its first year

More than 50,000 victims of crime in Hertfordshire have been offered support from Hertfordshire Victim Care Centre Beacon between its launch on 1st April and 29th February 2016.

In addition, since its creation 1,485 particularly vulnerable victims were offered a new 'enhanced' care package to those who need it most. This enhanced service offers elderly or repeat victims for example, a full needs assessment to develop a package of care bespoke to their individual needs.

300 cases were also referred to HCC Community Protection Directorate's Home Security Service to offer reassurance by checking homes and implementing crime prevention and fire safety measures.

In addition to making contact with all identified victims of crime, Beacon also offers support and provides a single point of contact for updates on investigations, so victims can easily keep abreast of progress of their case. The centre's hotline and website (www.hertfordshirebeacon.org) offers a means of accessing services and support, even when the matter has not been reported to police or if a victim has changed their minds on the opportunity for support at the time of the incident.

Restorative Justice

To date, 34 victims have taken up Restorative Justice across Hertfordshire.

Work continues to roll out pilot schemes to allow victims access to Restorative Justice should they choose this as an option.

- Community Resolution is due to be rolled out across the county in autumn 2016. Pre-sentence (early guilty plea). A detailed process is being developed through the Criminal Justice Department and Courts.

New Hate Crime Research

The Centre for Hate Studies at the University of Leicester were commissioned in December 2015 in Partnership with Herts Police and Hertfordshire County Council to deliver research on the views and expectations of hate crime support services in Hertfordshire.

It is the first of its kind focussed only on victims and victims' services. There has been a high response rate - thanks to all who have provided support. The findings will be used to inform the commissioning intentions for specialist services for victims of hate crime to help them cope and recover and feed into the new County Hate Crime Strategy. Findings from the report will be published in July 2016..

Chief Constable

After many years excellent service across three Police Forces Andy Bliss has announced his retirement. I am currently in the process of recruiting his replacement.

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL

FRIDAY 1 JULY 2016

Agenda Item No.

5

COMMUNITY PROTECTION ANNUAL PERFORMANCE REPORT 2015/2016

Report of the Director of Community Protection (Chief Fire Officer)

Author: DCO Darryl Keen

Tel: 01992 507502

Executive Member: - Richard Thake, Community Safety and Waste Panel

1. Purpose of report

- 1.1 To provide the Cabinet Panel with an overview of Community Protection Directorate (CPD) annual performance for 2015/16. This paper aims to highlight areas where the Directorate is performing well and areas for further investigation or action. Full draft report attached.
- 1.2 The Cabinet Panel are also asked to consider the revised format and content of the report in order that the Cabinet Panel members feel suitably well informed of the wider activities of the Community Protection Directorate. This revised version includes case studies that highlight the work of the Directorate that cannot easily be illustrated using quantitative measures. The attached report should be considered as being a draft and amendments recommended by the Cabinet Panel will be included prior to publishing the final agreed version.

2. Summary

- 2.1 The performance report is divided into 3 sections:

Prevent and Protect	Pages 1 - 7
Plan for and Respond to Emergencies	Pages 8 - 9
Be an Excellent Organisation	Pages 10 - 14
- 2.2 CPD annual performance for 2015/16 remains good with most targets being met or exceeded.
- 2.3 Areas where performance has not met target and is more than 5% worse than the same period last year include:

- Deliberate fires – however this must be seen in the context of a 32% reduction in deliberate fires over the past five years.
 - False alarms attended due to Automatic Fire Alarms (AFAs) – this should be viewed in the context that the overall number of AFA calls that have not been attended has risen by 33% due to successful challenging by Fire Control and the overall percentage of all AFA calls that result in an attendance has fallen by 6.2%.
- 2.4 Areas where performance levels were anticipated and targets have been met but performance is not as good as last year include:
- Secondary fires
- 2.5 Areas where performance has shown improvement since last year include:
- Primary fires
 - Road traffic collisions attended
 - Deaths and injuries due to primary fires
 - Shifts/working days lost to sickness absence
 - Compliments and complaints
 - RBIP's undertaken
 - Number of malicious calls attended
 - Training activities completed
- 2.6 Attendance standards for first and second appliance to a primary fire have improved against target and last year's performance at 90.6% and 93.5% respectively. In cases where it was estimated appliances would arrive within the standards and they did not the most common reasons provided for the delay were heavy traffic and the location of the incident changing en-route.

3. Recommendations

- 3.1 That the Cabinet Panel notes the annual performance of CPD to the end of Quarter 4 2015/16 and agrees the content of the report for publication to the wider organisation and the general public.

Community Protection Directorate

Annual Performance Report

2015/16



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Green	Equal to or over performing against the target	↑	Performance improving since last reporting period or target
Amber	Up to 5% underperforming against the target	→	Performance stable compared to last reporting period or target
Red	More than 10% underperforming against the target	↓	Performance declining since last reporting period or target

Foreword



Roy Wilsher
Director, Community Protection
Directorate and Chief Fire Officer



Richard Thake
Executive Member for
Community Safety & Planning

We have pleasure in presenting the 2015/16 Annual Performance Report. Over the last twelve months the four main parts of the Community Protection Directorate; Fire and Rescue, Trading Standards, the County Community Safety Unit and the Resilience Team have continued to work closely with colleagues in other directorates, partners, voluntary sector and other agencies to deliver a cohesive and comprehensive approach to community safety, protection and regulation. This integrated approach has notably added value to cross council service provision, and delivered efficiencies. This approach along with our prudent financial planning and budgeting has meant that CPD continues to deliver high performing, low cost services to the communities of Hertfordshire.

It is pleasing to note that whilst the number of Secondary Fires (fires of no discernible value or ownership e.g. scrubland, grassland, rubbish etc.) has increased slightly, the number of Primary Fires (those involving property including buildings, vehicles, crops etc.) has decreased slightly continuing the downward trend since 2013/14. Unfortunately, the number of fires that are caused deliberately has risen this year and will be an area of focus for the coming fiscal year.

Attendance at Road Traffic Collisions (RTC's) fell last year and the directorate has worked hard to develop initiatives and campaigns to raise awareness of the dangers of driving, particularly amongst young drivers. An example of this is the initiative aimed at young female drivers to raise awareness of distractions and the use of mobile phones and driving whilst under the influence of drink or drugs.

Another positive aspect of our operational response over the past year has been the improvement in fire engine attendance standards to property fires. Both the first and second appliance response times have improved over the past year.

Whilst attendances at automatic fire alarms (AFA's) has increased over the past year, the number of AFA's not attended due to successful challenging by Fire control has increased significantly.

We recognise that safer communities can only be achieved by challenging and improving the way we work. There are many examples of work with partner agencies to improve capacity and maximise effectiveness. Over the last year our Rogue Traders team have taken part in multi-agency operations with the police and other agencies. The Rogue Traders team are also now involved in training Royal Mail staff to help identify scam mail. Our aim for the coming year is to be even more pro-active in identifying rogue traders in the act, and taking the necessary robust action to protect Hertfordshire's residents and businesses.

During these times of public sector financial constraint we face the challenge of reducing budgets while still maintaining quality services. Consequently we regularly review our teams to ensure their objectives and capability match the evolving needs of the service, and where necessary remodelling the way that services are delivered to provide value for money.

The safety and competence of our teams is also critical to our performance and so the Directorate continues to invest in training by improving the training facilities and other areas of the service to ensure that our workforce have the capability and support to respond to the increasingly diverse needs of our service. An example of this is the Fire and Rescue Service's Incident Command Level 1 course which has now received BTEC accreditation from Pearson Edexcel and will allow our operational Crew Commanders to prove their competence within this risk critical area.

The Directorate's involvement in Youth engagement has grown over the past year with our 100th Life Pass Out, Princes Trust programmes at Hatfield, Watford and Cheshunt and considerable work with our colleagues in the Thriving families' team at fire stations across the county.

Our Volunteers continue to make a significant contribution to the Directorate's service delivery through arson and reassurance patrols, Home Fire Safety Visits and support to operational crews and youth engagement initiatives.

Directorate services continue to be held in high esteem by members of the public, trusted and visible in times of need. We recognise that our high levels of performance could not be achieved without the enthusiasm, dedication, commitment and professionalism of our employees and volunteers. Through prevention, protection and response, they are central to community life whether working with young people, protecting the vulnerable or rescuing people from emergency situations.

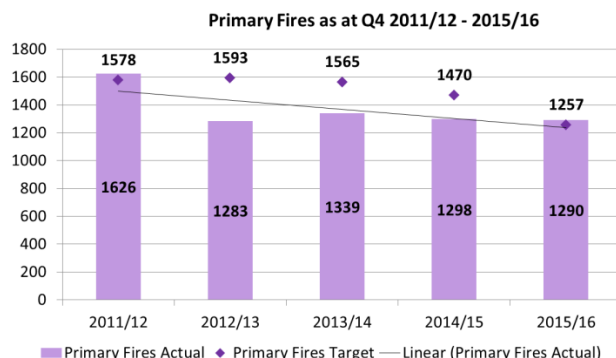
Fires

	15/16	14/15	Vs Last Year	Target	Vs Target
Primary fires	1290	1298	↑ 0.6%	1257	↑ 2.6%
Secondary fires	1062	1010	↓ 5.1%	1064	↑ 0.2%
Deliberate fires	1039	923	↓ 12.6%	1015	↓ 2.4%

Primary Fires – fires involving property including buildings, vehicles, crops etc.

The total number of primary fires fell by 0.6% compared to the same period last year, and by 20.6% in the last 5 years.

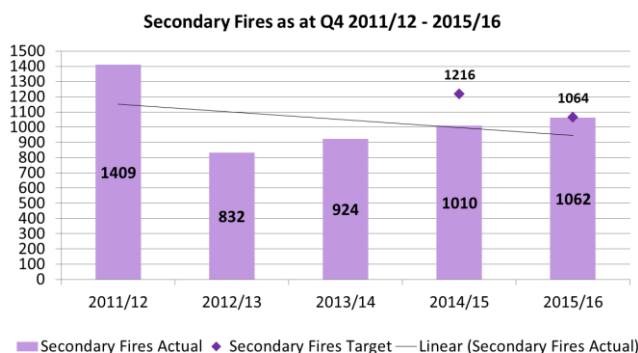
The number of primary fires has levelled out in the last four years at approximately 1290 fires at the end of Q4 each year.



Secondary Fires – fires of no discernible value or ownership e.g. scrubland, grassland, rubbish etc.

Whilst the total number of secondary fires has risen by 5.1% compared to the same period last year, the number has fallen by 24.6% in the last 5 years.

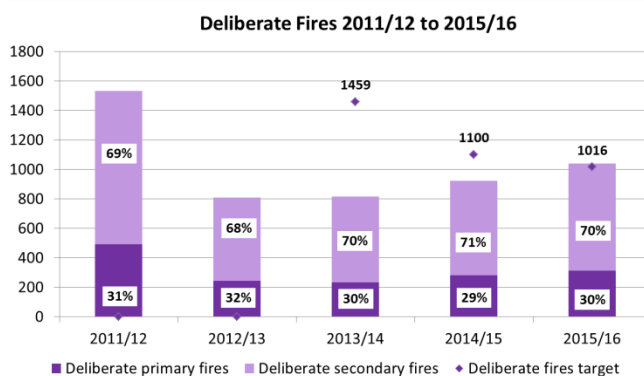
There was a significant drop in 2012/13 when a particularly wet summer was experienced, as the majority of secondary fires occur outdoors in the summer months.



Deliberate Fires – fires which are believed to have been started intentionally.

The total number of deliberate fires rose by 12.6% compared to last year; however the total number of deliberate fires has fallen by 32% in the last five years.

The proportions of deliberate fires that are primary or secondary has remained fairly static over the last four years, with around 70% of all deliberate fires being classed as secondary and approximately 30% classed as primary.



Fire at Cavell Walk, Stevenage



At 9.20pm on 24th March 2016 Hertfordshire fire crews were called to a serious fire following an explosion.

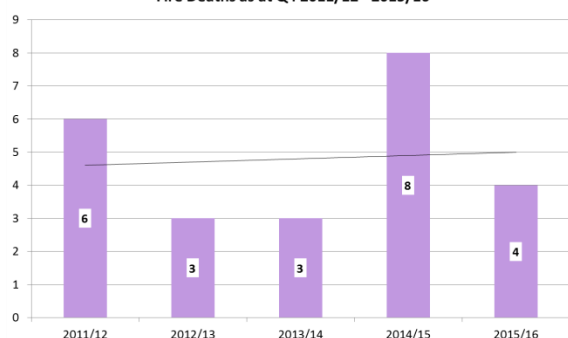
The first fire crews were in attendance within 5 minutes of the first call being received and were confronted with a semi detached house 100% alight. One male and two dogs were rescued before a structural collapse demolished two thirds of the building. Four fire appliances as well as a Aerial Ladder Platform attended the incident and crews battled throughout the evening to bring the fire under control.

At 09.00 the following day the Investigation into what caused the explosion and fire began.

Fire Deaths and Injuries

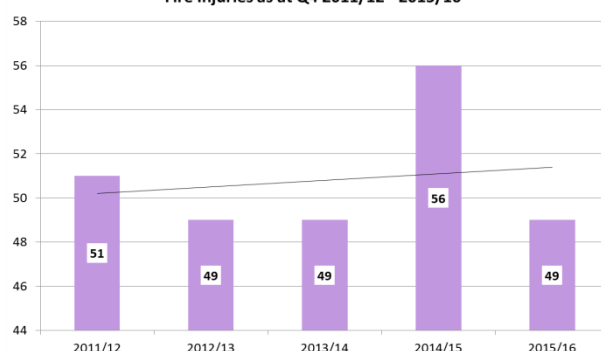
	15/16	14/15
Fire deaths	↑ 4	8
Fire injuries	↑ 49	56

Fire Deaths as at Q4 2011/12 - 2015/16



There have been no deaths recorded in the last quarter of the year of 2015/16 where the cause of death has been attributed directly to fire. This is a decrease of 2 deaths compared to the same period last year.

Fire Injuries as at Q4 2011/12 - 2015/16



The Service uses the term injury to include only those casualties requiring treatment at a hospital. During the last quarter of 2015/16 there were 15 injuries resulting from fires, this is 5 lower than for the same period last year.

Road Traffic Collisions

	15/16	14/15
Number of RTCs	↑ 464	492
Deaths from RTCs	↓ 7	5
Injuries from RTCs	↑ 338	403

Please note that the above figures represent the number of Road Traffic Collisions (RTCs) attended by the Service within the county. Hertfordshire Constabulary record information from all reported Road Traffic Collisions across the County, regardless of whether assistance from the Fire and Rescue Service is required.

The Fire and Rescue Service continue to be called out to rescue significantly more people from Road Traffic Collisions (RTCs) than from fires and on average around ten times more people are killed on Hertfordshire's roads than in fires. During 2015/16 the Service attended a total of 464 RTCs which is 28 or 5.6% less than the 492 RTCs attended last year.

A drive to make young women road users safe

With disproportionately high levels of road accidents attributed to younger drivers, HFRS tailored a RTC initiative towards young women to provide an informal, friendly environment enabling discussion and education about dangerous driving and the people it affects.

A crash car simulator was set up to illustrate how easily it is to be distracted whilst driving and how quickly accidents can happen. This situation lent itself to discussing what potential injuries may be sustained in a car accident and why seatbelts are essential.

The group then had discussions and watched videos concerning other actions that could affect driving ability. Conversations covered topics such as driving under the influence of drink or drugs, and use of mobile phones whilst driving.

The session then developed into how life could be saved in the event of an accident, the crews covered first aid and CPR techniques, which then lead on to a practical scenario. The ladies were then faced with a simulated car accident and had to not just care for casualties, but first ensure that the scene was safe and pass information onto the emergency service control centre.

Local Intervention Fire Education (LiFE)

The Local intervention Fire Education (LiFE) project is aimed at young people between the ages of 13 and 19. It is a level two Diversionary Youth Engagement scheme targeted at young offenders, or those at risk of offending, referred by partner agencies. The LiFE course is delivered by specially trained firefighters and aims to challenge and change the attitudes and behaviours of young people through an intensive five-day work experience within a disciplined and focussed team environment. During 2015/16 **Eleven** LiFE courses have taken place.

The 100th LiFE Course



In May 2015 saw the 100th LiFE course take place at Welwyn Garden City Fire Station. Since the courses began instructors have worked with over 1,500 young people. More than 50% of the referrals have come from Thriving Families and the Extended Schools system, and analysis of offending rates for participants has shown that this intervention has a positive effect on the participants for a period of nine to twelve months following the course.

Domestic Abuse

	Vs Target	Q4 15/16	Q4 14/15
% of repeat cases	↓ 25%	↓ 22.10%	22.90%

*Data is period specific with comparisons to previous reporting period and same period previous year.

Multi-Agency Risk Assessment Conferences (MARACs) are regular local meetings where agencies share information about high risk domestic abuse victims and put risk-focused safety plans in place to support the victim. Since July 2014, there has been a general overall increase in the number of cases and repeat cases referred to a MARAC, representing improved performance as more victims are identified by agencies. Q4 2015-16 saw 331 cases heard at MARAC, a reduction of just 10 cases (-2.93%) on the previous quarter (Q3 2015-16).

Repeat rates are defined as the same victim and perpetrator (or group of perpetrators) returning to the same MARAC within 12 months. The overall repeat rate during Q4 2015-16 was 22.05%, which was 1.82% higher than that of Q3 2015-16 (20.23%) and only 0.82% lower than that of Q4 2014-15 and 2.95% beneath the target of 25%. This is below the local target and brings Hertfordshire below the national average. This leaves a notable space for improvement with expected level of repeats for an established MARAC being in the range of 28-40%. Research has shown that 45% of victims reported a further incident to the police in the 12 months after the MARAC so a lower than expected rate usually indicates that not all repeat victims are being identified and referred back to MARAC for review and subsequent safety planning. Intensive work to improve MARACs has recently taken place. The MARAC steering group have agreed new objectives, plans and principles, and new operating and information sharing protocols have been drafted. Training has taken place for MARAC agency representatives, and administrative resources required to support MARACs have been increased. These activities will improve the effectiveness of MARACs and keep as many high-risk victims as possible, safe.

An improvement programme is in place following on from the SafeLives review of domestic abuse in Hertfordshire and an additional three members of HCC staff are now dedicated to the area. A new multi-agency Domestic Executive Board has been established (chaired by the Director of Children's Services) with a number of supporting multi-agency sub-groups to assist in the delivery of action plans. A new vision and outcomes framework has been agreed by the Executive Board and is in the process of being developed to include a better set of multi-agency performance indicators. The number of domestic abuse workers has significantly increased this year via the Family Safeguarding Team project, and services for high risk victims and perpetrators will be further expanded in 2016/17.

Drugs and Alcohol

Drugs Intervention Programme

The Drug Intervention Programme (DIP) is an initiative that aims to get people into treatment and out of crime. It targets drug using offenders at different places in the criminal justice system and encourages them to engage in treatment. Hertfordshire's DIP is delivered by a commissioned third-sector provider, CRI, as part of Hertfordshire's drug and alcohol treatment and recovery service, known locally as Spectrum.

The service engages with drug and alcohol using offenders to deliver a wide range of interventions and services to support an individualised recovery programme. The first 100 criminal justice clients triaged by Spectrum from the start date of 1 April 2012 were monitored for the purpose of performance reporting. The table below shows key findings as at the end of March 2016:

	Baseline (1 year prior to start date)	Year 1*	Year 2*	Year 3*
Number of offences	266	204	184	177
Number of individuals responsible	74	56	46	37
Number of individuals with no offences	23	41	51	62
Total cohort	97	97	97	97

* Data relates to individual progress through the programme. Overall treatment status shows 94 individuals discharged; 3 still on caseload; data removed for the remaining 3 individuals (2 deceased and 1 for whom information is no longer available from CRI/Spectrum).

The total number of offences committed by individuals in the programme has decreased since the start date in treatment, along with the number of individuals responsible:

- **33%** reduction in the number of offences committed falling from 266 in the baseline year to 177 at the end of the second year.
- **27** individuals have no known offences recorded against them since commencing treatment

Legal Highs

In July 2015 the County Community Safety Unit launched a social media campaign to warn people of the dangers of so-called 'legal highs'. The campaign will target people in the county between the ages of 14 and 35 with an image of a roulette wheel appearing on their page with the question: "Why gamble with your life?" – When you click on it you will be directed to a page offering help and advice for young people and parents about these drugs.

Social media, smart phone apps and websites are also being used to promote safety messages and educate young people about these dangers. Awareness sessions have also been held at West Herts College and the University of Hertfordshire as well as numerous other locations across the county.

The term 'legal high' is misleading as many of these substances contain illegal drugs, and often contain chemicals which are dangerous for human use and have resulted in fatalities in other parts of the UK. They are synthetic substances designed by chemists to be used like illegal drugs. Recent surveys of young people revealed that 55 per cent had heard of 'legal highs' and, of these, half said that they had used or knew someone who had used them.

Hertfordshire Trading Standards have already carried out much work around tackling the problem with these substances and will continue to monitor shops and events where legal highs are sold.

Rogue Traders

	15/16	14/15
Number of rogue trader incidents reported to trading standards	98	84
% Rogue trader incidents responded to within 24 hours	→ 100%	100%

Rogue Trading concerns incidents where consumers have solicited or unsolicited calls from traders offering gardening and household repairs under the guise of legitimate business. It refers to the practice of deliberately overcharging for unsatisfactory goods and/or services. This includes charging for unnecessary work, damaging property deliberately in order to obtain money, leaving work unfinished and intimidating behaviour in order to extort money. Rogue traders deliberately target the elderly and vulnerable members of the community.

Trading Standards Enforcement Officers respond to reports of doorstep crime within 24 hours or in the event that a rogue trader is currently, or is due to arrive at a resident's home, a rapid response procedure is activated and Trading Standards Officers will attend immediately along with the police. In the year to date we dealt with 98 rogue trader incidents and the police with many more (as we continue to train new police recruits on doorstep crime). However, this is just the tip of the iceberg, as doorstep crime is heavily under reported. A national survey last year estimated the reporting rate for doorstep crime to be between 10 and 20%, and possibly as low as 5%, with there likely to be more than 170,000 incidents per year.

A number of doorstep crime incidents occurred in the later part of the year, the team are currently investigating a paving company that is operating in the county but with a false Hertfordshire address on their paperwork and a trader that the team has been investigating (following two rogue trading incidents in the county), has been charged with a number of criminal offences by Trading Standards and they appeared in court at the end of March.

We took part in a multi-agency operation where vehicles were stopped and inspected by the various agencies involved in the Bushey, Bishops Stortford and Buntingford areas.

In 2015/16 the team completed all the home visits to those on the scam mail list that had been provided to us by the National Scams Hub. Over 1700 visits have been made with over 150 victims requiring assistance from the team to help them with the scams, and 30+ callblockers installed on victims phones, in one case the callblocker blocked a scam call within an hour of being installed and then blocked 10 in one day.

The team gave a number of talks on scams and doorstep crime to various groups including presenting at an Older Persons Awareness and Learning Event (OPAL) in Three Rivers, which was attended by around 100 Moor Park and Eastbury residents. The aim of the event was to reduce the vulnerability of residents to scams, burglaries, fires, etc., by providing a sample of the support, advice and help available from various agencies in the community.

Talks on doorstep crime and scams have been given to new Police recruits and PCSO's, new social workers and Royal Mail staff - the Royal Mail staff are being trained so that they can identify and pass details of potential victims of scam mail to Trading Standards.

Scams team make national headlines

Trading Standards' Scams Team hit the headlines in August after their work with Britain's oldest scam victim was featured on BBC's The One Show. The team had been investigating a catalogue scam company called VitaMail when they found that 103 year old widower and dementia sufferer, Leslie Jubb, had been placed on a so called 'suckers' mailing list by scammers allowing companies from around the world to bombard him with mail promising entry into prize draws and large cash prizes, on the condition that he ordered goods from their catalogues.

After 10 years and £60,000 Leslie had a house full of overpriced products the scale of the problem only came to light when he went into a care home for respite whilst his family renovated his home. Sadly Leslie's case is just one of the many the team come across every year. Elderly people, particularly those living alone, can fall prey to scammers. The National Scams Hub recently distributed a 'suckers list', which had been seized by police, to all local authorities and Hertfordshire Trading Standards has used the list to visit over 1,000 vulnerable people across the county offering advice and protection to the most vulnerable members of the community.

Risk Based Inspections

	15/16	14/15
RBIPs undertaken by Fire Crews	→ 771	771
RBIPs undertaken by Fire Protection Officers	↑ 354	190
Total RBIPs undertaken	↑ 1125	961

The Fire and Rescue Authority are the primary agency responsible for enforcing The Regulatory Reform (Fire Safety) Order 2005 legislation in most premises. In Hertfordshire, inspections of those premises that present the highest risk to the community are completed by the Fire and Rescue Service following our risk based inspection programme. We aim to work in support of individuals and organisations to make their premises safe. However we will take legal enforcement action to ensure that appropriate work is carried out.

Our current fire safety 'Risk Based Inspection Programme' (RBIP) has been devised using local statistical information on fires in non-domestic premises combined with national data and the professional judgement of the Fire Protection management team. The overall potential for loss of life or serious injury is the major determinant of risk for the purposes of the RBIP. When we receive intelligence of an alleged fire risk we aim to respond within four hours to inspect the allegation, determine the severity of any breach of fire safety legislation and take immediate enforcement action if necessary.

Home Fire Safety Visits (HFVSs)

	15/16	14/15
HFSVs undertaken by Fire Crews	↓ 4535	5214

Home Fire Safety Visits (HFSVs) are an accidental dwelling fire prevention initiative. HFSVs involve the identification of potential fire risks in the home, the provision of fire safety advice and the installation of smoke alarms where necessary. HFSVs are offered as a universal service to all households in Hertfordshire, with awareness campaigns targeting vulnerable groups and risk profiling tools used to identify and target 'high risk' areas and households for a priority visit. HFSVs are also provided for 'at risk' individuals when referrals are received from other agencies or services and the service can supply and fit specialist protection where a need is identified, this includes arson proof letterboxes, smoke alarms for the hearing impaired, portable suppression systems and fire resistant bedding packs, throws and clothing.

Home Risk Assessors

2015 saw the introduction of the Home Risk Assessors team reach its 10 year anniversary and in that time their role has developed significantly. Originally their role was mainly to support fire stations to carry out standard Home Fire Safety Visits. Since that time, and with the development of the Fire Prevention Team, their roles have become broader and more specialised.

Their work now is still to provide Home Fire Safety Visits but they specialise in carrying these out for the most vulnerable groups across Hertfordshire. This not only means that they can provide and install the specialist equipment that we have available within the service but they have also received a range of training from our partner agencies, enabling them recognise other issues and concerns, meaning that they can make valuable onward referrals and recommendations for equipment and services outside of fire safety.



Fire Engine Attendance Times

	Target	15/16	14/15
% First fire engine to attend a property fire within 10 minutes	↑ 90%	↑ 90.6%	89.8%
% Second fire engine to attend a property fire within 13 minutes	↑ 90%	↑ 93.5%	87.9%
% Third fire engine to attend a property fire involving people within 16 minutes	↑ 90%	↓ 90.6%	95.8%
% First fire engine to attend a Road Traffic Collision (RTC) on major roads within 12 minutes	↑ 75%	↓ 88.7%	89.1%
% First fire engine to attend a hazardous materials (HAZMAT) incident within 20 minutes	→ 100%	→ 100%	100%

For property fires, road traffic collisions and hazardous materials incidents occurring within Hertfordshire boundaries we have attendance times that were agreed by Hertfordshire Fire and Rescue Authority in 2006, and again in 2010. Attendance times are measured from the time the fire engine is assigned to an incident by Fire Control until arrival at the scene.

The Digital Services department produce a monthly report on attendances that do not meet the attendance standards. On occasion the nearest available appliances to an incident are too far away to meet the Service's attendance standards. However in cases where the mobilising system estimated an appliance would arrive within the standards and it did not further investigation is undertaken by managers. In 2015/16 in cases where it was estimated appliances would arrive within standard and they did not the most common reasons provided for the delay were heavy traffic and the location of the incident changing en-route.

Site Specific Information

	Target	15/16	14/15
% of outstanding 7(2) d inspections	↓ 0.0%	↓ 2.5%	0.3%

The Fire and Rescue Service carry out annual inspections on sites which would potentially pose a special risk to firefighters, the general public or national heritage in the event of an incident. These are known as 7(2) d inspections (which refers to the related section in the Fire Services Act 2004) and are used to update Site Specific Risk Information (SSRI) documents for use by fire crews. At the end of 2015/16 inspections at 8 sites or 2.5% of the total 7(2) d inspections were outstanding.

HCC Incident Response Planning

The Resilience Team coordinates and supports emergency planning and business continuity arrangements across council departments to ensure that HCC can respond quickly and effectively to a wide range of incidents and emergencies whilst continuing to deliver critical services during times of disruption, when demand for services can increase rapidly. The team also coordinate the provision of welfare support to the community and take a key role in the recovery phase of emergencies. There is now one overarching Incident Response Plan for HCC which each departmental Incident Response Plans link into and these were all tested in March 2016.

Automatic Fire Alarms

	Target	15/16	14/15
Total attendances to false alarms caused by AFAs	2270 ↓ 10.5%	2508 ↓ 7.9%	2324
Attendances to false alarms caused by AFAs – non-domestic premises		1075 ↓ 11.2%	967
Attendances to false alarms caused by AFAs - domestic premises		1429 ↓ 5.3%	1357
AFAs not attended		1201 ↑ 33.4%	900
% of all AFA calls attended		67.6% ↑ 6.2%	72.1%

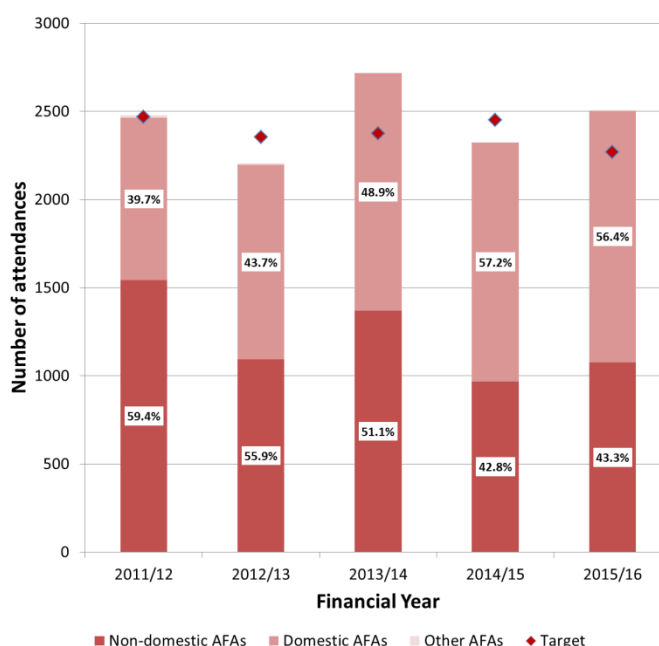
A significant percentage of incidents attended by the Fire and Rescue Service turn out to be false alarms generated by Automatic Fire Alarm (AFA) systems.

As of 1 April 2014 Hertfordshire Fire and Rescue implemented a new policy and no longer automatically respond to calls from AFA systems in most business premises between the hours of 9am and 5pm, Monday to Friday, unless a fire is confirmed. The new policy proved to be extremely successful and the total number of attendances to false alarms caused by AFAs fell by **14.5%** in 2014/15.

This year to date the service has experienced an overall rise of **7.9%** in the number of false alarms attended caused by AFAs. Attendances to **non-domestic** premises rose by **11.2%** and to **domestic** premises by **5.3%**. However the number of calls successfully challenged by Fire Control where no attendance is made has risen by **33.4%** and overall the Service attended **67.6%** of false alarm calls generated by AFAs compared to **72.1%** last year an improvement of **6.2%**.

AFAs in domestic premises now make up the majority of attendances to this type of false alarm, **56.4%** of the total compared to **43.3%** for non-domestic premises.

Annual attendances to false alarms caused by AFAs



Malicious False Alarms

	15/16	14/15
Number of malicious calls received	↑ 218	236
Number of malicious calls attended	↑ 69	69
% of malicious calls attended	↓ 31.7%	29.2%

Emergency calls that turn out to be false alarms divert essential fire and rescue resources rendering them unavailable. Fire Control Operators use their experience and training to identify potential malicious callers and challenge them. To drive down the number of hoax calls the Service maps hotspots to target prevention activity and works with phone network providers to bar persistent offenders. In comparison to last year the total number of hoax calls received **decreased** from **236** to **218** (**down 7.6%**), and the percentage of hoax calls attended increased by **2.5%** from **29.2%** to **31.7%**.

Customer Satisfaction

	15/16	14/15
Businesses satisfied with the Trading Standards service	↓ 86%	88%
Businesses satisfied with the Fire Protection service	↓ 89%	93%

A sample of the businesses that have been visited or advised by Hertfordshire Trading Standards or Fire Protection service are surveyed to gain feedback on their satisfaction. This includes traders or businesses that we have received complaints about. The surveys ask whether our officers were fair, helpful, polite and courteous. Whether information was easy to understand and whether they were better equipped to deal with similar problems in the future. The annual score for 2015/16 for the Trading Standards was 86% and for Fire Protection was 89%, compared to 88% and 93% respectively for the same period in 2014/15.

	15/16	14/15
Consumers satisfied with the Trading Standards service	↓ 89%	91%
Consumer enquiries given a full response within 3 working days	↑ 97%	95%

During 15/16 Trading Standards responded to 97 % of enquiries within 3 working days - a 2% increase on last year. Of those not responded to within the 3 workdays, the enquiries came in from other local authorities involving referrals about head office businesses in the Hertfordshire area.

Hertfordshire Trading Standards seeks to provide consumers with advice and information to help them resolve disputes and be better able to deal with matters in the future. A short survey is sent out at random to consumers that have used the Trading Standards advice service. Questions include whether they are satisfied with our service, whether information and advice is easy to understand, if our staff are informative and treat them fairly, and whether we are polite and courteous. At end of year 2015/16 89% of respondents stated that they were satisfied with the overall level of service.

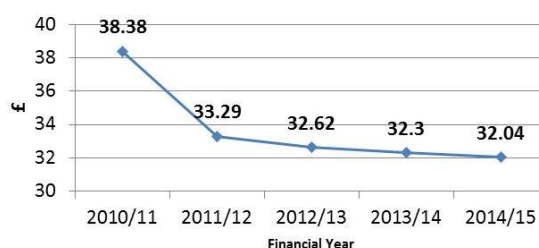
	15/16	14/15
Residents satisfied with the Fire Prevention service	→ 100%	100%

The Fire Prevention service offer Home Fire Safety Visits (HFSVs) to residents which involve the identification of potential fire risks, the provision of fire safety advice and the installation of smoke alarms where necessary. Awareness campaigns target vulnerable groups and risk profiling tools are used to identify and target 'high risk' areas and households for a priority visit. HFSVs are also provided for 'at risk' individuals when referrals are received from other agencies/services and we can supply and fit specialist protection where a need is identified, this includes arson proof letterboxes, smoke alarms for the hearing impaired, portable suppression systems and fire resistant bedding packs, throws and clothing. Following a visit residents are asked to complete a short satisfaction survey.

Cost

The Chartered Institute for Public Finance and Accountancy (CIPFA) publishes annual fire statistics which enable national cost comparative analysis. The latest available CIPFA statistics 2014/15 show HFRS to be one of the lowest cost English FRSS in the country at **£32.04** per head of the population. This places HFRS eighth lowest nationally out of 43 English FRAs, lowest of 13 FRAs in the DCLG defined Family Group and fourth lowest out of 13 County Council FRAs. The most recent CIPFA statistics for Regulatory Services show that the net expenditure for Trading Standards in Hertfordshire was **£2.55** per head of the population in 2013/14.

Cost of the Fire and Rescue Service per head of the population 2010/11 - 2014/15



Data from CIPFA Fire and Rescue statistics

Sickness

Rolling 12 months – 15/16

Rolling 12 months – 14/15

	% Short Term	% Medium Term	% Long Term	Average Days	% Short Term	% Medium Term	% Long Term	Average Days
Fire and Rescue - Uniformed	39.16%	25.35%	35.48%	↑ 6.7	39.78%	26.22%	33.99%	8.4
Fire and Rescue - Non-Uniformed	49.3%	35.3%	15.4%	↑ 2.5	25.7%	19.5%	54.8%	3.7
JPS – Non-Uniformed	26.7%	24.1%	49.2%	↑ 5.5	17.2%	24.6%	58.2%	6.2

Hertfordshire County Council monitor sickness absence levels through measuring the number of working days/shifts lost per person in the last 12 months. Sickness levels have improved significantly since last year across all areas of the Directorate, particularly for long term sickness.

Managers have worked diligently to ensure that return to work interviews are completed and short term absence is monitored, addressed and managed appropriately. Our dedicated Occupational Health team ensure that those on long term absence have access to rehabilitative support to facilitate their return to work as soon as is practical.

Complaints and Compliments

	15/16	14/15
Stage 1 complaints	↑ 8	19
Stage 2 complaints	→ 1	1
Ombudsman complaints	→ 0	0
Compliments	↑ 364	279

The Directorate is committed to listening to service users and dealing with any complaints that have been received promptly and effectively. We aim to learn from service user's views to help us improve and develop the services we provide. Annual performance for 2015/16 shows the number of Stage 1 complaints decreased by 11 down from 19 last year to 8. There has been one stage 2 complaint received for the year related to Trading Standards. There have been no complaints in 2015/16 received from the Ombudsman. The number of compliments received increased by 85 from 279 in 2014/15 to 364 in 2015/16, In Q4, 42 compliments were received of which 39 related to the Fire and Rescue Service and 3 for Trading Standards.

Volunteers

	15/16	14/15
Hours provided by Trading Standards volunteers	677	657
Hours provided by Fire and Rescue volunteers	7400	7665
Total hours provided by volunteers	8077	8322
Standby hours provided by the VIST team	13250	14300

We have continued to build upon the success of our Volunteer Scheme which was established with the primary aim of empowering local communities to become more closely involved with delivery of our services. The number of volunteers on the scheme is currently more than 150, including the UK's first Trading Standards volunteers.

Our volunteers undertake a wide range of duties including some high profile initiatives which they deliver for their local districts, such as regular arson and reassurance patrols on horseback and on bicycles. Volunteers also help to deliver Home Fire Safety Visits (HSFV) and support their local Fire and Rescue Service crews with all types of community engagement, including youth and positive action events and are now trained to crew reception centres on behalf of Hertfordshire Resilience in the event of a major incident.

The Volunteer Incident Support Team (VIST) is based in St Albans and covers the whole of Hertfordshire. The primary function of the team is to provide support to victims of fires in helping them clear up following a fire in their home.

Volunteers of the Year 2015

The Community Protection Volunteer awards were held on 3 June 2015 during national volunteer's week. Rosemary Brace was named County Volunteer of the Year and District Volunteer of the Year for East Herts and Broxbourne at the sixth ceremony held to recognise our Community Protection volunteers.

The awards celebrate the successes of Hertfordshire Fire and Rescue Service and Trading Standards volunteers, and the staff who work with them. The event also marked the passing out celebration for all the volunteers who have joined the service since last year.

The volunteers were presented with their awards by Roy Wilsher, who said: "These awards are the service's way of recognising and thanking committed volunteers for their fantastic work in the community. All of our volunteers give up their free time to protecting Hertfordshire residents from dangers such as fire, counterfeit goods and rogue traders. We are extremely proud and grateful to them, and the staff who work with them, for everything that they do."

Rosemary, who lives in Ware, has helped carry out home fire safety visits, deliver flooding preparation leaflets to at risk properties and works with young people – all the more impressive as she doesn't have a car.

Rosemary said: "I was shocked to win the award as I've only been volunteering since October, but I really enjoy going out and meeting people. It's really interesting and rewarding work and I've always wanted to be able to give back to the community, so the community protection volunteer scheme is ideal."

Firefighter Training and Competence

	Target	15/16	14/15
% Core training activities completed	↓ 90%	↑ 88.9%	79.0%
% Procedures received, read and understood	↓ 85%	↑ 79.8%	63.7%
% Operational staff who have received a formal Breathing Apparatus course from the 15/16 training programme	100% Annual target	68.8%	NA

The safety critical nature of the role of our firefighters demands that we ensure that we provide them with the necessary operational training, equipment and support. Operational staff complete rigorous training and development schedules and managers record whether competency levels are being maintained.

Operational firefighting personnel (Firefighter to Watch Commander) are scheduled to undertake a Breathing Apparatus (BA) Continuous Professional Development (CPD) formal training course each year. By the end of March 2016 68.8% of in-scope personnel had completed a BA CPD course from the 2015/16 annual training programme. For the 2016/17 course the delivery will be in a calendar year, so all personnel will complete a BACPD course by the end of 2016.

BTEC Accreditation for Incident Command Level 1 course

The Hertfordshire Fire and Rescue Service Competency and Development department worked closely with other training centre colleagues to gain BTEC accreditation for the Service's Incident Command Level 1 course.

The Incident Command Level 1 course has received the official seal of approval from Pearson Edexcel with the awarding body accrediting the course BTEC level 3. The course which develops and assesses Incident Commanders at the initial /operations level received the accolade as a direct result of the hard work of Watch Commander Andy Szemiako as the service Incident Management lead instructor and Sue Mottershead the Service Assessment and Competency Officer. The accreditation has been applied across duty systems with On-Call personnel also receiving the qualification upon successful completion of the course. Good news too for NVQ candidates working towards their Emergency Fire Services Watch Management module 7. The ICL1 course has also been cross mapped against this unit's performance criterion and is being used by our latest cohort of Crew Commanders to prove operational competence against this safety critical unit. The work continues with further NVQ assessor working groups meeting to share best practice and develop the qualification for current and future candidates and partner Services showing interest in our BTEC centre status



Individual Performance

Performance management is a continuous process. The Performance Management and Development Scheme (PMDS) cycle begins with the Performance Agreement and the establishment of performance objectives that have measurable outcomes, clear expectations about demonstration of Values and Behaviours, and a personal development plan which is directly linked to this. A performance agreement is drafted in April, and reviewed at regular one to ones before a formal mid-year review in October. An annual review is then undertaken in March to assess progress for the year, before the process begins again as of April.

Performance Related Increments (PRI) were introduced for Green Book Hertfordshire County Council (HCC) personnel as of April 2012 as part of a review of the Hertfordshire Employment Package. This provides the opportunity to recognise and reward individual performance. As the PMDS review is now linked to pay HCC monitor completion rates for Green Book personnel. Grey Book (operational) Fire and Rescue personnel serve under different terms and conditions and PMDS completion rates for these staff are monitored by the Service.

	2015/16	Target
Uniformed Staff with a 2015/16 PMDS	86.1%	↓ 100%

Resilience competencies

The Resilience team have created a matrix mapping HCC employees with resilience responsibilities against the competencies required for those roles. The Directorate measures the percentage of employees who can evidence current resilience competencies through formal training, real incidents or training exercises.

Note that the Resilience awareness figure has decreased from 94% last year due to a larger number of people identified to complete the training.

Resilience Competencies	2015/16	Target
Resilience planning and response within HCC	82%	↑ 70%
HCC social care response	60%	↓ 70%
Resilience Awareness e Learn	33%	↓ 100%
IMT e Learn	69%	↓ 100%
Record keeping e Learn	74%	↓ 100%

Exercise Baton

Getting hold of the right person in an emergency is essential, and to test we can do this across the county council, the Resilience Team implemented Exercise Baton. Taking place out of hours on a workday evening, the team started a call cascade test and asked managers to contact staff as they would during an incident, following procedures set out in business continuity plans. Officers who were contacted were in turn asked to do the same until attempts had been made to get hold of all listed members of staff.

Results from the exercise showed that over 90% of those who should have been contacted were. Some of those not reached were on annual leave, while some errors in recorded details were also discovered and have now been changed in the relevant plans.

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY & WASTE MANAGEMENT PANEL

SAFETY AT SPORTS GROUNDS: HCC'S ROLES AND RESPONSIBILITIES

WEDNESDAY 29 JUNE 2016 AT 10.00 AM

Report of the Director of Community Protection (Chief Fire Officer)

Author: - John Boulter, Head of Protection (Business)
(Tel: 25951)

Executive Member: - Richard Thake, Community Safety & Waste
Management Portfolio

1. Purpose of report

- 1.1 To inform the Cabinet Panel of recent correspondence from the Sports Ground Safety Authority and remind the Cabinet Panel of the Authority's responsibilities under Safety at Sports Grounds Legislation. The report also describes how officers in the Community Protection Directorate are helping to ensure these important responsibilities are being delivered to a high standard.

2. Summary

- 2.1 The Sports Grounds Safety Authority (SGSA) is the UK Government's expert body on safety at sports grounds. It carries out a range of statutory functions in relation to football in England and Wales and advisory functions in relation to other sports both within the UK and internationally. It is also this body which provides assurance that local authorities are properly carrying out their responsibilities as set out in the 1975 Safety at Sports Grounds Act (SSGA).
- 2.2 In early May this year, the Sports Ground Safety Authority wrote to local authority chief executives, following the conclusion of the Hillsborough Inquests. The letter (Appendix 1) reported that the Jury had found that there were errors and omissions by the police but also determined that there were features of the design and construction of the stadium that contributed to the disaster. Furthermore, they found errors and omissions in the safety certification and oversight by the local authority, and a lack of pre-match and contingency planning.
- 2.3 In her letter to this Authority, the Chief Executive of the SGSA was keen to highlight: "The Inquests are a reminder that we must never be complacent about spectator safety. Effective oversight by your local authority, in line with your responsibilities under the 1975 Act, is an essential part of keeping spectators safe."

- 2.4 In this Authority, it is staff from the Community Protection directorate, more specifically officers from both Trading Standards and Fire Protection working together in Joint Protective Services who carry out these functions. These officers, with the relevant training and experience, together with police, fire and ambulance officers, will advise the venue management on how to discharge its responsibility, and, in certain circumstances, may require measures to be taken in order to achieve reasonable safety standards.
- 2.5 Under the Safety at Sports Grounds Act 1975 (The 1975 Act), the local authority is responsible for issuing and enforcing a safety certificate in respect of 'designated' sports grounds. The primary purpose of a safety certificate is to set the safe capacity of a designated ground or of a regulated stand at a non-designated ground. In addition to setting the safe capacity the safety certificate will set out the detailed terms and conditions with which the certificate holder must comply if that capacity is to be maintained.
- 2.6 The County Council also takes a leading role in the provision of assurance of spectator safety at other sports grounds falling outside of the two definitions above. A list of Designated Sports Grounds, Regulated Stands and other 'non designated / regulated' grounds within Hertfordshire can be found at Appendix 2. These are often smaller or temporary venues (i.e. The Lee Valley White Water Centre Olympic Venue in 2012 or this October's British Masters golf tournament, to be hosted at the Grove Hotel, Watford). In this case whilst no formal safety certificate is required, the local authority still has the ability to inspect and issue a prohibition notice to the operator where there are serious safety concerns.
- 2.7 The directorate has a strong track record in evidencing a very high level of professionalism and competency in discharging its responsibilities in this area. As part of its role to monitor local authorities, the SGSA operates a rolling process of audits and self-assessments to measure performance. In the last self-assessment, conducted in 2012 validated by the SSGA, HCC scored 48 out of a possible total of 50 marks. The 2012 self-assessment is attached in Appendix 3. The average score across all local authorities for 2012 was 38.
- 2.8 It is expected that a similar process of monitoring and evaluation will be conducted by the SGSA later this year with a focus on the format and content of Safety Certificates issued by local authorities. As part of this review, local authorities will be encouraged to move to more risk-based safety certification, which places the responsibility for determining how to provide for spectator safety with ground management rather than being prescribed by local authorities.

3. Recommendation

3.1 The Community Safety and Waste management Panel is invited to:

- a) Note the County Council's responsibilities under the Safety of Sports Grounds Act.
- b) Note the arrangements currently in place to ensure that these responsibilities are properly fulfilled.

4. Background

- 4.1 The Safety of Sports Grounds Act 1975 defines a sports ground as: 'A place where sports or other competitive activities take place in the open air, and where accommodation has been provided for spectators, consisting of artificial structures or of natural structures artificially modified for the purpose.' The 'Green Guide', applies to the safety of spectators at all sports grounds which meet the above definition, whether or not a safety certificate is in force. The management of these grounds has a primary responsibility for the safety of spectators, and would be expected to apply the recommendations in the Guide in order to achieve safe conditions.
- 4.2 Under the Safety at Sports Grounds Act 1975 (The 1975 Act), the local authority is responsible for issuing and enforcing a safety certificate in respect of 'designated' sports grounds. These are sports grounds that have accommodation for more than 10,000 spectators or 5,000 in the case of football grounds. The local authority also has responsibilities under the Fire Safety and Safety of Places of Sport Act 1987 (The 1987 Act) which applies in relation to 'regulated stands'. This Act defines these as any covered stand at a sports ground with accommodation for 500 or more spectators, whether seating or standing.
- 4.3 In areas of two tier local government, it is the upper tier authority which is charged with the responsibility of issuing safety certificates under both Acts. In this Authority, it is staff from the Community Protection directorate, more specifically officers from both Trading Standards and Fire Protection working together in Joint Protective Services who carry out these functions. It is they who chair the Safety Advisory Groups (SAGs). SAGs provide a forum for discussing and advising on public safety at a sports ground or events. They aim to help organisers with the planning, and management of an event and to encourage cooperation and coordination between all relevant agencies. In certain circumstances, SAGs may require measures to be taken in order to achieve reasonable safety standards.

- 4.4 Requirements in relation to sports grounds are far reaching and will include but will not be restricted to the following:
- Structural integrity of the stand/stadia
 - Proposed alterations to the sports ground / regulated stand
 - Provisions for means of escape
 - First aid and medical provision
 - Fire precautions
 - Testing and inspection arrangements
 - Safety management practices (i.e. stewarding, crowd control, match day safety arrangements, training, evacuation procedures, contingency plans, etc.)
 - Other systems such as CCTV, PA systems, communications, back-up power supplies etc.
- 4.5 Sports grounds requiring a safety certificate are subject to periodic inspections throughout the year, most often on match days, as well as a formal annual inspection, conducted by the Chair of the Safety Advisory Group. Safety certificates are reviewed annually and can be amended at any time during the year, should circumstances change. For example, reducing the number of spectators permitted in a particular stand or area of the ground where there might be different management arrangements introduced or physical changes to the venue itself (i.e. refurbishment work).
- 4.6 In accordance with its standing orders, Hertfordshire County Council has delegated its power to issue, amend and withdraw a safety certificate to two individuals in Joint Protective Services (JPS): a Community Safety Manager (Andrew Butler) and the Head of Protection, Business (John Boulter). In addition, a further two members of staff within JPS carry out inspections and chair SAG meetings. These officers have attended suitable professional training at the Emergency Planning College and are subject to ongoing competency requirements.
- 4.7 The SGSA carries out its statutory review function by a combination of: meetings with the certifying authority and other appropriate parties; attendance at meetings of the Safety Advisory Group; monitoring of the safety certificate and records required to be kept under the terms and conditions of the safety certificate; and sample checks and observations at the sports grounds concerned on match and non match days. Self assessments are also an important tool used to evaluate performance.
- 4.8 The previous self-assessment covered 10 areas of the local authority's performance, the results of which will inform the SGSA's involvement with the local authority and sports grounds in Hertfordshire. The 10 areas are;

- Calculation of capacities
- Performance of the Safety Advisory Group
- Issue and review of Safety Certificates
- Monitoring compliance with the Safety Certificate
- Written procedures
- Policies
- Governance of the Safety Advisory Group
- Competency of staff
- Enforcement
- Business continuity and resilience planning

4.9 It is anticipated that the SSGA will be formally reviewing this Authority's performance in discharging its responsibilities assigned to it under the 1975 Act, within the next six months. The outcome of that review will be shared with members of the Community Safety and Waste Management Cabinet Panel.

5. Financial Implications

5.1 There are no financial implications arising from this report. .

6. Equalities

6.1 There are no equalities issues arising from this work.

Appendix 1



5 May 2016

Dear Chief Executive,

The Hillsborough Inquests were opened in 2014 following publication of an Independent Panel report which provided evidence about the events leading up to, and the disaster at Hillsborough in 1989.

On 26 April 2016, the Jury reached their decision on the 14 questions set out by the Coroner, and have concluded that the 96 people who died were unlawfully killed. They have found that there were errors and omissions by the police and determined that there were features of the design and construction of the stadium that contributed to the disaster. They also found errors and omissions in the safety certification and oversight, and a lack of pre-match and contingency planning. The Jury found that there was no behaviour by supporters that contributed to the disaster.

As the Government's expert body on spectator safety, we are reviewing all findings from the Inquests in relation to spectator safety.

Sports grounds have been transformed since the tragic events at Hillsborough and local authorities, working together with clubs, police, fire and ambulance services, the football authorities and the SGSA, have played a significant part in making the UK one of the safest places in the world to watch live sport. However, the Inquests are a reminder that we must never be complacent about spectator safety.

Through our work across the country we know that local authorities take their responsibilities under the Safety at Sports Grounds Act 1975 seriously. The Act places a responsibility on all local authorities to issue a safety certificate to designated sports grounds and enforce its conditions to ensure the reasonable safety of spectators. Under the Football Spectators Act 1989 the SGSA keeps under review the discharge of these functions by local authorities. The SGSA works in partnership to educate and influence and deliver our purpose to ensure that all spectators can enjoy watching sport in safety. As we have set out in our five year strategy, we do this in line with our values of excellence, independence, integrity and partnership working.

The Inquests are a reminder that we must never be complacent about spectator safety. Effective oversight by your local authority, in line with

your responsibilities under the 1975 Act, is an essential part of keeping spectator safe. We recognise this is a difficult time for local authorities given the pressure on public finances, and I encourage you to ensure this area of your work continues to be given the priority it needs.

I am also writing to the Chief Executives of all Football League and Premier League clubs, the Football Authorities and the Football Safety Officers Association. We all have a part to play to avoid complacency and we encourage all parties to continue to work together to help ensure the safety of spectators at sports grounds.

Please do not hesitate to get in contact if there is anything you would like to discuss.

Yours sincerely,

Karen Eyre-White

Chief Executive, Sports Grounds Safety Authority

Appendix 2

DESIGNATED GROUNDS AND REGULATED STANDS

Designated Sports grounds in Hertfordshire requiring a General Safety Certificate

- Watford Football Club
- Stevenage Football Club

Regulated Stands in Hertfordshire requiring a Safety Certificate

- Borehamwood Football Club
- St Albans City Football Club
- Woodside Athletics Stadium

Other sports grounds which do not currently require a Safety Certificate (but still subject to inspection and Safety Advisory Groups where required)

- Baldock Football Club
- Bishops Stortford Football Club
- Cheshunt Football Club
- Gosling Stadium
- Hemel Stags Rugby Club
- Hemel Hempstead Town Football Club
- Hertford Town Football Club
- Hitchin Town Football Club
- Lea Valley White Water Centre
- Letchworth Football Club
- Royston Town Football Club
- Rye House Park Stadium
- Ware Football Club

Toolbox 1 Capacity

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	There is no evidence or knowledge as to how the current capacity was calculated. Staff not conversant with how to calculate capacities or the use of P and S factors.	
2	Some knowledge of how to calculate capacities using the entry, holding and exit figures. No recognition of the relevance of P and S factors or reduction of capacity applied even though defects have been identified.	
3	Good understanding of the relevant parts of the capacity calculations. Evidence that the relevant indicative questions (See SGSA Safety Management Guide) have been used in identifying the P and S factors, but there is no record of the way in which the factors have been applied.	
4	Clear evidence and experience of calculating capacities. Clear evidence that the P and S factors have been used in calculating the capacity and the Green Guide methodology has been recorded.	
5	Clear and concise capacity calculations have been recorded and are regularly reviewed by experienced staff. A clear audit trail for the whole process.	For both Watford and Stevenage football clubs capacity calculations have been recently reviewed. P&S factors agreed by SAG (minuted). Contraventions minuted / included in match day reports. Policy in place to deal with contraventions.

Toolbox 2 SAG Performance

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	SAG meetings are not held or are very infrequent appropriate to the risks. Lack of interest in process.	
2	Meetings are held but many core members of the group are not regular attendees or send deputies who are not empowered to make decisions on their behalf. Low levels of interest.	
3	Although meetings are held, with regular attendees, the ability of the group to influence the performance of the club is diminished by not identifying actions that need to be taken. Effective leadership of the group by the Chair.	
4	SAG meetings are regularly held appropriate to the risks. The certifying authority identifies actions that need to be taken, records the findings but does not ensure that actions are followed through to completion. Effective leadership by the Chair and effective participation from members of the group.	
5	Regular meetings with all groups represented, where actions are identified, recorded and acted upon, with good audit trails. Effective leadership from the Chair and keen interest from the group.	SAG meetings for both Stevenage and Watford held at least quarterly (more frequent meetings where required e.g. to discuss alterations to ground). Generally good attendance from all core members. Agendas / minutes circulated well in advance of meetings, recording actions / discussions. Regular liaison with members in between SAG members. Policy in place detailing SAG procedures.

Toolbox 3 Safety Certification

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	Although a safety certificate is in force the conditions, or the procedures in any operations manual required under the safety certificate, are out of date in respect with current circumstances.	
2	The certificate, and operations manual where one is required under the safety certificate, has/have been reviewed on an ad hoc basis, but no amendments have been issued where changes have been identified.	
3	The certificate, and operations manual where one is required under the safety certificate, is the subject of an annual review but any amendments are not immediately made or changes recorded.	
4	Annual review of certificate, and operations manual where one is required under the safety certificate, with amendments issued immediately to ensure that the certificate is up to date.	Certificates reviewed at least once per year by LA / SAG members. Changes recorded in SAG minutes. Contraventions recorded in match day reports / SAG minutes. Policy in place detailing the issue / amendment of certificates.
5	A dynamic review of the certificate and operations manual where one is required under the safety certificate, is undertaken,-The club fully aware of the conditions that apply to it and where an operations manual is in place the local authority is kept aware of any proposed changes. Amendments issued immediately after changes and public notices issued to advise of the amendment to the safety certificate.	

Toolbox 4 Monitoring

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	Local authority does not undertake any form of monitoring of compliance with the safety certificate.	
2	No risk assessments undertaken to inform frequency of inspections. Inspections limited to single statutory visit. No prescribed forms for inspections and no record of results conveyed back to the club or retained on file.	
3	Risk assessed match DPI's are undertaken but no planned annual inspection, covering all aspects of the spectator safety is made. Forms are used to record results.	
4	A programme of risk assessed DPI's planned and annual inspection undertaken, with issues being identified but not followed up to completion.	
5	Programme of risk assessed DPI's and inspections using comprehensive report forms. All issues identified, communicated to the club and followed through to completion. Comprehensive audit trails.	Annual multi agency ground inspections carried out. Policy in place for inspections which requires minimum of 2 match day inspections per year. Comprehensive reports submitted to club / SGSA. Use SGSA template for recording inspections. 4 Officers have delegated powers to issue prohibition notices. Enforcement policy in place.

Toolbox 5 Procedures

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	No written procedures in place for overseeing the certification process.	
2	Unwritten set of procedures is in place for overseeing the certification process. Staff actions do not always follow the procedures.	
3	Written procedures are produced and communicated to all staff.	
4	Comprehensive procedures are issued to all staff. They are reviewed at least annually and updated as necessary. All staff receive training and all actions are documented.	
5	There is a process for the annual review of procedures, with senior staff overseeing the process, monitoring actions and clear audit trails are produced.	Comprehensive policy endorsed by Senior Managers detailing procedures in place. Policy produced in consultation with core SAG members / ground management. Policy reviewed every 12 months (last review was November 2013). Policy communicated to staff who receive regular training. Policy maps processes / roles of staff and senior management.

Toolbox 6 SAG Governance

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	A SAG has not been formally established.	
2	The group has been formed. No terms of reference have been produced. Lack of audit trails.	
3	Terms of reference established. Agendas for meetings. No real compliance with the identified roles and responsibilities. Lack of clarity in identifying issues in minutes or on action notes. Audit trails exist.	
4	Request agenda items (approx two weeks) before meetings. Timely (approx two weeks) minutes reflect the identification of required actions; these are followed through to completion.	
5	Strong leadership which regularly reviews the performance of the group against the terms of reference. Annual review of terms of reference. Effective administration of the group. Strong support from the group.	ToR in place for both SAGs (reviewed November 2013). Agendas / Minutes produced in timely manner. Actions recorded / followed up. Contraventions recorded / discussed at SAG, actions minuted. Additional administrative support now in place (following recommendation from last self assessment process). Minutes record inspections, review of certificate and P&S factors, along with incidents and injuries and requests for amendments to safety certification.

Toolbox 7 Policy

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	Although policy on safety certification may have been determined, it has not been promulgated. Staff lacks guidance.	
2	Policy document is in place but staff have not been fully briefed or trained in their respective roles.	
3	Policy clearly documented and communicated to all staff. Monitoring of performance against policy not regularly undertaken.	
4	Regular review of policy and performance undertaken by senior staff. Policies amended where considered necessary. Changes to policy immediately communicated to all staff.	
5	Senior staff regularly review all the policies and adapt in a dynamic way. Policies are communicated to all staff.	Comprehensive policy produced March 2012, reviewed / approved by Directorate board (last review in November 2013). Sets out procedures, objectives and roles of all staff as well as applicable legislation / guidance documents. Officers involved in this work meet quarterly to review progress.

Toolbox 8 Training and Expertise

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	Staff lack experience or formal training. Little support.	
2	Staff have received training but lack of relevant experience does not give them confidence to act with authority. Therefore they are unable to make effective judgements.	
3	Identified that staff are inexperienced with only limited training. Resources are allocated, including time, to ensure that more guidance and support given to staff	
4	Experienced staff who have received appropriate training. They receive a good deal of support to undertake roles. Regularly monitored by way of performance and quality of reports.	
5	Confidence in the ability of the staff. They are well trained, experienced and are clearly capable of dealing with all issues within their delegated authority. A commitment from LA to support staff in carrying out the role	3 Officers involved in this work (with oversight by Senior Manager). One relatively new to role, but has gained experience over the last 2 years with a view to taking on chair of Stevenage SAG later this year. Staff have appropriate knowledge around legislation, risk assessments and receive relevant training. Roles / delegated powers clearly defined in policy.

Toolbox 9 Enforcement

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	No enforcement policy and enforcement processes developed. No staff guidance issued or training given. No willingness to enforce relevant sports ground safety standards.	
2	Staff lack experience in their role. Unsure of policies to follow through poor communication. Poor documentation. Lack of process to issue prohibitions.	
3	Policy and process on enforcement is promulgated. Staff not fully trained or supported in their roles. Documentation is not in accordance with regulators code.	
4	Safety at Sports Grounds policy and process, communicated to staff. Staff are experienced and confident to carry out enforcement. Documentation, including audit trails, has scope for improvement.	
5	A defined policy is implemented and applied by experienced staff. Regular monitoring of performance against agreed criteria. Clear audit trails. A process has been established to enable enforcement action to be taken when appropriate.	Enforcement policies in place. Sufficient number of staff with delegated powers to issue prohibition notices (4 officers). Clear audit trails where enforcement action is being considered. Experienced enforcement staff with significant experience of taking formal action where breaches are identified. Contraventions / follow up actions recorded. Have experience of issuing prohibition notice (at non designated ground). Evidence of contraventions is maintained along with details of the action taken

Toolbox 10 Business Continuity and Resilience Planning

Please tick box which best describes current position	Description of performance	Comment (<i>Please include comment to validate your assessment</i>)
1	No business continuity or resilience planning in place for safety certification process.	
2	No formal planning in place although staff have experience which will enable them to 'plug the gaps'.	
3	A plan is in place but it has never been tested. Staff not given the opportunity to act at a higher level to test the resilience of the system or their own abilities. There is no process for learning lessons from any incidents and developing contingency plans.	
4	Plans are in place but have not been tested. Staff are trained and experienced to ensure service delivery continues but formal processes are not in place. Staff flexibility leads to a higher degree of resilience.	
5	Staff trained and experienced in all of the roles that they could be expected to perform. Plans are regularly reviewed and tested to ensure resilience. Staff are confident in their abilities to ensure continuity. Plans and processes comply with recognised standards.	Site, departmental and organisation Business Continuity plans in place which are regularly tested. Have sufficient staff in place to deal with long term absences (4 officers), with sufficient knowledge to cover each other e.g. chair SAGs / carry out inspections. Staff aware of roles they may be expected to perform.

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY & WASTE CABINET PANEL

FRIDAY 1 JULY 2016 AT 10:00AM

DOMESTIC ABUSE PROGRAMME UPDATE & STRATEGY

Agenda Item No.

7

Report of the Director of Community Protection (Chief Fire Officer)

Author:- Julie Chaudary, Assistant Director – Domestic Abuse
Improvement Programme. 01992 507510

Executive Member/s:- Richard Thake, Community Safety

1. Purpose of report

- 1.1 The report provides an update to the panel on the activity undertaken to bring about a series of multi-agency domestic abuse improvements including the development of a Domestic Abuse (partnership) strategy and a commissioning timetable. The work follows on from the SafeLives (previously CAADA) review published in January 2015.

2. Summary

- 2.1 As part of wide scale improvement activity across partners, a new Domestic Abuse partnership strategy is due for publication in July 2016. The Panel are asked to endorse the strategy, subject to comments received, and receive the update on programme activity.

3. Recommendation/s

- 3.1 It is recommended that;

The draft Domestic Abuse (partnership) strategy is endorsed by the Cabinet Panel, subject to comments received by members

That The Cabinet Panel receive an annual progress report of the Domestic Abuse Strategic Action Plan for oversight

4. Background

- 4.1 The SafeLives (previously CAADA) review into domestic abuse services in Hertfordshire was funded by the Police and Crime Commissioner and published in January 2015. The review found that focused improvements were needed in;
- the governance and leadership arrangements for domestic abuse
 - the consistency through which victims are referred to services, &

- the provision of services and support for victims and perpetrators
- 4.2 The SafeLives overall recommendation was that Hertfordshire should create an effective care pathway for domestic abuse from initial identification to step-down and recovery, so that families living with domestic abuse can be made as safe as possible.
 - 4.3 The SafeLives review found that previous domestic abuse strategies and activities were not necessarily owned or resourced at the right level, and did not comprehensively set out an approach to the commissioning of Domestic Abuse services. The risk of returning to this position has been minimised through the new domestic abuse governance arrangements, the creation of a clear strategic framework, and the establishment of a Senior Commissioning Manager (Domestic Abuse) post in HCC Health and Community Services.
 - 4.4 A significant amount of progress has been made since the review as part of a partnership wide Domestic Abuse Improvement Programme including a new draft Domestic Abuse strategy and the development of a clear commissioning timetable. This report provides an update on activity to date and a copy of the new draft strategy for discussion before publication.

Progress to date

- 4.5 Following the review, a Domestic Abuse (Improvement) Programme was established in order to deliver a series of multi-agency improvements based around the reviews recommendations and findings. The programme is led by an Assistant Director in the HCC Community Protection Directorate with specialist consultancy support provided by SafeLives. A permanent position of Senior Commissioning Manager (Domestic Abuse) was created in the HCC Health and Community Services Directorate to support the significant commissioning activity required, and a temporary (one year) Business Support Officer position has helpfully been filled on a secondment basis by a member of the Safeguarding Children's Business Unit.
- 4.6 The programme has been successful in bringing about significant change in the way that partners work together to tackle domestic abuse, and discussions are now taking place ahead of formal programme closure in order to ensure that improvements are sustained and the benefits fully realised
- 4.7 The Domestic Abuse Programme is being delivered in tandem with three other multi-agency projects, all of which are contributing to making improvements for women, men and children experiencing or using domestic abuse. These are
 - Family Safeguarding Teams
 - Multi-Agency Safeguarding Hub (MASH)
 - Adults with complex needs pilot
- 4.8 The Domestic Abuse improvement programme is structured around eleven work packages, five of which are cross cutting in their nature.

The top three priority projects are Multi Agency Risk Assessment Conferences (MARACs), Commissioning and Domestic Homicide Reviews. The work packages are led by officers from HCC, Herts Constabulary, and Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire Community Rehabilitation Company (BeNCH).

Key projects	Cross-cutting themes
Multi Agency Risk Assessment Conferences	Governance & Leadership
Commissioning	Communications
Domestic Homicide Reviews	Equalities
Perpetrator / Specialist Domestic Violence Courts - effective practice	Performance
Honour Based Abuse	Learning & Development
Children and Young People	

- 4.9 A new governance structure is in place (Appendix 1). A new Domestic Abuse Executive Board was established in June 2015, chaired by the HCC Director of Children's Services, and brings together senior leads across statutory agencies with senior representatives from the Voluntary & Community Sector, Districts and Housing. The previous Domestic Abuse Strategic Programme Board (chaired by Herts constabulary) has been re-shaped into a Partnership (Operational) Board in order to focus on programme priorities. Five sub-groups, some of which are task/finish, have been established and have clear action plans in place.
- 4.10 A new draft Hertfordshire Domestic Abuse Strategy 'Breaking the cycle' 2016/19 was published for consultation in January and the latest version is included at Appendix 2. Detailed work on developing a strategic action plan is underway.
- 4.11 An improvement programme risk register is in place and monitored by the Executive Board. The key risks for the programme are around funding, partnership working and communications.

SafeLives recommendations - progress update

- 4.12 The table on the following pages outlines progress against SafeLives main recommendations.

Summary of recommendations and main activities to date

1. Bring in joint commissioning of all domestic abuse services countywide, based on an agreed understanding and thresholds of need and risk.

- i. Senior HCC Domestic Abuse Commissioning Manager in post from July 2015
- ii. Commissioning timetable developed and agreed by the Executive Board (Appendix 3). Several stakeholder workshops held across Refuge, IDVA and Perpetrator workstreams. The timetable will be under routine review to ensure stakeholder feedback is consolidated as services are consulted on, redesigned and procured.
- iii. Formal notice given to existing Independent Domestic Violence Advisor (IDVA) service provider (Victim Support) – with new contracts expected to come into place from Autumn 2016. Funding for the expansion of the high risk IDVA service has been underwritten by the Executive Board, with funding from HCC, the Police and Crime Commissioner and Clinical Commissioning Groups.
- iv. Work on developing clear pathways and referral routes for victims and professionals is underway with a stakeholder workshop delivered on 1 February 2016.
- v. Accommodation - Work with Refuge providers is currently taking place in order to redesign future accommodation models for high risk victims within the existing HCC budget. An action plan has been developed.
- vi. A Domestic Abuse Joint Strategic Needs Assessment has been developed and used to inform the draft Hertfordshire Domestic Abuse Strategy.
- vii. The “Herts change” perpetrator pilot has been expanded via the existing service provider (Relate) whilst the Perpetrator sub-group work on recommendations for future provision.

2. Set up a champions’ network, where workers in all agencies are trained in domestic abuse awareness and how to refer victims.

There is general support across the partnership for a Champion’s Network that builds on existing infrastructures – e.g. the Domestic Abuse forums, the Domestic Abuse Action Group (chaired by HCC) and existing services such as the Domestic Abuse Helpline, Sunflower website and drop in service. A workshop to develop a model for Hertfordshire was held in February as part of the regular Domestic Abuse Action Group meetings, and proposals were taken to the Domestic Abuse Executive Board in June 2016. A small working group has been established and is in the process of developing a business plan in order to attract charitable funding for the network.

3. Build on the Targeted Advice Service (TAS) approach for addressing risk to children, by including related issues such as parental substance misuse and/or mental health problems and by reviewing risk to both the victim and the child in the round with the aim of providing linked support.

Summary of recommendations and main activities to date

The Hertfordshire Childrens Multi-Agency Safeguarding Hub (MASH) went live in July 2015. Contacts that appear to indicate high risk to children require a response to information requests within 4 hours, medium risk within 24 hours and low risk contacts are passed to the Early Help desk within 72 hours.

4. For victims and families at all levels of risk, make sure that universal services provide information and signposting.

The identification of clear referral routes and pathways for victims and professionals is a critical piece of work currently being taken forward by HCC Health & Community Services in consultation with service providers. An initial mapping exercise is complete and a stakeholder workshop was held on 1 February. There are recognised gaps in services and these now form part of the commissioning timetable and strategy.

The new governance structure provides a forum for developing a Hertfordshire wide approach to signposting. The establishment of a Champion's network will support this by the provision of consistent DA awareness training to frontline workers with lead 'champions' identified in agencies. This will be supported by further development of the Sunflower website, and the delivery of a county wide communication strategy to ensure that messages are consistent and the successful branding of 'Sunflower' services used as widely as possible.

5. For victims and families at medium and high-risk, make sure there are enough IDVAs and specialist caseworkers helping victims and families to be safe. There also needs to be support to recover once the abuse has stopped, with linked support for children.

Since the review, a number of additional IDVA's were put in place (funded by the Police and Crime Commissioner) to support high risk victims. The DA Commissioning Manager has also worked closely with the existing service provider to improve contract monitoring arrangements and to stabilise the service, at the same time as improvements being made to the MARAC referral process. The IDVA service for high risk victims is in the process of re-tender with new contracts coming into place in Autumn 2016. Further expansion to include a medium/ standard risk victim service is planned for April 2017. Work is now required to reconcile the SafeLives recommended IDVA level with improvements made across the programme, such as the impact of other specialist caseworkers and better use of the DASH (Domestic Abuse Stalking & Harassment) risk assessment tool.

The Family Safeguarding project has introduced 22 specialist domestic abuse workers to work with families with children on child protection plans, and the Herts constabulary Safeguarding restructure has also increased capacity to respond more effectively.

6. For victims and families at high-risk, ensure that MARAC is appropriately resourced so it can make high- quality action plans to stop high-risk abuse.

An additional two co-ordinator posts have been filled since the review increasing capacity for the administration of the five MARACs. The Chair of the MARAC steering (or sub) group was elevated to a more senior position and moved to Herts constabulary in

Summary of recommendations and main activities to date

recognition of their lead role and to reflect national models. The membership of the group has been reviewed and is now operating more effectively. MARAC objectives have been agreed, and a clear action plan is in place including the expansion of software to further automate the referral process amongst agencies.

MARAC development days have been held for core members, with more planned, and arrangements for single point quality assured referrals are progressing well. Strategic leads have also been identified in the main agencies. The MARAC information sharing protocol and operating procedures are under review and expected to be refreshed shortly.

7. Make sure that there are enough specialist community and residential domestic abuse services.

The provision of community services is included in the commissioning activity timeline with funding sources to be agreed.

Work on designing the new accommodation model, including Refuge, is underway.

8. The Hertfordshire Partnership should pilot proactive management of serial and repeat perpetrators.

A new perpetrator sub-group has been established and is developing an evidence led, multi-agency approach for domestic abuse perpetrators including prevention, provision of services, management and assessment.

The existing perpetrator pilot (Stevenage) has been expanded and extended into 2016/17 until the work of the perpetrator sub-group is complete, with funding provided by the HCC Community Protection Directorate. The Family Safeguarding Project is receiving referrals for perpetrator group work with programmes up and running across the County.

9. Build capacity for innovation, learning and development, so that Hertfordshire knows what works to stop domestic abuse, and can roll it out.

The establishment of champion's network/alliance will assist in identifying notable practice and provide a forum to help cascade a Herts wide domestic abuse learning and development programme, alongside development of the 'professional' area of the Sunflower website.

Learning and development activity is being taken forward in conjunction with the Safeguarding Learning & Development sub-groups including identification of front line worker training via a multi-agency audit.

The key county wide lessons arising from the work of the Domestic Homicide Review (DHR) sub-group are information sharing, safety planning, risk assessments and probing questions. The sub-group has also identified the following themes for further activity across the partnership;

- Training – for front line staff from all agencies, the third sector and for Individual Management Review (IMR) authors, DHR Review Panel Chairs and overview report

Summary of recommendations and main activities to date

writers.

- Information Sharing – further work to ensure that robust information sharing processes are in place and that front line workers are aware of them. Overall adaption of a positive approach (dare to share).
- Inter-agency working – to ensure that there are consistent messages across the partnership, and mapping of the domestic abuse services available in Hertfordshire is available and kept up to date.

10. Improve governance and leadership for Domestic Abuse across the partnership.

A new governance structure is now in place (Appendix 1). A new draft Hertfordshire Domestic Abuse Strategy '*Breaking the cycle*' 2016/19 has been publicly consulted on and is expected to be published in the summer (Appendix 2).

Domestic Abuse Strategy 2016/19 – Breaking the cycle

- 4.13 The new draft Domestic Abuse (partnership) Strategy 2016/19 *Breaking the cycle* (Appendix 1) was developed in consultation with a wide range of stakeholders and includes a new strategic framework which will help to achieve a common and collective response to the issue. The majority of planned activities have been sourced from the improvement plan, detailed sub-group plans and discussions with various stakeholders including the six Domestic Abuse Forum chairs, and the Voluntary and Community sector.
- 4.14 The strategy was published for consultation between January and March. A number of residents who have experienced domestic abuse were involved in the consultation and various meetings were held with stakeholders including the Voluntary and Community sector. Feedback from the consultation was very positive with over 90 per cent of respondents supporting the vision, aims, strategic framework, and suggested activities. Detailed comments were received in relation to various priorities and actions and these will be reflected in the final version.

Housing

- 4.15 Housing for domestic abuse victims and perpetrators is emerging as a key piece of work and needs to fit in with broader activities designed to support vulnerable residents. Work is under way to develop an action plan around the Hertfordshire core housing offer for those experiencing domestic abuse, and this needs to be aligned with a broader accommodation strategy for issues such as move on accommodation. The work is being led by the Hertfordshire Heads of Housing Group, and both a Districts and Housing representative sit on the Domestic Abuse Executive Board.

- 4.16 The housing related support contracts within Hertfordshire refuge services commissioned by Hertfordshire County Council are due to be re-tendered. The current timetable for procurement is under review as it is recognised that there are a number of complexities and issues that need to be worked through before the re-tender process can commence. A Refuge tender working group has been established and includes representation from the Heads of Housing group.

5. Equalities

- 5.1 Detailed Equality Impact Assessments have been created for each of the various sub-group workstreams, and are in the process of being combined into an overarching EqlA for Domestic Abuse. The strategy contains a clear equality statement on page 12 and individual EqlAs will also continue to be developed as part of the commissioning framework and timetable.

6. Financial implications

- 6.1 Discussions regarding funding for Domestic Abuse services have been complex across the partnership and there is still some way to go towards identifying funding for all areas contained in the commissioning timetable. Domestic abuse is no single agencies responsibility, and there is a lack of consistency nationally in funding arrangements. The Executive Board agreed a phased approach to funding discussions and prioritised the Independent Domestic Violence Advisor (IDVA) service and services for perpetrators as a first step.

7. Conclusion

- 7.1 Considerable steps have been taken across agencies to implement the main recommendations from the SafeLives review. A clear position statement will be developed as part of the programme closure arrangements and any projects that have not completed will be continued as part of detailed sub-group plans.
- 7.2 The next key milestones for the programme are;
- To publish a final Domestic Abuse (partnership) strategy
 - To complete the re-tender of the Independent Domestic Violence Advisor service
 - To re-model the provision of accommodation for domestic abuse victims and perpetrators, and implement the action plan for housing providers
 - To fully identify clear referral routes and pathways for service users
 - To determine how various elements of the improvement programme should be mainstreamed into existing services and structures such as Safeguarding

- An Eastern Region Peer Review through the Sector Led Improvement Programme is planned for late 2016 and will look at how Hertfordshire is supporting families experiencing domestic abuse. Domestic Abuse is also planned as a specific community safety scrutiny by Hertfordshire County Council during 2017.
- 7.3 Overall, the momentum created by the improvement programme and the commitment from senior leads and front line practitioners has made a real difference to the arrangements Hertfordshire has in place for managing domestic abuse.

Hertfordshire Domestic Abuse Governance Structure



Please see separate attachment for full version of the strategy. A copy of the strategic framework is included below.


Strategic overview


Our vision

Women, children and men in Hertfordshire are kept safe from domestic abuse and have opportunities leading to healthy and happy lives.

Strategic Aim		Outcomes
Prevent	<i>Prevent domestic abuse from happening in the first place by challenging the attitudes and behaviours which foster it, and intervening early where possible to prevent it.</i>	Victims, perpetrators and their children are identified early by a wide range of frontline practitioners and partner agencies.
		Communities understand what domestic abuse is, and know how to respond.
		Increased reporting of domestic abuse to police and fewer repeat victims of domestic abuse each year.
Protect	<i>Reduce the risk to victims and ensure that perpetrators are held to account.</i>	Children and young people at risk of harm are identified and referred appropriately.
		Victims are safer and have improved resources to remain safe.
		Victims have increased access to justice.
		Perpetrators of domestic abuse are supported to change their behaviour.
Provide	<i>Work in partnership to provide appropriate levels of support where abuse occurs</i>	Victims receive responsive services and risks of further abuse are mitigated.
		All identified victims are offered an equally accessible service which meets their needs.
		Victims report improved health, wellbeing and resilience.

Appendix 3 - Phased Timeline for Domestic Abuse Commissioning Activity

 Service Area	PHASE 1 –Short term By April 2016	Phase 2 – Medium term 2016/17	Phase 3 – Longer term 2017/18 – 2019/20
IDVA			
IDVA	Existing funding levels unchanged Improve existing contract monitoring and quality assurance arrangements Service delivery Model/outcomes reviewed Agree additional funding 2016 and ongoing from 2017 Tender information Go Live (March 2016)	Autumn 2016 - New service model contract commences with initial increase in staffing levels (phase 1 for high risk visible victims only) Confirm any additional funding for longer term based on needs analysis. Note: to explore longer term funding options with any identified efficiencies through the refuge redesign	April 2017 - Implement full IDVA staffing levels (phase 2 for high and medium risk visible victims)
Accommodation			
Refuges	Improve existing contract monitoring and quality assurance arrangements Vary existing contracts to enhance current offer to include a weekend offer in terms of service access Agree new model for service delivery (to include floating support services). Note: SafeLives specification already developed for Refuge Provision for consideration Confirm funding levels for 2017	January 2016 – pre engagement with providers to start to redesign services for April 2017 Timelines to be reviewed based on stakeholder feedback	April 2017 - New Accommodation Service Model Go Live (phased implementation subject to timeline review)
Community Services			
Perpetrator programmes	Existing perpetrator service continued with additional funds (until January 2016)	Existing perpetrator service continued and expanded Review of perpetrator outcomes and best practice approaches	April 2017 - Implement new service arrangements

 Service Area	PHASE 1 –Short term By April 2016	Phase 2 – Medium term 2016/17	Phase 3 – Longer term 2017/18 – 2019/20
<i>Perpetrators cont...</i>		(via Perpetrator sub group) Agree additional funding for any new service requirements for 2017/18+ based on needs analysis	
<i>Pathways for Support</i>	Review current 'offer for Herts' Agreement for future service delivery model including additional funding requirements	TBA - Implement new service arrangements and/or communications refresh in parallel to IDVA Phase 1 launch (to ensure pathways are clear for different thresholds for support)	
<i>Children's Support</i>	Review current 'offer for Herts' including community based solutions (incl links with Children's and Young People Sub Group) Identify efficiencies and/or additional needs /resources. Note: to explore longer term funding options with any identified efficiencies through the children's safeguarding team	TBA subject to Safeguarding Team review outcomes	
<i>Community Support</i>	Evaluate current service options for victims at home/community based. Identify efficiencies and/or additional needs /resources	TBA subject to review outcomes	April 2017 - Fully reviewed service offer to Go Live (aligned to refuge redesign to ensure offer is complementary)

Hertfordshire Domestic Abuse Strategy 2016-2019

DRAFT

Breaking the cycle



Foreword

Domestic abuse is unacceptable yet it continues to be a serious issue for many of our residents. It is estimated that one in four women and one in six men will experience domestic abuse at some point in their lifetime. More victims in Hertfordshire are coming forward to report abuse and demand on services for perpetrators is also increasing. Our services need to be responsive at the earliest opportunity, and balanced with prevention activities designed to stop abuse from happening in the first place.

The SafeLives review of Hertfordshire's domestic abuse commissioned services 2014/15 acted as a catalyst for change in the way that local partners work together to tackle domestic abuse. Although the review found some good practice in Hertfordshire, it was clear that partners and stakeholders could do more to improve the services in responding to the issue. Since then, a range of statutory agencies have worked together with representatives from housing and the voluntary and community sector to improve partnership working and decision making in tackling domestic abuse and protecting victims. A focussed improvement programme with support from SafeLives, and new governance arrangements were put into place together with a clear plan for the commissioning of domestic abuse services.

We want women, children and men in Hertfordshire to be kept safe from domestic abuse and have the opportunity to lead healthy and happy lives. We want to achieve this by;

- preventing domestic abuse from happening in the first place by challenging the attitudes and behaviours which foster it, and intervening early to prevent it from continuing, recurring or escalating.
- reducing the risk to victims ensuring that perpetrators are held to account and supporting them to change their behaviour.
- working in partnership to provide adequate levels of support where abuse occurs

This strategy sets out what we, as a partnership, want to achieve over the next three years. We want to better co-ordinate services based on individual need and risk, and put greater emphasis on prevention, sustained recovery and early intervention. We will do this by reviewing our services to ensure that they meet user needs, and offer the best value for money through joint commissioning and partnership working.

Domestic abuse is a complex and challenging issue which can wreck lives, and devastate families. No agency has single statutory responsibility for domestic abuse, and so it follows that the key to achieving our strategy lies in the hands of partnership working. Together we will break the cycle of abuse.



Richard Thake
*Executive Member for Community Safety
Hertfordshire County Council*



David Lloyd
*Police and Crime Commissioner
for Hertfordshire*

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Hertfordshire strategic overview

Our vision

Women, children and men in Hertfordshire are kept safe from domestic abuse and have opportunities leading to healthy and happy lives.

Strategic Aim		Outcomes
Prevent	<i>Prevent domestic abuse from happening in the first place by challenging the attitudes and behaviours which foster it, and intervening early where possible to prevent it from continuing, recurring or escalating.</i>	Victims, perpetrators and their children are identified early by a wide range of frontline practitioners and partner agencies.
		Communities understand what domestic abuse is, and know how to respond.
		Increased reporting of domestic abuse to police and fewer repeat victims of domestic abuse each year.
		Victims and perpetrators are supported earlier with the appropriate level of support to break cycles of domestic abuse and overcome the impact it has on the lives of adults and children.
Protect	<i>Reduce the risk to victims, hold perpetrators to account and support them to change their behaviour.</i>	Children and young people at risk of harm are identified and referred appropriately.
		Victims are safer and have improved resources to remain safe.
		Victims have increased access to justice and perpetrators are held to account through the policing and justice system.
		Perpetrators of domestic abuse are supported to change their behaviour.
Provide	<i>Work in partnership to provide appropriate levels of support where abuse occurs</i>	Victims receive responsive services and well-coordinated service pathways, which support sustained recovery and mitigation of the risks of further abuse.
		All identified victims are offered an equally accessible service which meets their needs.
		Victims report improved health, wellbeing and resilience for themselves and their families.
		Demonstrable changes to perpetrators' behaviour and overall wellbeing

Introduction

The Hertfordshire Domestic Abuse Strategy sets out our vision, aims and objectives for dealing with domestic abuse, and the outcomes we expect to see as a result. It includes our commissioning strategy for Hertfordshire which aims to assist agencies to deliver appropriate and joined up service responses for victims and perpetrators. It is vital that services are informed and developed by what victims and perpetrators say is important to them, and we want people affected by domestic abuse to play an active role in influencing design.

The key Hertfordshire priority groups intended to benefit from this strategy are:

- victims and survivors of domestic abuse
- children and young people who have witnessed or experienced domestic abuse
- perpetrators of domestic abuse
- partner agencies involved in supporting adults, children and young people affected by domestic abuse

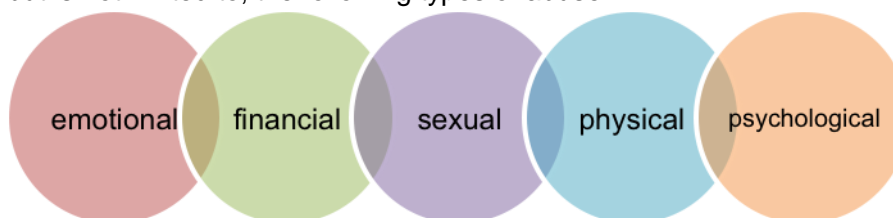
What is Domestic Abuse?

National statistics tell us that;

- domestic abuse accounts for 1 in 5 of all violent crimes
- one in four women and one in six men experience domestic abuse over their lifetime
- 1.2 million women and 700,000 men experience a form of domestic abuse every year
- on average, victims experience 50 incidents of abuse before receiving effective support

Home Office definition

Domestic abuse “Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality.” This can encompass, but is not limited to, the following types of abuse:



Controlling behaviour A range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour An act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.” This definition includes so called ‘honour’ based violence, female genital mutilation (FGM) and forced marriage, and it is clear that victims are not confined to one gender or ethnic group¹

Whilst the government definition of domestic violence and abuse applies to young people aged 16 and above, it is critical to acknowledge that domestic abuse can have far reaching impacts on children and young people under 16 who are often caught up in the abuse carried out in the household.

¹ Home Office (2013) Information for Local Areas on the change to the Definition of Domestic Abuse
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/142701/guide-on-definition-of-dv.pdf

National Context

Domestic abuse can affect anybody, regardless of their gender or sexual orientation, and it occurs across all of society, regardless of age, race, religion, wealth or geography. The evidence for improving the response to domestic abuse is overwhelming;

Key statistics

Every minute, police in the UK receive a domestic assistance call – yet only 35% of domestic violence incidents are reported to the police ²

1 in 4 women and 1 in 6 men endure violence from a partner, ex-partner / family member during their adult life in England and Wales – equivalent to 1.2 million women and 784,000 men (16-59 years old) in 2012/13³

Between six and ten percent of women suffer domestic violence in a given year⁴

Victims of domestic violence are more likely to experience repeat victimisation than victims of any other type of crime

Two women are killed every week in England and Wales by a current or former partner⁵

Domestic abuse commonly takes place in a household with children and young people. We know that witnessing domestic abuse can be particularly traumatic for children. A minimum of 750,000 British children and young people a year (around 6.5%) are witnesses to domestic abuse and around 30% of domestic abuse begins or escalates during pregnancy.⁶

Hertfordshire Context

This strategy is informed by the SafeLives review and the Joint Strategic Needs Analysis (JSNA) completed in 2015. Our key JSNA findings included;

1	The majority (79.6%) of known victims in Hertfordshire are female with the highest number of reports coming from those aged between 21 and 30
2	Hertfordshire has seen a significant increase in the number of victims aged between 61 and 70 and those between 16 and 20 over the three year period 2012/13-2014/15
3	Children were known to present in the house in 26% of all reported domestic abuse crimes and incidents in 2015/16, and recorded as a witness to the abuse in 14% of all reported domestic abuse crimes and incidents in 2015/16
4	Domestic abuse reporting peaks at weekends in Hertfordshire when support services for victims are often unavailable
5	The rate of domestic abuse per head of population in Hertfordshire is higher in areas of multiple deprivation
6	Hertfordshire Constabulary recorded alcohol as an aggravating factor in 25% of all

² Stanko, 2000 & Home Office, 2002

³ Ranford et Al 2012

⁴ Council of Europe, 2002

⁵ Homicide Statistics, 1998

⁶ Home Office 2010

	domestic abuse incidents in 2015/16
7	The average annual caseload for the Hertfordshire Independent Domestic Violence Advisor (IDVA) service is double the national recommended level (<i>January 2015</i>)
8	There is no on-going commitment or approach to services for perpetrators, and only one commissioned pilot perpetrator programme based in Stevenage

We have already responded to some of these findings by;

- expanding the perpetrator pilot programme across the county and establishing a *Perpetrator and Specialist Domestic Violence Court* working group to make recommendations on effective practice and provision
- increasing resources in the IDVA team to reduce caseloads, working more closely with the service provider to manage existing arrangements, and securing funding to expand the high risk service to victims in 2016
- working more closely with service providers to improve 'out of hours' access arrangements
- working with stakeholders to identify opportunities to enhance services for children and young people experiencing domestic abuse, with recommendations formally made to the Hertfordshire Safeguarding Children Board

The JSNA makes a series of recommendations which we have used to inform the plans outlined in this strategy. These are;

1	All interventions for prevention and protection need to be based on evidence of what works, taking into consideration cost effectiveness, national and local research, to ensure that resources are targeted where they will make the greatest impact
2	Full participation of all key providers and stakeholders is necessary to ensure effective services, robust referral pathways and successful outcomes for victims of domestic abuse
3	Domestic abuse services need to be available and accessible for all levels of victim risk and potential harm
4	Services need to provide support for the whole family, in particular linked services for victims and their children
5	Commissioning arrangements should be underpinned by a clear commissioning strategy that is supported by key Boards and multi-agency structures to ensure services are targeted to reduce incidence, increase prosecution rates and address fully the impact on those affected
6	Formal multi-agency child protection arrangements must include attendance and participation of family members, local partner agencies and organisations, including child protection conferences
7	Domestic abuse provision e.g. IDVAs and refuges, need to be accessible at the weekend (peak times of reported offending)
8	Prevention and protection strategies and services need to consider targeting hot spot areas, including areas of deprivation
9	Formalised arrangements for direct referrals between domestic abuse services and sexual health, alcohol, substance misuse and mental health services need to be established along with assessment of need for further related service provision
10	Commission an IDVA service that meets national guidelines on safe caseloads to ensure

	the needs of Hertfordshire residents are met within the context of strategic priorities
11	Increase provision for perpetrators in Hertfordshire (based on level of risk and evidence of what works)
12	Domestic abuse information, advice and campaigns should be consistent across prevention, protection and service provision
13	Establish an outcome focussed performance framework with data collection specified in contracts
14	Facilitate ongoing involvement for people affected by domestic abuse in the development of the future strategy and commissioning approach
15	A strategic approach to training and development of professionals is required, including an approach for housing workers, so that all front line workers are able to identify the signs of domestic abuse and know how to respond.

Strategic framework

We used the Government's Violence Against Women and Girls strategy to inform our local strategy and have put robust governance arrangements in place to ensure that agencies are held to account for its delivery. Our strategy is based on the findings of the SafeLives review and our local JSNA, and covers services for all victims and perpetrators of domestic abuse. The new Government Violence Against Women and Girls Strategy 2016-2020 is reflected throughout our strategy and included as a summary in Appendix 1.

Vision, aims and outcomes

Our vision is that women, children and men in Hertfordshire are kept safe from domestic abuse and have opportunities leading to healthy and happy lives.

This is supported by the three key aims of prevention, protection and service provision.

We aim to;

- 1. Prevent domestic abuse from happening in the first place by challenging the attitudes and behaviours which foster it, and intervening early where possible to prevent it from continuing, recurring or escalating.*
- 2. Reduce the risk to victims, hold perpetrators to account and support them to change their behaviour.*
- 3. Work in partnership to provide appropriate levels of support where abuse occurs*

Our priorities (objectives) are to;

- Target work on education, training and earlier intervention to prevent domestic abuse from occurring, continuing, recurring or escalating
- Identify, assess and reduce risk to victims
- Protect victims via intervention
- Provide appropriate support for adults, children and young people suffering from domestic abuse, and also for perpetrators of domestic abuse, in order to end domestic abuse and overcome its impact

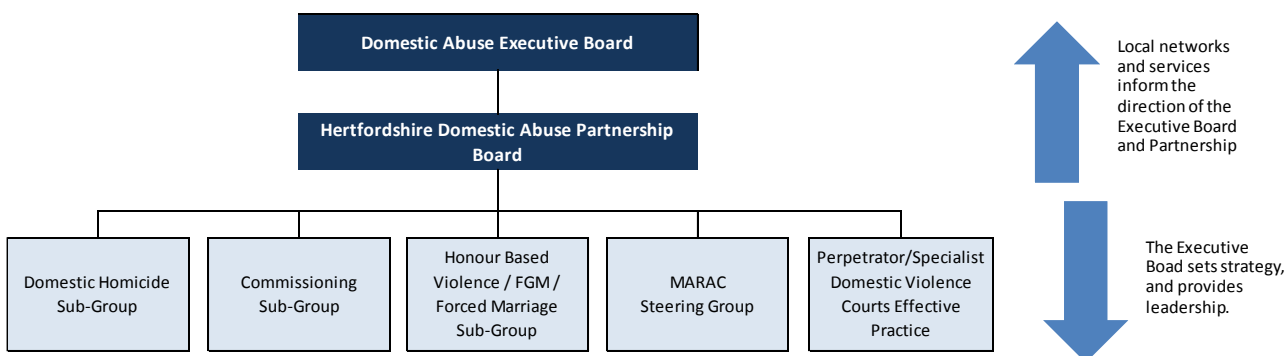
While the strategy is structured under three broad headings of prevent, protect and provide, these aspects of the strategy are interconnected, as the ‘virtuous circle’ diagram aims to illustrate. In particular, prevention encompasses not only campaigning and education but also the provision of services that intervene earlier in the trajectory of abuse. Crucially, at all stages of intervention, earlier and later, our services provision aims not only to protect and support but also to break cycles of domestic abuse. Our innovation is focused on understanding what works in breaking the cycle and on rolling out those solutions.

Through our work we want to achieve the following key outcomes;

Key outcomes	
1	Victims, perpetrators and their children are identified early by a wide range of frontline practitioners and partner agencies
2	Communities understand what domestic abuse is and know how to respond
3	Increased reporting of domestic abuse to police, and fewer repeat victims of domestic abuse each year
4	Victims and perpetrators are supported earlier with the appropriate level of support to break cycles of domestic abuse and overcome the impact it has on the lives of adults and children.
5	Children and young people at risk of harm are identified and referred appropriately
6	Victims are safer and have improved resources to remain safe
7	Victims have increased access to justice and perpetrators are held to account through the policing and justice system.
8	Perpetrators of domestic abuse are supported to change their behaviour.
9	Victims receive responsive services and well-co-ordinated service pathways, which support sustained recovery and mitigation of the risk of further abuse.
10	All identified victims are offered an equally accessible service which meets their needs
11	Victims report improved health, wellbeing and resilience for themselves and their families.
12	Demonstrable changes to perpetrators’ behaviour and overall wellbeing.

Governance and structures

We have improved our partnership governance arrangements in order to ensure that decisions about domestic abuse in Hertfordshire are better co-ordinated and prioritised. We introduced a new Domestic Abuse Executive Board in 2015 and established a number of supporting working groups to help develop strategy and deliver action plans



The direction of the domestic abuse strategy is set by the Hertfordshire Domestic Abuse Executive Board, and delivered via the Partnership Board and supporting sub-groups. The Executive Board is chaired by the Hertfordshire County Council Director of Children's Services and comprises senior directors from a range of agencies, and representatives from the housing, and voluntary and community sector. It is also responsible for scrutinising existing arrangements, and securing the funding necessary to ensure service user needs are met.

The Hertfordshire Domestic Abuse Partnership Board is an operational board responsible for overseeing the delivery of the domestic abuse strategy and plans. The board is chaired by the Hertfordshire Constabulary Detective Chief Superintendent for Safeguarding and comprises the chairs of each of the sub-groups plus representatives from the Clinical Commissioning Groups, the Police and Crime Commissioner, Districts and Hertfordshire County Council.

The Boards are currently supported by five (operational) sub-groups which reflect the main areas of activities in our plans. These are;

- Domestic Homicide Reviews
- Multi-Agency Risk Assessment Conferences
- Commissioning
- Perpetrators/Domestic Violence Courts effective practice
- Honour Based Abuse

There are six Domestic Abuse Forums in Hertfordshire, some of which cover two Districts . These forums are district based and work at a local level to increase awareness of domestic abuse and improve services and responses. They provide an opportunity to bring together a mix of key leads and service providers from within each local community safety partnership working directly with those affected by abuse in order to inform local and countywide practice and partnership working.

The Hertfordshire Domestic Abuse Action Group brings together the chairs of each of the Domestic Abuse Forums together with a range of key representatives from statutory, voluntary and community organisations and local specialist services. Its purpose is to share intelligence, knowledge and good practice to inform need and support local and countywide plans.

This network of domestic abuse professionals, across the public and voluntary sectors, is key to ensuring strategic direction and plans are informed by local knowledge and good practice. A strong and well-informed network is also crucial to ensuring that service users are offered astutely judged and well-coordinated pathways. Domestic abuse is complex. Which service is most appropriate for any particular individual or family can only be ascertained through informed professional judgment about the nature of the risks and needs in combination with a good understanding of the available services. Where the various public and voluntary sector agencies know about, understand and trust each other's services, they do already refer and introduce service users to the appropriate service yet gaps in knowledge can mean that opportunities are missed.

We will therefore work across the public and voluntary sectors to strengthen our collective understanding of risk and need, the different kinds of support available and how best to handle referrals, introductions and service pathways. The network needs to embrace not only specifically domestic abuse services but also other relevant services that have a different focus or label.

We are currently considering how the introduction of a champion's network model in Hertfordshire could further support these partnership arrangements, particularly with the voluntary and community sector.

Accountability

Hertfordshire Safeguarding Children Board is the key statutory mechanism for agreeing how the relevant organisations in Hertfordshire will work together to safeguard and promote the welfare of children, and ensuring that this work is effective. One of the board's key themes is around priority areas of risk to children and young people from domestic abuse and female genital mutilation.

Hertfordshire Safeguarding Adults Board (HSAB) is a multi-agency partnership, as required by the Care Act 2014, with representation from the organisations and constituencies that work with and support adults at risk in our community. The HSAB is the key body for the coordination of the activity of the various organisations, statutory, independent and voluntary, in Hertfordshire to safeguard and promote the welfare and wellbeing of 'adults at risk' and for seeking assurance that this work is effective. One of the Board's strategic objectives is to raise public, professional and political awareness of the safeguarding adults agenda across Hertfordshire including awareness around domestic abuse.

The Health and Wellbeing Board brings together the NHS, public health, adult social care and children's services, including elected representatives and Hertfordshire Healthwatch, to plan how best to meet the needs of Hertfordshire's population and tackle local inequalities in health. The board has nine priorities, three of which directly link to preventing domestic abuse from happening and reducing the harm that it causes. These are;

- reducing the harm caused by alcohol
- helping all families to thrive, and
- improving mental health and emotional wellbeing

Some senior members of the Safeguarding Boards and the Health and Wellbeing Board are also members of the Domestic Abuse Executive Board. This helps to ensure that appropriate links are made between work areas, and domestic abuse is prioritised in plans.

Performance

We recognise that we have some way to go before we are fully able to monitor all domestic abuse services to ensure that they are as effective as possible. A substantial amount of data is collected about the services we provide but this is not necessarily done in a consistent way across agencies. We want to improve some of the processes and systems we use to collect data and are in the process of developing a new performance framework. We are working towards a new set of measures and indicators that we will use to determine whether our strategy and plans are proving successful and are in the process of determining a baseline, or starting point, for each area. A small task and finish group has been established to drive this area forward.

Equality Statement

This strategy acknowledges that domestic abuse can affect people regardless of factors including age; ethnicity; religion or belief; disability and sensory loss; sexual orientation; and gender. An Equality Impact Assessment in line with the Equality Act 2010 has been undertaken to inform the development of this plan and determine the impact and mitigations needed to provide equitable support for diverse groups. We have identified the following patterns in relation to specific groups most likely to be affected by domestic abuse either as victims or perpetrators;

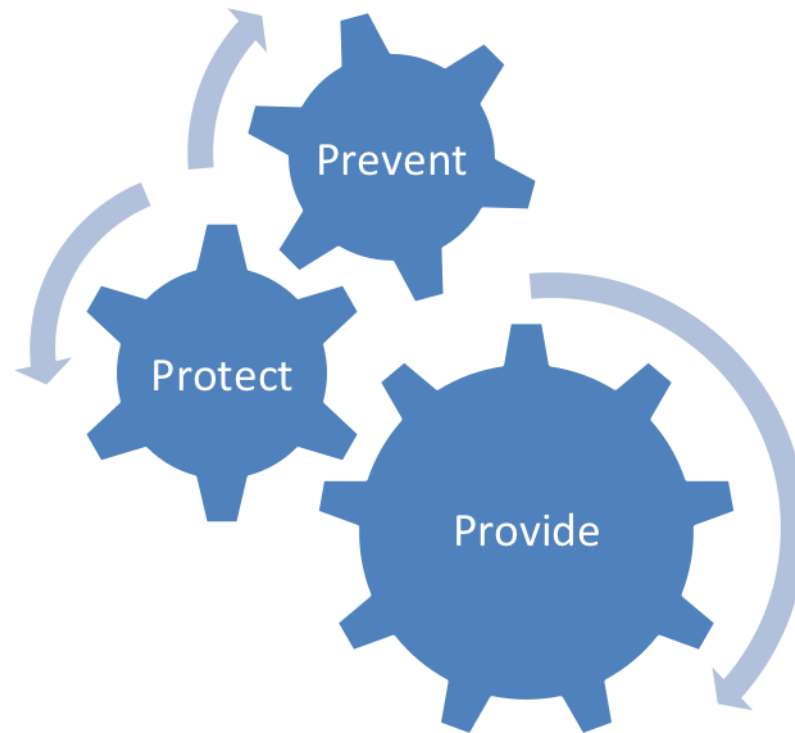
- the majority of known victims, 79%, are female
- the average age of all known victims is 36.5 years
- The percentage increase in known male victims is 82%.
- 84.3% of known perpetrators were male and the average age for perpetrators is 34
- the percentage increase in known female perpetrators over the last three years is 53%
- where known, the ethnicity of victims and perpetrators is predominantly White-North European
- there is generally under-reporting from a range of victims from different equality groups including but not limited to people with a disability, who are LGBT (Lesbian, Gay, Bisexual or Transgender), in a same sex relationship, or from a Black or Minority Ethnic (BME) background.

The strategy recognises that domestic abuse:

- a) is generally under-reported, and that Hertfordshire encourages all those who are experiencing abuse to come forward. Therefore in the short term, increases in the reported level of domestic abuse could signify success in increasing disclosure and not necessarily an increase in actual levels
- b) data indicates that it is predominantly but not exclusively the abuse of women by their male partner or ex-partner. Hertfordshire will take account of this data when anticipating the volume of need while remaining committed to meeting the needs of all equality groups
- c) causes significant harm to children in the household and impedes effective parenting. Hertfordshire's response will therefore aim to strengthen partnership working between adults' and children's services to meet the needs of all family members
- d) also occurs between other family members
- e) services and pathways need to be developed and tailored to particular parts of society for whom there are obstacles to disclosure and to using the available services, such as male victims, female perpetrators, older people, the LGBT*Q community, those with disabilities and sensory loss and particular ethnic groups such as Traveller communities
- f) requires specific procedures and practices if it is to be tackled effectively

There are many different levels and types of domestic abuse and the people who experience abuse as victims or use abuse as perpetrators need to have an appropriate response, based on risk, needs and choice. The complexity of domestic abuse also means it is important not to assume that a 'one size fits all' response will suit all those within particular groupings (e.g. by gender, sexuality, ethnicity etc).

Our aims and plans



AIM 1 – PREVENT

To prevent domestic abuse from happening in the first place by challenging the attitudes and behaviours that foster it, and intervening early where possible to prevent it from continuing, recurring or escalating.

Outcomes we want to achieve

- Victims, perpetrators and their children are identified early by a wide range of frontline practitioners and partner agencies
- Communities understand what domestic abuse is and know how to respond
- Increased reporting of domestic abuse to police, and fewer repeat victims of domestic abuse each year
- Victims and perpetrators are supported earlier with the appropriate level of support to break cycles of domestic abuse and overcome the impact it has on the lives of adults and children.

Outcomes for domestic abuse victims and perpetrators are better if the risk of, or actual, abuse is recognised quickly. Even though Hertfordshire has seen a steady and positive increase in reporting over recent years, many victims are often reluctant to come forward and the true extent of the problem is unknown.

Parental problems such as mental illness, alcohol and drug misuse, and domestic abuse are all known to increase the likelihood of children experiencing emotional abuse and neglect, particularly when they appear in combination. Where parents have complex multiple problems, including those arising from trauma in their own childhoods, earlier intervention needs to be sufficiently intense and holistic in order to break cycles of domestic abuse

and overcome its impact. This kind of intense and holistic work needs to be trauma-informed.

Intervening early, and recognising how domestic and sexual abuse impacts on different family members, is vital to stopping violence from escalating and reducing the harm to victims and their children.

Government will scale up approaches to ensure that this happens more widely and consistently, and that risk and need identification for all members of a family takes place at the same time.

The Government is aware of a wealth of innovative practice being developed at a local level to work with health, schools, and housing providers to identify and support victims and their families at an earlier stage and provide effective wrap-around support.

Abused women use health care services more than non-abused women and they identify health care workers as the professionals they would be most likely to speak to about their experience.

GPs, midwives, health visitors, mental health, drug and alcohol services, sexual health and Accident and Emergency staff are all well placed to identify abuse. They have the opportunity to intervene early and direct victims to the most appropriate statutory and non-statutory services. The new NHS Mandate recognises the vital role of the NHS in tackling abuse and violence and expects NHS England to ensure the NHS helps to identify violence and abuse early and supports victims to get their lives back sooner.

Sharing information about multiple needs is vital and we do this in a number of ways including through our Multi Agency Risk Assessment Conferences and in our multi-disciplinary Family Safeguarding Teams and more broadly through making effective use of the powers that exist to enable public

and voluntary organisations to share information.

We need to;

- Ensure that a core offer is in place across the County; communicated and understood by all partners.
- Clarify early help pathways for domestic abuse from information support and guidance to more direct interventions
- Support the use and development of evidence-based interventions which would support families to break the cycle of generational domestic abuse and the associated impact of trauma experienced in childhood then affecting adulthood and parenting
- Promote an understanding of delivery mechanisms for domestic abuse support across multi-agency partners
- Roll out risk assessment tools for those at risk of domestic abuse

Multi-Agency Safeguarding Hub (MASH)

The MASH brings together Police, Probation, Health Visiting and Children's Services staff, working together as a team, to share information and decision making about the best way to safeguard and meet the needs of vulnerable children in Hertfordshire including those experiencing domestic abuse.

The Hertfordshire MASH went live in July



2015 and deals with contacts and referrals sent by members of the public and professionals to Children's Services for a safeguarding response. Where the MASH team consider that the child's welfare will be better met by early help services, they will ensure referrals get to the most appropriate teams and will inform referrers the outcome of their request for a safeguarding assessment.

Learning, Development and Innovation

Victims of domestic abuse come into contact with a wide range of services, so there are many opportunities for public sector professionals to spot early indications of abuse. Intervening early to reduce violence and abuse against adults and children not only protects them from immediate harm but can have longer-term benefits such as reducing:

- the number of people requiring treatment for mental health problems such as depression;
- risky health issues such as alcohol and drug abuse and smoking, as well as obesity;
- gynaecological and sexual health problems;
- incidence of family breakdown;
- number of looked-after and missing children;
- incidence of teenage pregnancy;
- poor educational attainment and behavioural problems, absenteeism and school drop-out

Professionals in universal services cannot and should not replace the function of specialist services, but they do need to be able to understand, engage and think professionally about the children, young people and families they are working with. They need to understand the circumstances of families at the point they seek help, or

when they are identified as needing help whilst using a service (such as health or education services). People working with families, such as children's centre staff, teachers, social workers, doctors and healthcare staff, Jobcentre staff and housing professionals, who pick up on signs of domestic abuse need to have a clear route to signpost victims, perpetrators and children. These front-line staff need access to training which enables them to identify domestic abuse, spot the signs of any mental health difficulties arising from abuse, assist people to access further support, and help to prevent the cycle of domestic abuse repeating in future generations.

We intend to conduct a countywide, multi-agency workforce audit to aid development of training frameworks, core competences and improved training coordination across all business areas. To enable us to do this we are engaging with Learning and Development leads to formulate and better understand what the local Learning and Development landscape looks like and developing a tool for adoption and roll-out across the domestic abuse, safeguarding and Early Help multi-agency workforce throughout Hertfordshire.

The SafeLives Review encouraged us to 'build capacity for innovation, learning and development, so that Hertfordshire knows what works to stop domestic abuse and can roll it out.'

We will contribute to and learn from innovation in earlier intervention in working with families to break cycles of domestic abuse and to support individuals and families where domestic abuse is combined with other complex problems.

It is increasingly recognised, nationally and internationally, that there are gaps in currently available services and in the evidence base. Innovation by the voluntary and public sectors within Hertfordshire is

already helping to address these gaps and we will continue to support this.

We will

- raise awareness of domestic abuse and the support available to victims and perpetrators amongst professionals who work in universal services (such as hospitals, doctors and teachers)
- conduct a partnership wide training needs analysis
- understand, coordinate and quality check the training offered across Hertfordshire
- introduce outcomes for learning and development
- build capacity for innovation, learning and development across the partnership
- Work in partnership to understand, develop and replicate what works in earlier intervention to break cycles of domestic abuse

Case study: Healthy Relationships: Healthy Baby Programme – Stefanou Foundation

The Stefanou Foundation, a Hertfordshire-based charity, has invested its philanthropic resources to develop the innovative Healthy Relationships: Healthy Baby Programme (HRHB) and launched it in Hertfordshire. The programme offers expectant mothers and fathers the range of support they need to bring an end to domestic abuse, overcome trauma and give their babies the best start in life. The programme supports the family until the baby is two years old.

The design of the programme has been informed by the separate evidence bases of effective interventions for families, infants and children, for early and earlier intervention, for those who experience and

use domestic violence and abuse.

These evidence bases were brought together to build the intervention strategy, define the cohort who could benefit most, drive programme design and operational arrangements, identify the outcomes being sought and commission its evaluation.

A key facet of the HRHB model is the way it is integrated with, and embedded into, multi-agency services and systems. As one of the UK's two host localities for the first two prototype projects, Hertfordshire's local government, health, police and probation services have worked closely with the Stefanou Foundation to help develop the programme. The programme was launched in April 2015 and the Hertfordshire HRHB team are co-located with the Stevenage Thriving Families Team.

Our partnership with the Stefanou Foundation, together with the academic research evaluation of the HRHB prototype project should give us vital learning about working with whole families at an earlier stage in the trajectory of domestic abuse to break the cycle, overcome and avoid the impact of domestic abuse on adults and especially on children.

Case study: Police training

Hertfordshire police undertook significant training in domestic abuse via its pilot training program, domestic abuse matters - 25 days of action, provided through the national college of policing. During this training 1,400 Hertfordshire police officers were trained in Domestic Abuse. The aim was to get a critical mass of staff to create a substantial culture and attitude change and improve their skills to offer the best services to victims, offenders and their children.

Hertfordshire has trained 200 coaches to create a network of domestic abuse coaches who share best practice. Delegates were trained in coercive control, trauma bonding, perpetrator behaviour, evidence gathering, and safety planning.

The training received high praise from a breadth of people who attended. With the roll out of body worn video, officers can also record an initial account of the incident from the victim and, where appropriate, capture what has happened. The evidence is more graphic and can also be viewed by the court instead of reading a written statement.

Communications and awareness

Raising awareness of domestic abuse is essential to increasing confidence in victims and perpetrators to come forward to ask for support. We want to target work on education, prevention and training so that all residents experiencing domestic abuse, or likely to, understand what it is and know what to do.

One way to reduce the impact of domestic abuse is to educate and inform young people, preferably before they enter into a relationship. The raising of awareness for both boys and girls at an early age should also reinforce the unacceptability of any forms of abusive behaviour, which may assist in reducing the victims and perpetrators of the future and ensuring the future well-being of our young people.

Early years education providers including schools, colleges, and private, voluntary and independent suppliers have a crucial role to play in helping children and young people to develop healthy relationships, deal with their emotions and challenge the way in which some young people behave towards each other. Preventative work around domestic abuse in the school setting is important to reach the next generation early, to mould attitudes and teach young people that domestic abuse is never acceptable.

Our work to develop a Champion's Network will also see many individuals from a range of backgrounds trained to spot the signs of domestic abuse, and equipped with the knowledge to help refer and signpost those experiencing it.

We will

- continue to deliver domestic abuse campaigns across Hertfordshire to raise awareness
- maintain and further promote the Hertfordshire Sunflower services and branding e.g. website, helpline, drop ins, IDVA, and SARC services
- work with children & young people to provide information & general awareness through schools & other young people's services including the teaching of the importance of healthy relationships



Case study: Herts Sunflower

Hertfordshire has a large and varied number of services, to support victims. These services are collectively known as and represented by the overarching 'Herts Sunflower' branding across the county.

Herts Sunflower provides information and support services for everyone affected or concerned by domestic abuse in Hertfordshire.

Services include:

- Independent Domestic Violence Advisers
- Multi-Agency Risk Assessment Conferences (MARACs)
- Sexual Assault Referral Centre (SARC)

- Specialist Domestic Violence Courts (SDVCs)
- Herts Sunflower Drop-in Services

The Herts Sunflower partnership is underpinned by the Herts Sunflower website, and the Hertfordshire Domestic Abuse Helpline. The website – www.hertssunflower.org – is a ‘one stop’ shop of information about services and support available for victims, friends and families of victims, professionals and perpetrators of domestic abuse. The website has a directory of services and provides an online reporting facility, so that non-emergency incidents can be reported directly to the police or to an independent domestic violence advisor (IDVA).

Hertfordshire Domestic Abuse Helpline –

08 088 088 088

- provides a free, confidential and sensitive resource service to those affected by or concerned about domestic abuse. It is currently staffed by trained volunteers from 10am-10pm, Monday – Friday. We want to expand the hours that the helpline is available in order to better meet service user needs.

Hertfordshire Domestic Abuse Helpline

Many victims agonise on the question of seeking help and are often deterred from approaching the 'authorities'. The Hertfordshire Domestic Abuse Helpline was established 13 years ago by the County Community Safety Unit for this very reason, and the public link with 'the authorities' subsequently weakened by converting it into a Charitable Trust. The Helpline provides an easily accessible and untraceable point of contact for the victim or other concerned individuals or members of the family to voice their concerns and to seek help. There is no charge to the caller and crucially, the Helpline number does not show up on their telephone bill so they can, if they wish, remain anonymous and their cry for help kept secret.

The Helpline acts as the gateway to more than 200 services and can also direct victims needing urgent assistance to the IDVA service or a refuge.

The term 'gateway' is an apt description of our position between those who work and campaign to bring domestic abuse into the light, and those who provide support services to victims, create perpetrator programmes, and prosecute offenders. We also advise on the availability of services to workers and professionals who come into contact with domestic abuse. It is necessary work, as evidenced by the 6% increase in calls in 2014-15 over the previous year and our increasing need to use the services of Language Line as our communities continue to become more diverse. We are constantly looking to expand the service.

AIM 2 – PROTECT

Reduce the risk to victims and ensure that perpetrators are held to account and supported to change their behaviour.

Outcomes we want to achieve

- Children and young people at risk of harm are identified and referred appropriately
- Victims are safer and have improved resources to remain safe
- Victims have increased access to justice
- Perpetrators of domestic abuse are supported to change their behaviour.

We want to identify, assess and reduce risks for victims as early as possible, and protect victims by intervening appropriately when necessary. The safety of the victim is of paramount importance and it is essential that we have robust and consistent risk assessment processes in place, and that these are used as widely as possible.

We are keen to develop a family centred and consistent approach to effective perpetrator justice with clear, safe, and supportive mechanisms to ensure that the victim's voice is heard. A recent report by the Centre for Justice Innovation calls for greater use of specialist courts, including those focusing on domestic abuse. The Better Courts: a Blueprint for Innovation report⁷ notes that despite a 34 per cent rise in domestic abuse incidents reported to the police since 2007, victims are often reluctant to testify with many finding the system confusing and intimidating. The conviction rate of Domestic Abuse offenders

in Hertfordshire is around 74% which is similar to the national rate.

Whilst justice for victims of domestic abuse is essential, it needs to be delivered alongside appropriate support for perpetrators in order for them to change. Admitting there is a problem is a necessary but often difficult first step for many perpetrators. Once they have accepted that their behaviour needs to change, we offer support via perpetrator programmes and a range of intervention services.

We want to better understand what works and will set out our proposals for effective practice for perpetrators and the courts later this year.

Case study: *My Life – Watford Women's Centre*

'My Life' is a 10 – 12 week domestic abuse awareness and personal development programme for women who have experienced domestic abuse in their adult relationship. Typically a group will consist of up to fourteen women, and is led by two trained female facilitators (one of whom is a counsellor), and a crèche is ideally provided. Women can self-refer onto the programme or be referred by social workers, health visitors, family support staff, and GPs. The first step is usually a one-to-one appointment to assess current risk and suitability for the programme.

A combination of presentations, group discussion, individual and group exercises are used including Protective Behaviours and risk assessments. Women set their personal goals and have individual learning plans. The programme is evaluated through self-assessment, and review.

Whilst attending a programme women often make decisions to seek legal and housing advice, start one-to-one counselling or look at support services for their children as a

⁷ Centre for Justice, December 2015

result of their increased awareness and confidence.

The aim is that women who have completed the My Life programme will be recognise and identify their experiences of abuse

- recognise how domestic abuse impacts on children and parenting
- identify support systems and feel less isolated
- develop their confidence in making safe choices and decisions about their future
- demonstrate their knowledge of their rights to access other support and information
- recognise and indicate their feelings
- “put light back in their lives”, and “find me again” (quotes from women who completed the programme)

During 2015, six programmes were delivered, two of which were held in other areas of the County.

Multi-Agency Risk Assessment Conferences (MARACs)

MARACs are multi-agency meetings where statutory and voluntary agency representatives share information about high risk victims of domestic abuse in order to produce a co-ordinated action plan to increase victim safety. Nearly 1,400 cases of domestic abuse were heard by MARACs in Hertfordshire in 2015/16 (with over 300 repeat cases).

We began putting measures in place in 2015 to make several improvements to our MARAC arrangements. We;

- appointed a senior lead from Hertfordshire Constabulary to chair the MARAC steering group and ensure that it remains a priority amongst partnership agencies

- identified common improvement areas via independent MARAC observations
- reviewed the steering group terms of reference and action plan, and implemented quality assurance arrangements for MARACs
- started to review the MARAC operating and information sharing protocols in order to agree a clearer framework for operating MARACs in Hertfordshire
- established the strategic lead, and core/deputy core group members for agencies and ran training sessions

We recognise that further work is required to ensure that these changes are followed through and the required improvements are achieved.

Key priorities

We will

- ensure roles are clear for MARAC core group members and their deputies, and that effective induction arrangements are in place
- ensure that all public sector agencies give the necessary priority to participating at senior level in MARACs
- ensure that participation of the voluntary sector at MARACs is welcomed and valued
- continue to review sample police incidents and the use of the Domestic Abuse Stalking and Harassment (DASH) risk assessment tool, and audit MARAC cases to identify risks
- continue to undertake focussed self-assessments in line with local MARAC principles
- ensure that the important role of Housing Associations and Registered Social Landlords is reflected in MARAC arrangements
- develop web-based information systems to be used across MARAC

agencies

- encourage all agencies to use the SafeLives Domestic Abuse Stalking and Harassment (DASH) tool to ensure consistency in risk assessment, and quality assure the process
- further review MARAC co-ordination capacity levels to ensure robust administration arrangements

Hertfordshire Constabulary's Domestic Abuse Investigation & Safeguarding Unit (DAISU)

The new Domestic Abuse Investigation and Safeguarding Unit (DAISU) opened its doors on the 11 January 2016. Based at Hatfield Police Station, DAISU is a county-wide team which deals with intimate relationship domestic abuse across all risk levels, so-called honour based abuse and forced marriage. DAISU operates from 7am to 11pm seven days a week.

The implementation of DAISU follows a review of domestic abuse services in Hertfordshire, and a similar structure has been implemented in a number of forces across the country. This more streamlined, end to end service will enable the Constabulary to tackle domestic abuse and its aftermath for those most at risk of serious harm, with the objectives of improving service to victims, reducing repeat victimisation, and increasing our expertise in dealing with domestic abuse.

Perpetrators and Specialist Domestic Violence Court Effective Practice

In 2015 we established a Perpetrator and Specialist Domestic Violence Court working group in order to develop an evidence led, multi-agency approach to tackling domestic abuse perpetrators including prevention, provision of services, management and assessment.

In order to design and deliver services, we need to;

- understand perpetrator behaviour
- identify risk factors likely to be criminogenic
- target risk factors and multiple needs
- use responsive behavioural techniques at the appropriate intensity
- ensure that therapy is sensitive and constructive

So far we have;

- Developed a set of approval criteria which will be used to approve domestic abuse programmes
- Expanded the perpetrator pilot programme in Stevenage to become a countywide service operating out of three bases in areas of highest risk
- Introduced a female perpetrator pilot scheme using the expertise, experience and established infrastructure of the Watford Women's centre and Herts Women's Centre in Stevenage to develop a unique female focused programme that will tackle the underlying causes of female instigated abuse
- Worked with the Stefanou Foundation as a host authority for their new whole family programme that integrates perpetrator support, victim support and parenting support for both parents

We will

- produce multi-agency quality standards for domestic violence courts to include services to the victim and a pre-court programme
- drive improvements in line with the detailed Perpetrator/Specialist DA Court implementation plan
- develop a consistent approach for the

management and assessment of domestic abuse perpetrators and promote the safety of victims contribute to the development of effective prevention strategies to ensure that potential domestic abuse perpetrators are identified early and offered opportunities to change

- support the effective sharing of information to ensure effective multi-agency risk management
- develop an evidence led approach to the commissioning and provision of services for domestic abuse perpetrators
- advise on how front line workers can be appropriately trained to identify, engage and manage perpetrators of domestic abuse and work with key agencies to contribute to protecting victims and safeguarding children and vulnerable adults

Case study: Operation Acorn

Operation Acorn is the Stevenage community safety partnership's response to domestic abuse which aims to break the cycle of persistent offending by providing appropriate support and alternative measures. The programme also aims to provide enhanced protection and respite for vulnerable victims of domestic abuse. The initiative targets offenders by using the successful processes of Integrated Offender Management, partnership working and legislation, to reduce repeat offending and subsequently keep victims safe.

High risk domestic abuse offenders are asked if they wanted to change their behaviour. If they agree, offenders are tagged with a GPS "Buddi" monitoring system. During the initial pilot, twenty offenders worked with police and partner

agencies and several were accepted on to a perpetrator programme as well as receiving support for drugs rehabilitation where required. The project is also working closely with housing providers to support appropriate moves where required. This is a new approach to tackling domestic abuse by addressing the issues that have led to the abusive behaviour and trying to prevent further offending.

Potential subjects are identified through a risk matrix and are deemed to be high risk to a vulnerable victim. Each subject is then assessed for suitability for either:

- Engage - support through Offender Management Programmes, drug rehabilitation, alcohol groups, Hertfordshire Change programme, Buddi Tag programme, housing and probation, or
- Catch and Convict - if targets are unwilling to engage, they are treated as Prolific and Priority Offenders. Their full criminality is reviewed and opportunities are taken to catch, convict and remand/suitable conditions, to ensure the safety of victims.

During recent months, there has been one repeat offence out of 31 offenders that have been reviewed within the project. This is a significant decrease for Stevenage, having constantly appeared with several offenders in the top ten for Hertfordshire police for repeat offenders and victims.

Case study: Herts Change – Perpetrator programme

The pilot Herts Change Project works with perpetrators of domestic abuse in a group work setting, and offers an integrated support service for their victims.

Clients undergo an initial assessment of suitability for the programme, which is determined by the client's motivation to change, accountability for their actions and awareness of the harm caused.

Consideration is also given to the client's mental health, substance misuse and risk posed. For clients lacking motivation to address their abusive behaviour, assessors offer further assessment sessions and adopt a motivational interviewing approach to encourage and motivate clients into considering change. Whilst on programme, monthly case management meetings are held to review risk levels and create action plans to ensure the safety of the victim and children is maintained. Additional reviews are held within 24 hours of risk alerts being received by the Service Manager.

The pilot programme has been very successful so far with the majority of victims reporting that they feel safer and have not experienced physical violence since their partner completed the programme. Before the programme 54% of women reported that their children were frightened of the perpetrator, this reduced to 34% on completion of the programme. Following the programme qualitative interviews highlighted most women reported more freedom, less anxiety and less fear.

Making the change

When parents A and B were referred to the service, the family had 'broken down', they were living separately and struggled to communicate. The children were subject to Child in Need plans due to the emotional impact of witnessing domestic violence between their parents. Dad completed the full programme and Mum engaged with the support service. Since completion the family are now reunited, the children are no longer open to Children's Social Care and there have been no further reports of domestic violence. The social worker said "the Change project has had a huge impact on this family, it has

enabled Dad to identify his behaviour and to make the changes to reintegrate into the family home, he has been able to rebuild his relationship with his children and his partner".

Domestic Homicide Reviews

Domestic Homicide Reviews are one way to improve responses to domestic abuse and aim to prevent what happened to the victim happening to others. They try to ensure that public bodies like social services, councils, police and other community based organisations understand what happened that led to the death and identify where responses to the situation could be improved. From this, the public bodies hope to learn all the right lessons including those which impact how they work together.

Domestic Homicide Reviews are part of the Domestic Violence, Crime and Victims Act 2004 and became law from 13 April 2011. They do not replace but are in addition to the inquest or any other form of inquiry. Reviews are undertaken by District Community Safety Partnerships.

Hertfordshire has had eight locally based and lead DHRs - whereby the permanent or most frequented address of a victim prior to their death was within one of the 10 local Community Safety Partnership areas since the implementation of related legislation in 2011⁸ all involving female victims. In addition to the eight Hertfordshire-based DHRs, there are a further five DHRs in other parts of the country whereby the scope of these has identified a history within Hertfordshire, and past involvement with Hertfordshire agencies.

In 2015 we established a Domestic Homicide Review sub-group to oversee, monitor and scrutinise countywide arrangements for DHRs. We have;

⁸ Domestic Violence, Crime and Victims Act (2004), Section 9: effective 13th April 2011

- agreed consistent pathways for DHR operational arrangements across Hertfordshire with Community Safety Partnerships
- identified a number of common themes arising from DHRs and agreed a series of actions
- started to implement a process for collating lessons learned

We will

- improve mechanisms for sharing the learning from DHRs, including how the learning is embedded into practice
- implement operational DHR pathways across agencies
- develop, agree and implement a protocol and process for Quality Assurance
- identify central coordination of DHRs and establish robust systems to track the outcomes

Support for victims

We want victims to be safer, and better resourced to remain safe. We want to improve the experience of victims using the courts system so that they feel confident to testify, and empowered to make decisions about their future.

During 2015 the Police and Crime Commissioner created the Beacon Victim Care centre in order to provide all victims of crime with a single point of access where the right information and advice is available and at a time suitable for them. In order to meet with the requirements of the EU directive and 2015 Code of Practice for Victims of Crime, the Beacon Victim Care Centre is:

- free of charge
- confidential
- non-discriminatory (including being available to all regardless of residence status, nationality or citizenship)
- available whether or not a crime has been reported to the police
- available before, during and for an appropriate time after any investigation or criminal proceedings



Case study: Beacon

Responding to the PCC Victims' Voice consultation, a number of victims of domestic abuse provided invaluable insight into their experiences while awaiting justice.

Many victims expressed satisfaction with a service empowering victims and helping individuals regain their confidence and self-esteem. However, for some, the criminal justice system seemed daunting and where receiving timely and accurate information problematic. In extreme cases, some victims had been left chasing agencies for information and on occasion, victims felt they were the only person who knew what other partner agencies were doing. Poor coordination of services can not only lead to additional anxiety and stress at an already difficult time but disengagement from the criminal justice system altogether.

The Beacon Victim Care centre has been created to provide all victims of crime with a single point of access where the right information and advice is available and at a time suitable for them. This includes victims of domestic abuse and where Beacon has a role in coordinating support with more specialist agencies, as well as providing emotional and practical services for victims,

including access to the Hertfordshire Home Security Service. A key partner is Victim Support who provide trained specialist Domestic Abuse volunteers to support those victims designated as 'standard' risk.

All of the Domestic Abuse Volunteers have received SafeLives approved domestic abuse training, which enables them to support victims who are regarded as being both standard and high risk. The training is comprehensive and equips the volunteers with the skills and knowledge needed to provide effective support to victims of domestic abuse, including how to complete the SafeLives risk assessment questionnaire and undertake safety planning, all of which are reviewed periodically by a trained manager.

An important role for Beacon is to ensure that victims of crime have access to support services irrespective whether they have reported the crime to police (or other competent authority). This is a requirement of the European Parliament (2012) Directive 2012/29/EU on the Minimum standards on the rights, support and protection of victims of crime. Therefore victims can contact Beacon direct confident in the knowledge that their needs will be addressed and where direct links with other statutory partners and VCSE sector have been developed to ensure effective support packages are available.

Beacon Victim Care Centre is your gateway to victim services available in Hertfordshire.

*If you have been unfortunate enough to have been a victim of crime, you can speak with a member of our victim service team on **03000 11 55 55**.*

*You can also speak directly to Victim Support on **08 08 16 89 111**. All calls are treated in the strictest of confidence.*

AIM 3 – PROVIDE

Work in partnership to provide appropriate levels of support where abuse occurs

Outcomes we want to achieve

- Victims receive responsive services and risks of further abuse are mitigated
- All identified victims are offered an equally accessible service which meets their needs
- Victims report improved health, wellbeing and resilience
- Demonstrable changes to perpetrators' behaviour and wellbeing

Domestic abuse can happen to anyone at any point of their life irrespective of their gender, sexual orientation or background. It often has a serious and long lasting effect on families, with victims of domestic abuse often becoming repeat victims or sometimes perpetrators themselves. It is therefore essential that Hertfordshire offers a wide range of services that can cater for individual needs at the same time as delivering good value for money.

We want to break the cycle of domestic abuse. This requires us to ensure that there is the right balance of investment between prevention, protection and provision, and also understand what it takes to break the cycle through our earlier and later interventions.

Commissioning services

The design and supply, or commissioning, of domestic abuse services is the largest area of our strategy. We know from the SafeLives review that Hertfordshire was below the national average in terms of spend on specialist services and we have

now started to put a three year funding and commissioning timetable in place. During 2015 we;

- established a domestic abuse commissioning partnership sub-group with representation from key agencies, and appointed a senior Domestic Abuse Commissioning Manager
- conducted a mapping exercise of local domestic abuse services
- identified current secure funding and confirmed this via a Memorandum of Agreement with the Executive Board
- agreed commissioning priorities and a short, medium and longer term commissioning timetable for service redesign
- developed a Joint Strategic Needs Assessment so that we can make better informed decisions about the types of services we need
- started a process of engagement with current service providers to identify opportunities to 'add value' to the current offer prior to formal procurement processes being undertaken
- agreed additional funding requirements for the high risk IDVA service, and developed a procurement timetable
- held a number of workshops with refuge providers to enhance partnership working and service options for victims which has led to an agreement to open service access at the evenings and weekends subject to voids
- secured funding to ensure that the *Herts Change* pilot perpetrator programme is expanded and continues to operate whilst work takes place on how we identify effective practice and treatment for perpetrators in the future
- grant funded a female perpetrator pilot programme

We will

- conduct a full options appraisal of service provision and gaps and engage with the voluntary sector to do this
- develop an Integrated Commissioning Plan, leading to a clear framework for a Hertfordshire core 'offer'
- research and consider the use of a data-monitoring tool for overseeing service delivery against the outcomes we expect to see including through commissioned arrangements
- design and commission the new service model contract for the IDVA Service (high risk victims service)
- agree IDVA Service phase two funding and service modelling in order to commission an enhanced IDVA service (medium risk victims service)
- design and agree a model for accommodation based services including timelines and funding
- commission new service arrangements for perpetrator services
- pathways for support - review current 'offer for Hertfordshire', and agree future service delivery model/funding
- children's support - review current arrangements to support children including community based interventions, the identification of opportunities and gaps, and clarify future needs and actions
- evaluate current community services to support victims in the home and commission appropriate future services
- community support services – identify gaps and opportunities, and implement actions to strengthen service responsiveness across care, support and community services
- develop clear approaches for ensuring the service user voice influences service design plans

Partnership approach

There are an enormous number of dedicated stakeholders and professional front line staff working to prevent domestic abuse from happening in the first place, and providing support when it does. The Hertfordshire Domestic Abuse Partnership seeks to bring together representatives from statutory agencies, housing and the voluntary and community sector to improve partnership working, communication and decision making. We want to work with as many organisations as possible to ensure that people living and working in Hertfordshire understand what domestic abuse is and how to respond. We will only achieve our intended outcomes by working together, particularly with the universal services residents use on a daily basis such as schools, hospitals and GPs.

This strategy recognises the importance of working in partnership across agencies to facilitate joint commissioning arrangements and deliver preventative, effective and co-ordinated domestic abuse services.

Partners are committed to;

- *Ensuring the Hertfordshire Joint Commissioning Strategy is underpinned by the development of personalised and needs led services*
- *Two-way dialogue between the public and voluntary sectors to support a root and branch review of the most effective ways to handle each phase of the commissioning cycle, from the initial scoping of requirements to the mechanisms for contract management and review*
- *Implementing a risk management approach to target resources effectively to those most in need*
- *Developing effective partnerships between statutory services and voluntary and community networks to maximise service solutions*

- *Effective and consistent monitoring and data analysis to identify and respond to trends*
- *Best practice and lessons learnt from domestic homicide reviews influencing the direction of travel.*

Case study: Family Safeguarding Teams

The County Council was awarded the highest grant to local authorities in the UK from the government's Children's Social Care Innovation Programme (£4.86 million) to revolutionise children's social care in Hertfordshire. The money funds a ground-breaking change in the way we approach child protection and improve the lives of vulnerable families. It is a completely new way of working for social workers, cutting down on red tape and freeing them up to spend more time with families. The funding has enabled us to press ahead with plans to improve the health, education and wellbeing of more than 1,000 of our highest risk children and families, and we hope it will become a model for other areas.

We have extended the work of our safeguarding teams across the county to include substance misuse workers, community psychiatric nurses, and domestic abuse specialists all trained in new ways of supporting families. The safeguarding teams work alongside schools, children's centres, health visitors, police officers and the voluntary sector.

Multi-disciplinary teams are trained to use the same evidence and practice approach and engage families far more in analysing their own issues and designing their own work plan. Service user feedback has been extremely positive to date and some examples of the work we have done are;

Case 1 - A mother and child, who was on a Child Protection Plan, had moved out of the

family home following a violent incident. The victim was determined that she would 'not let him get away with it' this time and reported the incident to the police. Through dedicated case work, she was able to identify negative areas of her relationship, and desirable and healthy areas of relationships that were missing in her own.

She admitted that during her relationship she had experienced mostly negative emotions and felt guilty. We worked with her to help her put strategies into place that would raise her mood, think of positive actions to protect herself and reduce her feelings of isolation. In her last session she demonstrated a clear understanding of domestic violence and its impact. She shared knowledge gained from sessions with her family and felt confident in using the information given to her to make informed choices regarding future relationships and the impact on her child.

Case 2 - A mum of two children, one of which was on a Child Protection Plan, was initially reluctant to recognise that her relationship had been abusive. She felt that the abuser was a good Dad and that other women experienced 'real abuse'. She felt guilty for breaking up the family and the possible impact on the abuser. Over time she recognised a number of areas where she had experienced abuse, and admitted that she felt powerless to prevent actions which caused her stress in relation to her abuser. Following a violent incident in the family home she contacted the Police to make a statement and gained a non-molestation order against the abuser.

With this order in place, she became more confident. She spoke of needing time for herself and to socialise, and discussed the necessity in future to make safe choices with partners. She became more organised and spoke about her future in a positive way without her former partner. She was able to

demonstrate change as she considered her future and her ability to focus on the needs of her children and protect them from witnessing confrontations between her and her ex-partner.

Adults with complex needs

The Adults with Complex Needs project was established in 2014 and seeks to explore the following theory:

If agencies in Hertfordshire pool resources and work more closely together to identify and deliver services to adults with complex needs and chaotic lifestyles, they will be able to achieve a more cost effective service and deliver interventions, solutions or improvements which are more customer focussed and effective.

Adults with complex needs experience multiple issues, such as mental health needs, drug and alcohol dependency or a lack of stable housing, and are frequent users of high costs services. Research identified that 20 of the most frequent users of services cost in excess of £1.4million over two years to the public sector. Anecdotally, many of these individuals were victims of domestic abuse and almost all had had multiple, negative interactions with the police.

The project is supported by a partnership of key service providers, including health, police, districts and boroughs and community organisations. Following in depth research, partners have committed over £350,000 per year to deliver two pilots in Hertsmer and Three Rivers to test the theory above.

The pilot service offers personalised support, working towards individuals goals which lead individuals to stronger relationships, appropriate accommodation and meaningful occupation. Through the

pilot it is anticipated that partners will be able to share learning with other practitioners and that, in the longer term, evaluation will influence strategic commissioning.

Our aim is to demonstrate that by working more intensively and preventatively with individuals, we will not only generate sustainable outcomes, but reduce the cost of service use. To do so, we offer support built on personal goals, community based recovery plans and dedicated key worker support.

Refuge

Refuges provide a safe sanctuary for victims in immediate danger while they make supported decisions about their future. Hertfordshire has maintained Refuge provision levels over the last decade, and agencies and providers are working closely together to consider opportunities for enhancing existing services, and designing future accommodation models.

Opportunities for short and medium term

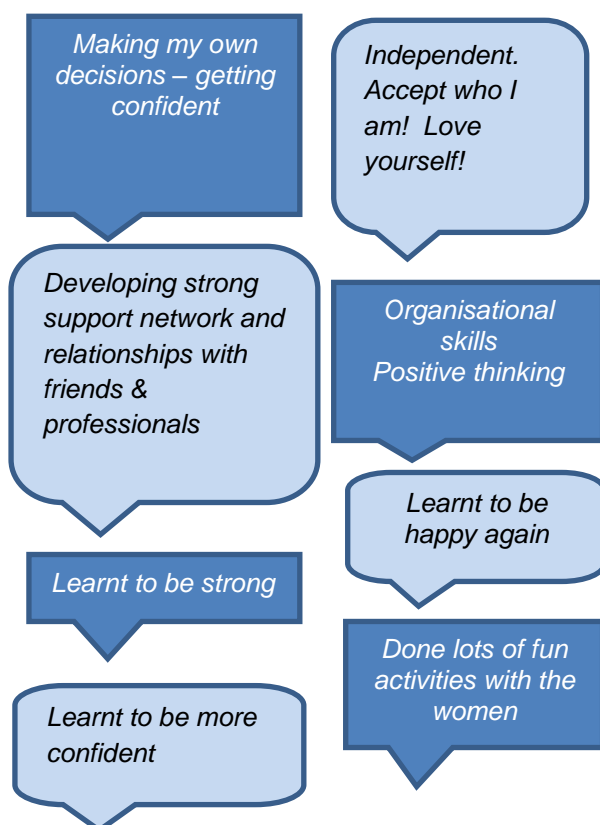
- Case studies showcasing 'social value' to highlight the wider benefits and contribution to society
- Service provision for male victims via floating support services
- Service access to be provided out of hours and weekends (a refreshed protocol to be developed between refuges and the constabulary)
- Refuge involvement in workforce learning and development to raise awareness of the service offering

Refuge Service Opportunities for the future accommodation model

- Provision of a 'crash pad' facility – a service for 1 - 7 days only
- Outreach provision across all districts

- Service provision for male victims and young people of transition age
- Exploration of reciprocal service access arrangements with border local authorities

Women's voices on what they had gained from being in St Albans and Hertsmere Women's Refuge



Hearing and responding to service users' voice

Consultation with service users in developing our plans and services is critical to ensuring that we design responsive services that meet the needs of the whole community. Responses to the recent victims' voice survey and the SafeLives review victims consultation have been used to shape this strategy and our commissioning plans. We want to improve existing arrangements and will consider the use of service user panels in our

commissioning plans, and work with the voluntary and community sector in particular to ensure that both victims and perpetrators continue to have their say.

The complexity of domestic abuse makes it particularly important to hear the voices of service users about their risks and needs and the kinds of choices that they would want to have available. The insights of service users in the County, combined with broader evidence, can help us see how services need to transform and develop.

Stronger dialogue between services and sectors will be key to creating the conditions for Hertfordshire to respond to the voices of service users and put in place provision that meet their risk, needs and choices.

This dialogue between services and sectors needs to include:

- Clarifying the understanding of the roles of specialist domestic abuse services (e.g. IDVAs, refuge), related services (e.g. generic family support or housing provision) or new hybrid services and programmes for adults, children or families to overcome domestic abuse
- A deeper shared understanding of the nature of risk within domestic abuse, for example the distinction between static and dynamic risks and how to assess and manage these
- Building more creative pathways between services, for example, highly specialist and universal services, between different disciplines such as mental health and criminal justice for perpetrator support or domestic abuse and substance misuse for young people

- Consultation with the voluntary and community sector to inform understanding of the different service users, given the diversity of need and risk between and within different communities and the particular requirement to remove obstacles for those who may find it harder to access services, including male victims, female perpetrators, older people, those with disabilities or sensory loss, the LGBT*Q community and particular groups such as Traveller communities
- Careful work to create a safe environment in which commissioners and providers can consider together how to respond to the voices of service users for fundamentally different options to become available, e.g. the desire of many victims to stay in their homes and communities

Service user feedback 2014/15

People just point the finger and assume the man is the protagonist and offender.

I was continuously made to feel like I was the offender

There needs to be better support for victims of drink and drugs, and better understanding of domestic violence.

Everything was done to protect the offender's rights

You should have more places for victims and their children

If I'm not privy to this vital information how am I able to keep myself and my daughter safe?

They always focussed on me but I wasn't the problem.

The police were really helpful. They explained MARAC to me and kept me updated.

I am a jealous person; I wanted my girlfriend with me all the time. Now I have lost her because of my behaviour. The (Herts Change) programme helped me to understand how that affected her, maybe if I had done this course sooner we would still be together.

I didn't call the police because in the country I grew up in they wouldn't help, and I didn't know what to expect.

When things are bad you don't know what to do. You need someone calling you, being understanding and giving you options.

Champion's network

We are in the process of establishing a 'champion's network'. Only by ensuring professionals have a sound and common understanding of domestic abuse – its dynamics and impact – and the ability and capacity to work more effectively, can we begin to ensure the safety of victims. A champions' network, with public and voluntary sector representatives, enables this by coordinating the dissemination of improved understanding that ensures consistent, quality and timely information.

'Champions' are equipped with the skills and knowledge to support internal and external structures and inter- and intra-agency partnerships by providing advice and guidance where domestic abuse is a concern, and assisting colleagues to navigate access to appropriate services.

They would also have enhanced knowledge of how other services can assist in cases and help signpost others to the right agency or service. By involving public and voluntary sector representatives, part of the remit for the Champions' Network could be as a conduit to open the eyes of the public sector to what is available in the community.

Network membership is likely to include representatives from:

- Nursing / Health visiting
- Domestic abuse outreach services
- Community Safety Officers
- Substance Misuse Workers
- Social Workers
- Police Officers/PCSOs
- Relationship Therapists
- Family Support Workers
- Sexual Health Workers

The Champions' network could be supported by a 'closed' / members only

web-based forum and a programme of cyclical and regular training, network meetings and events, and bulletins.

Honour Based Abuse including Forced Marriage and Female Genital Mutilation

The National Police Chief's Council definition of Honour Based Abuse is;

"A crime or incident which has or may have been committed to protect or defend the honour of the family and/or community".

It is a form of domestic abuse which is perpetrated in the name of so called 'honour'. Relatives and acquaintances that do not abide by the 'rules' set for them are then punished for bringing shame on the family or community. Common triggers for honour based abuse can include having a boyfriend or girlfriend, rejecting a forced marriage, pregnancy outside of marriage, interfaith relationships, seeking divorce, and inappropriate dress or make-up.

The Government will continue to challenge the cultural attitudes that may underpin practices of FGM and forced marriage and ensure professionals have the confidence to confront these issues.

We know that our front line professional staff may have limited opportunities to speak to potential victims of honour based abuse, forced marriage and female genital mutilation which means that *all* professionals need to be aware the issues, how to identify when it might be happening and what to do. If the victim is allowed to walk out of the door without support being offered, that one opportunity might be lost.

Forced marriage is a criminal offence and statutory agencies and institutions where victims may be accessible need to work together to increase awareness and support

for these victims. We know that despite the recorded numbers, forced marriage still remains a hidden practice, as many more cases remain unreported.

There are multi-agency services available but work needs to be done to align this with the statutory requirements on dealing with forced marriage and honour based abuse.

Partnership agencies need to work together to;

- Develop and embed clear care pathways
- Focus on raising awareness within health agencies and schools to recognise, prevent and refer
- Work with communities to increase an awareness of support that is available for victims and an individual's right to choose

we will;

- use the results of our local multi-agency self-assessment against the HM Government: FM/HBV Guidance to determine service priorities for the partnership and commissioning arrangements
- raise awareness among the public and professionals/agencies focusing on health agencies and children's services including schools to recognize, provide information and give a route to seek help
- provide training for the agencies' staff to recognize, report and refer
- develop and agree clear care pathway from initial identification shared by all agencies
- access to appropriate services for support and actions - reducing or protecting from risk of/harm

we will;

- work with faith leaders to raise awareness within vulnerable communities and develop positive relationships.
- work with the charity Barnado's to ensure that we are doing all we can to help eradicate the illegal practice of female genital mutilation

The Government VAWG Strategy

It is the Governments' intention to publish a National Statement of Expectations (NSE) to make clear to local partnerships what good commissioning and service provision looks like. This will provide a blueprint for all local areas to follow, setting out core expectations, but giving them the freedom to respond to meet local needs.

To help deliver on these expectations, local partnerships will have access to new targeted, expert support from a network of local and national practitioners. The Government will make sure that all partnerships have access to the best examples of local practice, along with the data, tools and information they need to improve local commissioning. The Government will provide local areas with the resources they need support transformation by aligning increased central Government funding to promote effective local leadership, joined up commissioning and the evaluation of emerging models which support earlier intervention and coherent pathways of victim support.

The Government recognises that some sectors of society can experience multiple forms of discrimination and disadvantage or additional barriers to accessing support. These include women and girls from Black and Minority Ethnic (BME) communities, lesbian, gay, bisexual and transgender

(LGB&T) women, older women and disabled women, adults who seek help for childhood sexual abuse, and the needs of female offenders who have also been victims of violence and abuse. The Government support to promote effective local commissioning will focus on ensuring the needs of all victims are met.

To help meet this challenge, the Government will provide £80 million of dedicated funding over this spending review period. This funding will provide core support for refuges and other accommodation-based services, helping local areas ensure that no woman is turned away from the support she needs. It will include specific provision for women from BME backgrounds, and innovative services for the most vulnerable with complex needs. The funding will also support a network of rape support centres, and a network of national helplines. Critically, from 2017, this increased funding will also support the launch of a VAWG Service Transformation Fund to support, promote and embed the best local practice.

Local commissioning priorities

Based on local information reviewed in the JSNA and findings from the SafeLives review, a range of key issues have been identified and used to inform the commissioning strategy and timetable for future activity. These include the following:

1. *There is evidence that domestic abuse victims require services to be developed through integrated pathways and approaches.*
2. *In meeting the needs of the whole community, there is inconsistent and minimal intelligence in relation to the needs of and impacts for people with specific and multiple equality characteristics (as outlined in the Equality Act 2010).*
3. *Due to limited monitoring and fragmented approaches to commissioning existing services, there is the need to implement an integrated outcomes focused framework for measuring progress against future strategic delivery.*
4. *Professionals working in services across statutory services and within community settings need to better understand how to recognise and report domestic abuse.*
5. *Targeted awareness raising and effective communications outlining both the victim and professional pathways are needed to support early intervention and / or ensure victims receive timely access to appropriate information, guidance and specialist support.*
6. *The experiences and involvement of victims including children, as well as perpetrators needs to directly influence service design and delivery. This is not routinely currently evidenced.*
7. *Risk management is key – services offered to victims must consider not only how to meet the current presenting need but also how to prevent that risk from escalating and recurring*
8. *There is the need for a clear 'pathway' for victims that triages support*
9. *IDVA services need to be sustainable and have a presence in a wider range of community settings to maximise reach*
10. *Service interventions need to incorporate 'minimum standards' in line with best practice*
11. *Secure funding is needed to sustain service viability and responsiveness*
12. *More support is needed to respond to peaks in demand i.e. weekends and evenings*

Commissioning Principles

The following four thematic areas underpin future commissioning principles;

1. Early intervention and prevention

- Victims receive clear and co-ordinated, accessible information, advice and signposting
- Victims and perpetrators are encouraged to seek help earlier in the trajectory of abuse
- Children receive educational support to develop healthy relationships
- Priority is given to getting children back into education if moving into refuge or short term accommodation
- Service provision manages risk while supporting change and recovery to prevent domestic abuse and its impact from continuing, recurring or escalating

2. Services are responsive

- Professionals from partner agencies recognise signs of abuse
- Agencies provide a safe environment for disclosures to be made
- Identification of abuse and disclosures result in timely and appropriate referrals through integrated pathways
- Victims are listened to and services are needs-led for men, women and children
- Best practice interventions are identified and utilised with perpetrators
- Appropriate types of support are available out of hours and at weekends

3. Services meet the needs of the whole community

- Service developments are underpinned by robust equality impact assessments
- There is ongoing and targeted engagement with communities at a local level to build trust and develop future services
- A 'no wrong door' is developed across agencies
- Services have a 'whole family' approach
- Services aim to break cycles and patterns of domestic abuse and overcome the impact it has on individual and family wellbeing and relationships

4. Effective governance and partnership arrangements underpin commissioning

- Services are underpinned by national accreditation ensuring minimum quality standards are met
- Needs analysis for commissioning options is based on a risk management approach
- An outcomes focussed performance framework will be used to measure progress against delivery of the strategy
- Commissioned services receive routine contract monitoring, seeking evidence of social value, value for money and positive outcomes for victims and people affected
- Service solutions will focus on developing sustainable partnerships, including between commissioned, non-commissioned services, local and national agencies

Risk factors

Risk factors that might prevent the commissioning strategy from being realised include;

- A lack of engagement and timely 'buy in' from key service providers including education links
- Insufficient and insecure funding arrangements
- Commissioning decisions being made outside of a joint commissioning and multi-agency approach
- Inconsistent application of contract management and quality assurance oversight of services
- Unclear pathways across partner agencies
- A lack of understanding of domestic abuse in communities and with practitioners

We will mitigate these risks by;

- Consulting with key agencies to inform decision making – and sharing a timetable of core commissioning activity
- Developing robust business cases outlining projected needs and cost implications
- Underpinning the commissioning strategy with a commitment to multi-agency working
- Developing proportionate approaches for contract monitoring and quality assurance – and developing overarching KPI's
- Developing and communicating practitioner and victim referral pathways for support
- Developing and implementing a communications strategy to assist with victims and perpetrators recognising the signs of abuse, referral routes to services and what support is available to meet their needs.
- Ensuring that practitioners have appropriate workforce development interventions

Legislative framework

Significant new legislation is now in place including specific offences of stalking, forced marriage, failure to protect from Female Genital Mutilation (FGM), and revenge pornography, as well as the new domestic abuse offence to capture coercive or controlling behaviour in an intimate or family relationship. In shaping this strategy, we have taken into account a number of sector specific legislation and publications including:

On the 25th of November 2010, to mark the International Day for the Elimination of Violence against Women, the Coalition government launched a paper outlining their ambition and guiding principles to tackle violence against women and girls.	In November 2013, the government announced their intention to roll out nationally both domestic violence protection orders and the domestic violence disclosure scheme across England and Wales from March 2014.
In 2011, Domestic Homicide Reviews (DHRs) were established on a statutory basis under section 9 of the Domestic Violence, Crime and Victims Act (2004). This provision came into force on 13th April 2011. Locally, the District Community Safety Partnership is responsible for determining whether such a review should take place in the event of a death, establishing a review and overseeing subsequent reports and actions.	In March 2013, the coalition government introduced a change in the definition of domestic violence and abuse. It was widened to include young people aged 16 to 17 and coercive control – a pattern of controlling behaviour. The decision followed a consultation that saw respondents call overwhelmingly for this change
In November 2012 the Protection from Harassment Act 1997 was updated by provisions made in the Protection of Freedoms Act 2012, creating 2 new offences for stalking. The new offences were made under sections 2A and 4A of the 1997 Act and cover: stalking, stalking involving fear of violence or serious alarm and distress. The amendments also set out new police powers to enter and search premises (on provision of a warrant – section 2B) in relation to these offences.	Domestic Violence Protection Orders (DVPOs) were introduced by the Crime and Security Act 2010, and enable the police to put in place protection for the victim in the immediate aftermath of a domestic violence incident. Under DVPOs, the perpetrator can be prevented from returning to a residence and from having contact with the victim for up to 28 days, allowing the victim a level of breathing space to consider their options, with the help of a support agency. If appropriate, the process can be run in tandem with criminal proceedings
The Domestic Violence Disclosure Scheme (DVDS) introduces a framework with recognised and consistent processes to enable the police to disclose to the public information about previous violent offending by a new or existing partner where this may help protect them from further violent offending. The DVDS introduces two types of process for disclosing this information. The first is triggered by a request by a member of the public (‘right to ask’). The second is triggered by the police where they make a proactive decision to disclose the information in order to protect a potential victim (‘right to know’). Both processes can be implemented within existing legal powers.	FGM has been a specific criminal offence in the UK since 1985 when the (UK-wide) Prohibition of Female Circumcision Act (“the 1985 Act”) was passed. The Female Genital Mutilation Act 2003 (“the 2003 Act”) replaced the 1985 Act in England, Wales and Northern Ireland ¹ . It modernised the offence of FGM and the offence of assisting a girl to carry out FGM on herself while also creating extra-territorial offences to deter people from taking girls abroad for mutilation. To reflect the serious harm caused, the 2003 Act increased the maximum penalty for any of the FGM offences from five to 14 years’ imprisonment.

Appendix 1 – HM Government Violence Against Women and Girls Strategy 2016 - 2020

The Government's vision is that by 2020:

- There is a significant reduction in the number of VAWG victims, achieved by challenging the deep-rooted social norms, attitudes and behaviours that discriminate against and limit women and girls, and by educating, informing and challenging young people about healthy relationships, abuse and consent;
- All services make early intervention and prevention a priority, identifying women and girls in need before a crisis occurs, and intervening to make sure they get the help they need for themselves and for their children;
- Women and girls will be able to access the support they need, when they need it, helped by the information they need to make an informed choice;
- Specialist support, including accommodation-based support, will be available for the most vulnerable victims, and those with complex needs will be able to access the services they need;
- Services in local areas will work across boundaries in strong partnerships to assess and meet local need, and ensure that services can spot the signs of abuse in all family members and intervene early;
- Women will be able to disclose experiences of violence and abuse across all public services, including the NHS. Trained staff in these safe spaces will help people access specialist support whether as victims or as perpetrators;
- Elected representatives across England and Wales will show the leadership, political will and senior accountability necessary to achieve the necessary change, and will champion efforts to tackle these crimes;
- Everyone in a local area will be able to hold their elected leaders to account through clear data on how local need is being met;
- There will be a lower level of offending through an improved criminal justice response and a greater focus on changing the behaviour of perpetrators through a combination of disruption and support; and
- A stronger evidence base of what works, and victim safety, will be embedded into all interventions to protect victims of VAWG.

Glossary of terms

Term	Definition
BME	Black and Minority Ethnic
DA	Domestic Abuse
DHR	Domestic Homicide Review
FGM	Female Genital Mutilation
HBA/V	Honour Based Abuse / Violence
HSCB	Hertfordshire Safeguarding Children Board
HSAB	Hertfordshire Safeguarding Adults Board
FGM	Female Genital Mutilation
FM	Forced Marriage
IDVA	Independent Domestic Violence Adviser
JSNA	Joint Strategic Needs Assessment
LGBT*Q	Lesbian, Gay, Bisexual, Transgender and Questioning
MARAC	Multi-Agency Risk Assessment Conference
MASH	Multi-Agency Safeguarding Hub
SARC	Sexual Assault Referral Centre
SDVC	Specialist Domestic Violence Court

HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY & WASTE MANAGEMENT
CABINET PANEL**

FRIDAY 1 JULY 2016 AT 10 AM

Agenda Item No.

8

REGULATION OF INVESTIGATORY POWERS (RIPA): ANNUAL REPORT

Report of the Chief Legal Officer

Author: Guy Pratt

Tel: 01992 507535

Executive Member: - Richard Thake, Community Safety & Waste
Management

1. Purpose of report and Summary

- 1.1 To inform Members of the use of Regulation of Investigatory Powers (RIPA) within Hertfordshire County Council over the past year; to highlight any deviations from policy; and to provide details of any internal and external inspections and audits which have taken place. This will allow Members to undertake a review of the Authority's use of RIPA.
- 1.2 To obtain the Cabinet's agreement for the continued use of policies on:
 - (a) Directed Surveillance and Covert Human Intelligent Sources (Appendix A); and
 - (b) Acquisition and Disclosure of Communications Data from communication service providers (Appendix B).
- 1.3 The policies are annexed to this report.
- 1.4 The report covers the period 1 April 2015 – 31 March 2016. This is the annual report to Members.

2. Recommendations

The Community Safety and Waste Management Cabinet Panel recommend:

- 2.1 That the Cabinet approve the continued use of the policies on
 - (a) Directed Surveillance and Covert Human Intelligent Sources (Appendix A); and

- (b) Acquisition and Disclosure of Communications Data from communication service providers (Appendix B).

3. Background

- 3.1 The Regulation of Investigatory Powers Act 2000 (the Act) regulates covert investigations and the acquisition and disclosure of communications data from communication service providers by a number of bodies, including local authorities. It was introduced to ensure that 'individuals' rights are protected, while also ensuring that law enforcement and security agencies have the powers they need to do their job effectively.
- 3.2 The County Council has separate policies on covert investigations and the acquisition and disclosure of communications data. These require Members to consider internal reports on the use of RIPA on at least an annual basis, to ensure that it is being used consistently with the Council's policy and that the policy remains fit for purpose.
- 3.3 On the 1 November 2012 the Protection of Freedoms Act came into force. It requires that, following internal authorisation, further independent scrutiny is made of applications for covert investigations and the acquisition and disclosure of communications data. These applications are put before a Justice of the Peace for judicial approval.

4. Use of RIPA for Covert Surveillance

- 4.1 In the year April to March 2015 / 2016 Hertfordshire County Council's use of RIPA for surveillance purposes was as follows:

(a) Directed Surveillance

The number of directed surveillance authorisations granted during the period was 2. There were:

One alcohol test purchasing exercise and one investigation of the telephone sales techniques of a local business.

(b) Covert Human Intelligence Sources (CHIS)

The number of CHIS recruited during the period was 0 (zero); the number who ceased to be used during the period was 0 (zero); and the number of active CHIS at the end of the period was 0 (zero).

(c) Breach in procedures

The number of breaches identified under each category of authorisation (Directed Surveillance and CHIS) was 0 (zero).

4.2 The following actions are ongoing to enable high standards to be maintained:

- (a) The Council's RIPA procedure documents (which assists officers in the practical application of RIPA) are reviewed annually and updated as necessary;
- (b) RIPA training continues to be made available;
- (c) Authorisation forms and central record of authorisations are accurately recorded, using considered reasons for authorisation decisions and bespoke review forms;
- (d) A new policy is in the process of being drafted to detail the use of social media in investigations.

5. Use of RIPA for the Acquisition and Disclosure of Communications Data

5.1 In the year April to March 2015/2016, Hertfordshire County Council's use of RIPA for obtaining communications data was as follows:

- (a) Applications for communications data: 1.

In connection with an investigation into the activities of a builder

- (c) Applications rejected: 0

5.2 Our use of NAFN, the National Anti-Fraud Network, who process our (and other Authorities) applications for communications data, means that no inspections of our service in Hertfordshire, requesting communications data, will be made. Our applications will form part of any audit made of NAFN. No adverse comments, regarding our service, following any inspection of NAFN, were made, within the period.

6. Financial Implications

6.1 There are no financial implications resulting from this report.

7. The Benefits to Hertfordshire County Council and use of RIPA

- 7.1 Any restriction in the use of RIPA would have a severe adverse impact on the work of the County Council.
- 7.2 RIPA authorisations are an integral part of the authority's enforcement work, enabling the detection and prevention of crime, providing a cornerstone in building safer and stronger communities.
- 7.3 The use of RIPA across the authority is at present at a fairly minimal level, and has reduced compared to a few years ago. This reduction is considered to be due to improved awareness of consumers particularly around rogue traders, and the fact that all rogue trader incidents are responded to within 24 hours, which means often that any investigation is able to much more current, and the use of RIPA less necessary.
- 7.4 Some of the successes for the authority following RIPA authorisations in the year April to March 2015 / 2016 are:

Directed Surveillance:

There were 6 premises visited under the authorisation for alcohol test purchasing. These visits were based on intelligence. 3 of the 6 visits resulted in a sale to the underage volunteer. The 3 traders concerned were advised in writing. They were not prosecuted as there had not been any previous test purchase failures. This is in consistent with previously agreed enforcement action for age restricted products.

Our alternative enforcement action for those businesses that have contravened underage sales laws for the first time is for the trader to attend an Age Restricted Sales training course. The cost is £50 chargeable to the trader. This has enabled the Council to offer an alternative to investigation which provides help to the first time offender, reduces time spent on investigation and allows officers to concentrate resources on the more serious breaches. This has not been used in 2015/2016.

The other authorisation resulted in a business receiving written advice to close the investigation.

Communications data

The authorisation for communications data initially allowed the authority to pursue a rogue trader investigation where telephone numbers were a potential means of initially identifying the traders. Unfortunately the information gathered was inconclusive. However, the report was

concluded and although the identity of the trader may still be disputed, other evidence may be used to prosecute.



**POLICY DOCUMENT ON THE
REGULATION OF INVESTIGATORY
POWERS ACT 2000 (RIPA)**

**DIRECTED SURVEILLANCE AND USE OF
COVERT HUMAN INTELLIGENCE
SOURCES**

**Policy approved by CABINET
on**

11th July 2016

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REGULATION OF INVESTIGATORY POWERS ACT 2000 POLICY IN RELATION TO DIRECTED SURVEILLANCE AND USE OF COVERT HUMAN INTELLIGENCE SOURCES

1 INTRODUCTION

- 1.1 The Regulation of Investigatory Powers Act 2000 (the Act) regulates covert investigations by a number of bodies, including local authorities. It was introduced to ensure that individuals' rights are protected while also ensuring that law enforcement and security agencies have the powers they need to do their job effectively.
- 1.2 Hertfordshire County Council (we, us) is included within the Act's framework with regard to the authorisation of both Directed Surveillance and of the use of Covert Human Intelligence Sources (CHIS).
- 1.3 Whilst the Act also regulates acquisition and disclosure of communications data, Directed Surveillance and of the use of CHIS are overseen by the Chief Surveillance Commissioner (the Commissioner). The Commissioner does not oversee acquisition and disclosure of communications data. This policy therefore only relates to the part of the Act that is the responsibility of the Commissioner.
- 1.4 This policy applies to the both the authorisation of Directed Surveillance and of the use of Covert Human Intelligence Sources (CHIS).
- 1.5 The Home Office publish codes of practice pursuant to section 71 of RIPA, for Directed Surveillance and of the use of Covert Human Intelligence Sources ("CHIS"). This policy should be read in conjunction with current guidance issued by the Home Office and the Chief Surveillance Commissioner.
- 1.6 In summary the Act requires that when the Council undertakes "directed surveillance" or uses a "covert human intelligence source" these activities must only be authorised by an Officer with delegated powers when the relevant criteria are satisfied.
- 1.7 It must be noted that the Council cannot authorise "Intrusive Surveillance" which is defined in the legislation. That relates to surveillance in residential properties or private vehicles.

2 ROLES

- 2.1 The legislation creates a number of roles:
- 2.2 The Senior Responsible Officer ensures the integrity of the process within the Local Authority, compliance with the Act and the Code of Practice, oversight of the reporting of errors to the Commissioner, engagement with the inspectors when they conduct inspections and where necessary

oversight of the implementation of post-inspection action plans. The Senior Responsible Officer is the Chief Legal Officer of Hertfordshire County Council.

- 2.3 The Senior Authorising Officer is the Head of Trading Standards who has overall responsibility for RIPA issues across the Council and holds the Central Register of Authorisations.
- 2.4 Each of the Council Services Scheme of Delegations should nominate at least one officer who can authorise “directed surveillance” and the use of “covert human intelligence sources” (Authorising Officers). The prescribed Local Authority officers who may be Authorising Officers must hold the rank of a director, head of service or service manager or equivalent. For Hertfordshire Fire and Rescue Service the prescribed officer is a group manager. The Senior Authorising Officer holds the current list of Authorising Officers.
- 2.5 The prescribed Local Authority officers who may authorise surveillance activity when knowledge of confidential information is likely to be acquired or in the case of a CHIS when a vulnerable individual or juvenile is to be used as a source, the authorisation must be by the Head of Paid Service or a person acting in their absence. The Head of Paid Service for Hertfordshire County Council is the Chief Executive.
- 2.6 Confidential Information relates to medical records or spiritual counselling, confidential journalistic material, confidential discussions between Members of Parliament and their constituents, or matters subject to legal privilege.

3 PURPOSE

- 3.1 The Act prescribes the purpose for which we can authorise Directed Surveillance and of the use of a CHIS. We will comply with those requirements.
- 3.2 The only purpose for which we can authorise Directed Surveillance or the use of a CHIS is for the purpose of preventing or detecting crime or of preventing disorder. For Directed Surveillance authorisation is restricted to investigation of offences which attract a maximum custodial sentence of six months or more or criminal offences relating to the underage sale of alcohol or tobacco. The Fire and Rescue service may also access such data in the interests of public safety.
- 3.3 Internal disciplinary investigations do not come within the scope of this policy unless we are investigating a criminal breach. If that is the case, the processes within this policy must be followed.

4 SCOPE

- 4.1 Definitions are given in the legislation and codes of practice. The following is a brief guide only and are not complete definitions.
- 4.2 If directed surveillance is undertaken then authorisation is required.
Surveillance includes monitoring, observing or listening to persons, their movements, their conversations or their other activities or communication by recording anything monitored, observed or listened to in the course of surveillance
- 4.3 Covert surveillance is any surveillance which is carried out in a manner calculated to ensure that the persons subject to the surveillance are unaware that it is or may be taking place.
- 4.4 Directed surveillance is covert but not intrusive surveillance undertaken for the purposes of a specific investigation in such a manner as is likely to result in the obtaining of private information about a person (whether or not one is specifically identified for the purposes of the investigation or operation).
- 4.5 Directed surveillance does not include covert surveillance carried out by way of an immediate response to events or circumstances which, by their very nature, could not have been foreseen. For example, a Trading Standards Officer would not require an authorisation to conceal them self and observe a suspicious person that they came across in the course of a visit to a trader. However, if as a result of that a specific investigation subsequently takes place then it would be within the framework of the 2000 Act.
- 4.6 If a Covert Human Intelligence Source is used then authorisation is required.
- 4.7 A person is a Covert Human Intelligence Source if he/she establishes or maintains a personal or other relationship with a person for the covert purpose and they covertly uses such a relationship to obtain information or to provide access to any information to another person; or they covertly disclose information obtained by the use of such a relationship, or as a consequence of the existence of such a relationship.
- 4.8 A purpose is covert, in relation to the establishment or maintenance of a relationship, if and only if the relationship is conducted in a manner that is calculated to ensure that the other party to the relationship is unaware of that purpose.
- 4.9 The use of a CHIS can include inducing, asking or assisting a person to engage in the conduct of a CHIS or obtain information by using that CHIS.
- 4.10 Where members of the public volunteer information to the Council, as part of their normal civic duties, they would not generally be regarded as

a CHIS. However, a member of the public may become a CHIS if he provides information on more than one occasion or has been asked or assisted by a Council Officer to provide information.

5 CONSIDERATIONS

- 5.1 Authorisation and renewal is a 2 stage process. The first being the internal authorisation, which if successful then has to go before a court for judicial approval.
- 5.2 The Authorising Officer will need to be aware of particular sensitivities in the local community with respect to the activities authorised and the purpose of the investigation. In addition, as required by the legislation they must have regard to whether the acquisition is necessary and proportionate and the degree, if any, of interference with the privacy of persons other than the direct subject(s) of the application.
- 5.3 No Authorising Officer shall grant an authorisation for the conduct or use of a CHIS unless he believes arrangements exist for ensuring:
 - 5.3.1 that there will at all times be a person who will have day-to-day responsibility for dealing with the CHIS on behalf of the Council, and for the CHIS's security and welfare which will normally be the investigating Officer
 - 5.3.2 that there will at all times be another person who will have general oversight of the use made of the CHIS which will normally be the Authorising Officer
 - 5.3.3 the investigating Officer will have responsibility for maintaining a record of the use made of the CHIS
 - 5.3.4 that the records that disclose the identity of the CHIS will only be available for access to those Officers deemed necessary
- 5.4 The Authorising Officer must consider the safety and welfare of a CHIS, and the foreseeable consequences to others of the tasks they are asked to carry out. The Authorising Officer must ensure a risk assessment has been carried out before authorisation is given. Consideration from the start for the safety and welfare of the CHIS, even after cancellation of the authorisation, should also be considered.
- 5.5 Additional safeguards contained in Regulation of Investigatory Powers (Juveniles) Order 2000 SI No. 2793 apply to a CHIS under the age of 18 years. Only Trading Standards investigations are likely to require the use of CHIS's under the age of 18. Such use must be authorised by the Head of Paid Service or a person acting in their absence.

- 5.6 Once the internal process is approved a duly authorised officer within Trading Standards will request the judicial approval.
- 5.7 Further guidance is available from the procedure, Procedure Document On The Regulation Of Investigatory Powers Act 2000 (RIPA) – Directed Surveillance And Use Of Covert Human Intelligence Sources, which can be found on Compass.

6 FORMS AND KEEPING OF RECORDS

- 6.1 The Senior Authorising Officer shall be responsible for ensuring the authority has the appropriate forms and records to comply with the requirements of the legislation and code. The Senior Authorising Officer is responsible for retaining and keeping secure the Central Register of Authorisations.
- 6.2 Whatever the nature of the decision taken by the Authorising Officer it should be confirmed in writing with reasons for the decision.
- 6.3 Authorising Officers must ensure that the relevant details of each authorisation are sent to the Senior Authorising Officer as soon as practicable and within 5 working days.
- 6.4 Authorising Officers are responsible for ensuring that authorisations undergo timely reviews and are cancelled promptly after the authorised activity is no longer necessary.

7 COMPLAINTS

- 7.1 The Authority's complaints procedure applies to complaints about activities within the scope of this policy.
- 7.2 The Act establishes an independent Tribunal, called the Investigatory Powers Tribunal that has full powers to investigate and decide on any case within its jurisdiction.

8 SCRUTINY

- 8.1 This policy must be examined by Members on a yearly basis and approved as fit for purpose.
- 8.2 Members will receive reports from on a quarterly basis on the implementation of RIPA by Hertfordshire County Council



**POLICY DOCUMENT ON THE
REGULATION OF INVESTIGATORY
POWERS ACT 2000 (RIPA)**

**ACQUISITION AND DISCLOSURE OF
COMMUNICATIONS DATA FROM
COMMUNICATION SERVICE PROVIDERS**

**Policy approved by CABINET
on**

11th July 2016

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REGULATION OF INVESTIGATORY POWERS ACT 2000 POLICY IN RELATION TO ACQUISITION AND DISCLOSURE OF COMMUNICATIONS DATA FROM COMMUNICATION SERVICE PROVIDERS

1 INTRODUCTION

- 1.1 The Regulation of Investigatory Powers Act 2000 (the Act) regulates the acquisition and disclosure of communications data from communication service providers by a number of bodies, including Local Authorities. It was introduced to ensure that individuals' rights are protected while also ensuring that law enforcement and security agencies have the powers they need to do their job effectively.
- 1.2 Whilst the Act also regulates directed surveillance and of the use of Covert Human Intelligence Sources (CHIS), the acquisition of communications data is overseen by the Interception of Communications Commissioner (the Commissioner). The Commissioner does not oversee surveillance and CHIS issues. This policy therefore only relates to the part of the Act that is the responsibility of the Commissioner.
- 1.3 This policy applies to the acquisition and disclosure of communications data from communication service providers under the Act.
- 1.4 Hertfordshire County Council (we, us) is included within the Act's framework with regard to the acquisition and disclosure of communications data but only for the purpose of the prevention and detection of crime. Hertfordshire Fire and Rescue Service may access communications data about the maker of an emergency call within one hour of its termination to enable the provision of emergency assistance. Such access is outside the provision of the Act and therefore outside the scope of this policy
- 1.5 In summary, the Act requires that when the Council undertakes the acquisition or disclosure of communication data, these activities must be authorised by a designated person when the relevant criteria are satisfied and the authorisation must be approved by a Justice of the Peace.
- 1.6 For the avoidance of doubt, Local Authorities such as Hertfordshire County Council cannot apply for the content of communications nor 'intercept' communications and therefore cannot apply to listen into telephone conversations or read emails. Local Authorities can only apply for communications data.
- 1.7 The Home Office publish a code of practice (the code) pursuant to section 71 of RIPA, for the Acquisition and Disclosure of Communications Data. This code applies to public authorities and the code and its principles will be followed by us. This policy should be read in conjunction with current

guidance issued by the Home Office and the Interceptions of Communications Commissioner.

2 ROLES

2.1 The legislation creates a number of roles:

2.2 The Senior Responsible Officer ensures the integrity of the process within the Local Authority, compliance with the Act and the Code of Practice, oversight of the reporting of errors to the Commissioner, engagement with the inspectors when they conduct inspections and where necessary oversight of the implementation of post-inspection action plans. The Senior Responsible Officer is the Chief Legal Officer of Hertfordshire County Council.

2.3 The designated person is a person holding a prescribed office who considers the application and either grants or rejects the application in accordance with the legislation and the code. The prescribed Local Authority officers who may be a designated person are a director, head of service or service manager or equivalent. For the Hertfordshire Fire and Rescue Service the prescribed officers are a principal fire control officer or group manager.

2.4 The single point of contact (SPoC) is a group of trained, externally accredited individuals who facilitate the effective co-operation between us and the communication service providers. We can use the services of an alternative SPoC facility and we use the SPoC facility of the National Anti-Fraud Network (NAFN) of which we are a member.

2.5 The applicant is the person involved in conducting the investigation.

3 PURPOSE

3.1 The Act prescribes the purpose for which we can access communications data. We will comply with those requirements.

3.2 The only purpose for which we can access such data is for the purpose of preventing or detecting crime or of preventing disorder. The exception is the Fire and Rescue service who may also access such data in the interests of public safety.

3.3 Any postal or telecommunications operator is referred to as a communications service provider (CSP). All applications for communications data from a CSP must follow this policy.

4 COMMUNICATIONS DATA

- 4.1 Communications data is divided into three categories. Note that the content of communications is not communications data. The categories are defined in the legislation. Briefly:
- 4.2 Traffic data is information that identifies the person to or from whom the communication is transmitted or the location. Such information is not available to us.
- 4.3 Service use information is data relating to the use made by any person of a postal or telecommunications service. We may access such information in accordance with the legislation and code
- 4.4 Subscriber information is information about the person to whom the communications service provider has provided the service. We may access such information in accordance with the legislation and code.

5 CONSIDERATIONS

- 5.1 Authorisation and renewal is a 2 stage process. The first being the internal authorisation, which if successful then has to go before a court for judicial approval.
- 5.2 The applicant must first apply for the data through the designated person who will check the application before it is forwarded to NAFN. Once approved by NAFN and Legal Services, judicial approval will be sought before the data is obtained from NAFN.
- 5.3 The designated person will need to be aware of particular sensitivities in the local community with respect to the data applied for and the purpose of the investigation. In addition, as required by the legislation they must have regard to whether the acquisition is necessary and proportionate and the degree, if any, of interference with the privacy of persons other than the direct subject(s) of the application.

6 FORMS AND KEEPING OF RECORDS

- 6.1 The SPoC shall be responsible for ensuring the authority has the appropriate forms and records to comply with the requirements of the legislation and code. The SPoC is responsible for retaining and keeping secure the applications and product as detailed in the code.

7 COMPLAINTS

- 7.1 The Authority's complaints procedure applies to complaints about activities within the scope of this policy.
- 7.2 The Act establishes an independent Tribunal, called the Investigatory Powers Tribunal that has full powers to investigate and decide on any case within its jurisdiction.

8 SCRUTINY

- 8.1 This policy must be examined by Members on a yearly basis to be approved as fit for purpose.
- 8.2 Members will receive reports on a quarterly basis on the implementation of RIPA by Hertfordshire County Council

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL

FRIDAY 1 JULY 2016 10:00 AM

Agenda Item No.

9

HOUSEHOLD WASTE RECYCLING CENTRE SERVICE

Report of the Chief Executive & Director of Environment

Authors: Mark Simpkins, Waste Manager - Contract Delivery 01992 556175
Matthew King, Head of Waste Management & Environmental Resource
Planning 01992 556207

Executive Member: Richard Thake, Community Safety and Waste Management

1. Purpose of report

- 1.1 To provide the Cabinet Panel with an update on the performance and operation of the Household Waste Recycling Centre (HWRC) service contract, including the introduction of a policy to deal with aggressive and anti-social behaviour at the centres.

2. Summary

- 2.1 The Household Waste Recycling Service (HWRS) handles almost 80,000 tonnes of waste and receives approximately 2.2 million visits per annum. The service provides facilities to segregate up to 33 different materials for recycling, reuse or recovery. Historically the service was managed using a disaggregated approach by having a number of separate contracts for the various elements of the operation. The current contract combines all of these into one agreement with a single service provider.
- 2.2 Amey took over the operation of the county's 17 HWRCs on 6 October 2014 and with the agreement of HCC implemented a number of significant service changes from 5 January 2015. These changes included reduced opening hours and days at 16 of the 17 HWRCs (with the exception of Buntingford).
- 2.3 Other changes introduced included a van permitting scheme in an attempt to better control misuse by businesses and other traders, a commercial waste service trial at their St Albans depot (adjacent to the St Albans HWRC) and the implementation of reuse facilities across the network.
- 2.4 These changes and the new contract delivered annual savings of over £750,000 as well as introducing profit sharing mechanisms and a more robust and thorough approach to performance and contract monitoring with specific remedies for addressing poor performance and driving service improvements.
- 2.5 Amey continues to make improvements to the HWRC network and has been actively carrying out a range of small scale developments across the centres since

the service changes last year. As predicted, user satisfaction levels dipped at the time of the service changes and the busy Easter period that followed but since then steady improvements continue to be made.

3. Recommendation

- 3.1 That the Cabinet Panel consider the content of this report in respect of the HWRC performance and the information on the minor changes to the van permit scheme.
- 3.2 That the Cabinet Panel endorse the adoption of the policy for dealing with aggressive behaviour towards staff, abuse of site rules and fly tipping on or around the HWRCs.

4. Background

- 4.1 Following an extensive procurement process Amey were awarded a contract for the management of the HWRS. As part of their bid, Amey considered a range of available service changes to meet a financial saving target of at least £750,000, which was delivered in full for 2015/16.
- 4.2 The key changes that were agreed were a reduction in the number of days the sites are open and to the operational hours. Appendix A shows the current calendar of agreed opening hours and days.
- 4.3 In addition, Amey also implemented a free van permitting scheme from the 5 January 2015 which generated 22,746 applications up to the end of March 2016.
- 4.4 As anticipated, it took some time for users to become familiar with the new opening times and additional communications were distributed on top of the original communication plan to improve awareness. In addition, site improvements at the Hemel Hempstead and Letchworth HWRCs (signage and parking layout) were made to address specific issues at these sites.
- 4.5 Ongoing communications to raise awareness of the HWRS, including advice on 'how to get the best' from the HWRCs, has appeared in the spring edition of Horizons and local papers. See Appendix B for details of the communication plan for Easter, spring and summer 2016. This campaign is aiming to try and help smooth out the peaks and troughs that the service experiences.

5. Performance

- 5.1 As part of the new contract Amey are responsible for dealing with all customer enquiries and they operate a dedicated call centre to handle queries, applications for free van permits (which are also available on-line) and complaints. The volume of calls handled is shown in figure 1 and table 1 below. These statistics demonstrate that Amey managed very high levels of calls from December 2014 through to April 2015 (just before and after the service changes were introduced), but the information suggests that the number of enquiries is gradually declining. It is important to note that the majority of calls received during this period were

related to applications for van permits and this remains a significant proportion of the total amount of enquires handled by the call centre.

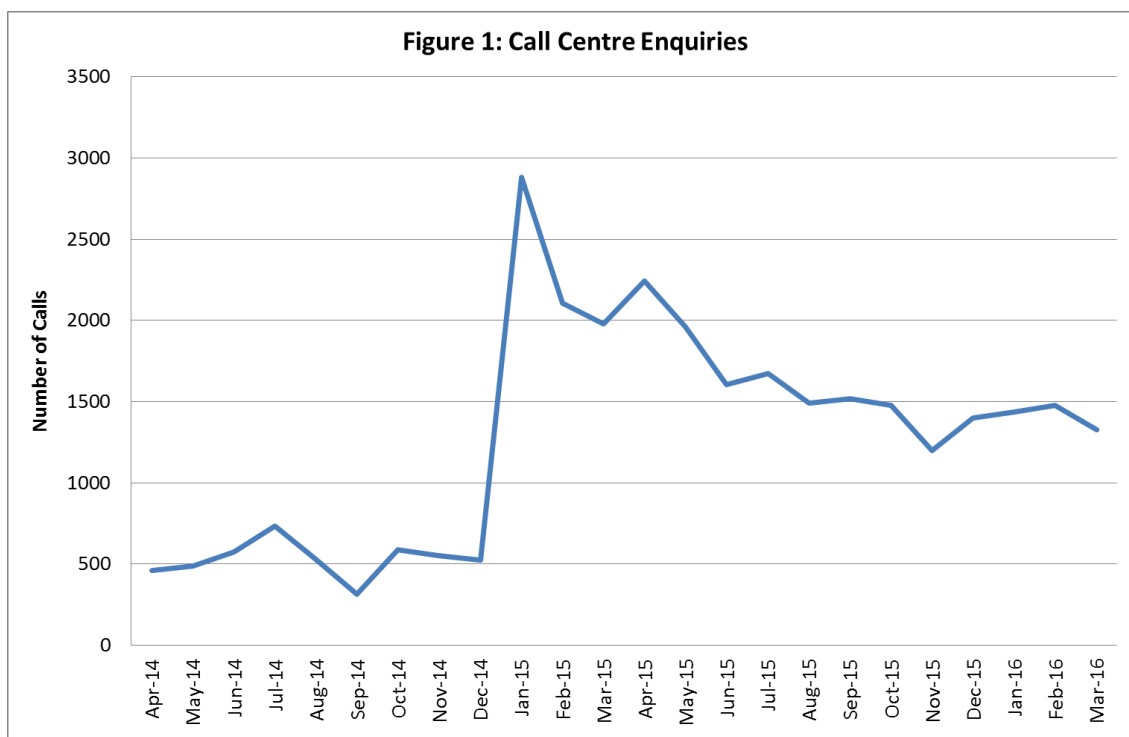


Table 1: Calls regarding the service received by the call centre		
	2014/2015	2015/2016
April	461	2242
May	489	1959
June	572	1606
July	732	1674
August	526	1491
September	315	1518
October	588	1476
November	553	1197
December	524	1398
January	2880	1434
February	2105	1478
March	1978	1327

- 5.2 Table 2 and figure 2 below show the number of complaints received about the service in 2015/16 and table 2 compares these figures with the previous year. This shows that the level of complaints unsurprisingly peaked during the service changes and in the months afterwards (including the busy Easter period), but have since reduced in number, which indicates that the majority of residents are now becoming aware of the changes to the HWRS.

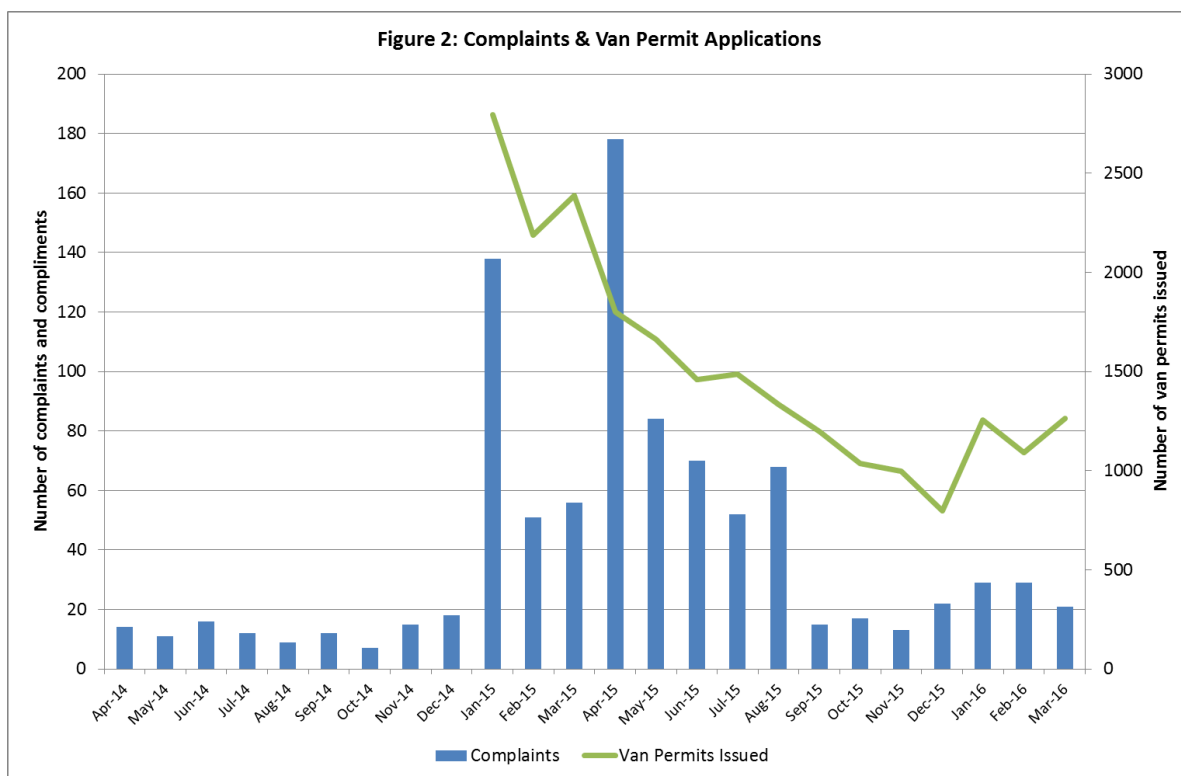


Table 2: Summary of complaints received

	2014/2015	2015/2016
April	14	178
May	11	84
June	16	70
July	12	52
August	9	68
September	12	15
October	7	17
November	15	13
December	18	22
January	138	29
February	51	29
March	56	21
Total	359	598

- 5.3 The van permitting scheme was the subject of 15% of all complaints in 2015/16 from service users who were unaware of, or disagreed with, the implementation of the new scheme. Figure 2 above also shows the number of van permit issued in each month and is detailed further in section 8 of this report.
- 5.4 A summary of the tonnage of materials received at the HWRCs in 2015/16 is shown below in Table 3 with a further detailed breakdown, by site and material, in Appendix C. These demonstrate that Amey have diverted over 72% of all material received from landfill (which is a slight improvement on the previous year).

Table 3 – Tonnage managed through the HWRS

2015/16	Quarter 1 Apr-Jun	Quarter 2 July-Sept	Quarter 3 Oct-Dec	Quarter 4 Jan-Mar	Total
Residual	5,909	5,603	4,781	5,458	21,751
Recycling	13,705	11,384	9,473	10,368	44,930
Composting	2,861	2,708	1,897	1,037	8,503
Reuse	34	28	29	29	120
Recovery	423	1,678	650	480	3,231
Total	22,932	21,401	16,830	17,372	78,535

- 5.5 Table 3 also demonstrates the seasonal fluctuations in user patterns across the HWRS, with greater volumes being received in the first two quarters, which is reflective of how busy the sites are during spring and summer and directly correlates with the number of complaints and enquiries that are received during this period.
- 5.6 An improvement in the way mixed wood wastes were managed from the HWRCs resulted in a significant increase in the amount of material sent for recycling as opposed to energy recovery (through biomass plants). This additional tonnage (circa 13,700 tonnes) has helped increase the projected 2015/16 combined recycling rate for all 11 Hertfordshire Authorities to above 50%.

6. Reuse

- 6.1 The expansion of re-use centres across the network of HWRCs took place during 2015/16, pushing waste up the 'hierarchy' and has proved popular with service users. A proportion of the profits made from the sale of the material are used to incentivise Amey staff to further increase separation of material with the majority being used to offset against the operational costs of the HWRS.
- 6.2 Officers have worked with the national Waste Resources Action Programme (WRAP) and received funded support to examine re-use services elsewhere in the UK. The project outcome suggested that modest investment in signage, pricing, shelving and lighting would provide improvements to the levels of re-use across Hertfordshire and that the provision of a smaller number of purpose built structures, such as that at the Harpenden HWRC (see photograph in figure 3 below), where they can be accommodated, would provide a more comprehensive and effective re-use service across the network. Currently, 16 of the 17 centres have a reuse 'area' but facilities are limited by the availability of space and the need to balance users visiting just to browse or staying longer to browse and the impact this additional parking pressure brings to other service users who simply want to be in and out of the centre as quickly as possible. Further improvements are being investigated to create larger shops at certain HWRCs that can accommodate them and officers and Amey are also looking into working with other partners such as other reuse organisations and charities.

Figure 3: The Harpenden HWRC re-use centre



7. Unscheduled closures

- 7.1 Wherever possible the council's haulier schedules their collections to be carried out on the closure days or outside operational hours. However, servicing during opening hours, resulting in a temporary closure while containers are safely exchanged is sometimes unavoidable as containers can fill up more quickly than anticipated and require emptying to keep the sites open or maintain capacity for certain materials, especially during busy times.
- 7.2 To provide further information, Table 4 demonstrates a comparison of the level of servicing undertaken during operational and non-operational hours in August 2014 and August 2015. This shows a significant improvement across the entire network in terms of servicing outside of published opening times from 22% in 2014 to 68% in 2015.

Table 4: Servicing of HWRCs

Household Waste Recycling Centres
Number of Waste Stream Movements (Full Containers)
Weeks 19 to 22 (August) - All Off Takers

	2014				2015			
Site	Collections made when open to the public	Collections made when closed to the public	TOTAL Collections	% Serving Undertaken when site closed	Collections made when open to the public	Collections made when closed to the public	TOTAL Collections	% Serving Undertaken when site closed
Berkhamsted	47	13	60	21.67%	24	36	60	60.00%
Bishops Stortford	82	52	134	38.81%	28	89	117	76.07%
Buntingford	10	27	37	72.97%	0	35	35	100.00%
Cole Green	100	6	106	5.66%	27	56	83	67.47%
Elstree	97	6	103	5.83%	47	37	84	44.05%
Harpenden	97	50	147	34.01%	47	82	129	63.57%
Hemel Hempstead	166	26	192	13.54%	49	96	145	66.21%
Hoddesdon	59	17	76	22.37%	12	55	67	82.09%
Letchworth	86	80	166	48.19%	19	132	151	87.42%
Potters Bar	109	20	129	15.50%	40	79	119	66.39%
Rickmansworth	155	42	197	21.32%	44	117	161	72.67%
Royston	80	24	104	23.08%	28	42	70	60.00%
St Albans*	161	15	176	8.52%	66	112	178	62.92%
Stevenage	171	47	218	21.56%	53	157	210	74.76%
Turnford	129	17	146	11.64%	50	64	114	56.14%
Ware	77	46	123	37.40%	22	89	111	80.18%
Waterdale*	196	33	229	14.41%	102	107	209	51.20%
TOTALS	1822	521	2343	22.24%	658	1385	2043	67.79%

* Split Level Sites – Container collections made during published opening times do not necessarily result in site closure.

- 7.3 Table 5 below shows a comparison of full site closures in 2014/15 and 2015/16, that is, the number of occasions where sites were unable to receive any waste and were forced to close for a significant proportion of the day. This highlights that since Amey have taken over there has been a significant improvement in terms of facility availability and that, permanent closures, due to a total lack of capacity for waste, is more likely to occur during the busier spring and summer periods.

Table 5 – Full HWRC closure

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2014/15	8	3	5	0	0	1	0	0	0	0	0	0	17
2015/16	2	0	0	0	0	0	0	0	0	0	0	0	2

- 7.4 To help achieve this significant improvement in performance Amey and the contracted haulier have been working together to prevent as many temporary closures and capacity issues by ensuring effective communication and maximising the weight of material in the containers. To help with this and also focus on improved customer services, Amey implemented an incentive scheme with their staff in October 2015.
- 7.5 The council's contract with its contracted haulier expires at the end of June 2016, after which time, the services for container movement, haulage and maintenance of the Council's containers will move to Amey, which is included in their overall management fee.

8. Van Permitting Scheme

- 8.1 The free van permitting scheme allows 12 visits to any Hertfordshire HWRC for those that use a van, pick-up or trailer to dispose of their household waste. Since implementation of the scheme on 5 January 2015, Amey have processed 22,746 permit applications until the end of March 2016, which includes 1,877 reapplications. This figure amounts to 9% of the total issued and implies that the vast majority of holders, have not yet used up their 12 visits.
- 8.2 Amey have identified that there are certain individuals who have been attempting to abuse the system and as a result of follow up investigations, they have tightened up controls on the scheme including the following changes:
- Wording has been simplified in order to provide one clear message and also explains that limits apply to construction, excavation and demolition wastes in line with existing policy for all other users.
 - Key messages have been highlighted to ensure that there is no confusion when residents arrive at the site.
 - Amey will stamp all permits at the point of issue to prevent copying.
 - The recording system that site managers complete has been revised to allow better monitoring of genuine usage of the permits and track previous waste types brought in.

- 8.3 Amey has also conducted some research into the geographical origin of the van permit applications received to the end of February 2016. The information shows that circa 90% of applications have come from Hertfordshire residents and the remainder originate from surrounding counties, London Boroughs or individuals that are seeking to assist relatives who live in Hertfordshire in disposing of their waste.

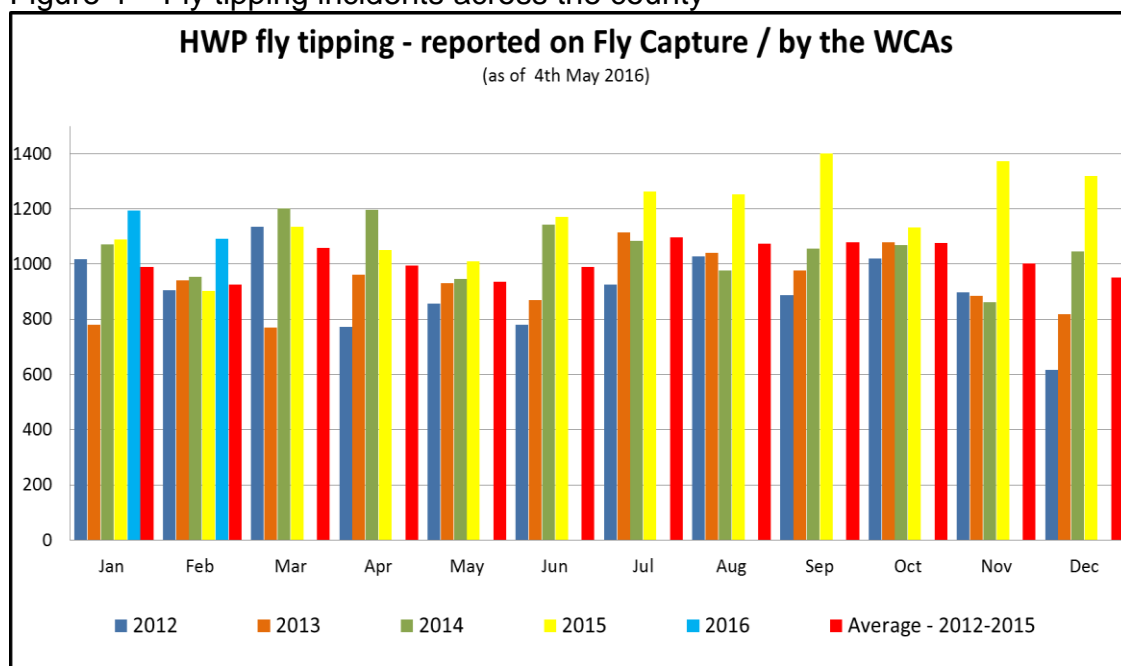
9. Commercial Waste trial

- 9.1 As part of the HCC contract requirements Amey established a pilot commercial waste service at their St Albans depot in September 2015 to allow traders and commercial organisations to legitimately pay to dispose of their waste. Uptake of the service has been disappointing with only 28 users in 2015/16 and a total net cost to Amey of circa £10,000.
- 9.2 Amey have recently notified the Council that they were unsuccessful in bidding for the waste collection contract for St Albans City and District Council, which means that they will no longer be able to occupy the depot from 13 June 2016. As a result, Amey are looking at an alternative solution, which is likely to suggest the provision of commercial waste services at some of the larger HWRCs (which already exists at the Waterdale Transfer Station).

10. Fly Tipping

- 10.1 Fly tipping at the gates of the centres on closure days has remained minimal and any items are cleared by Amey before the sites reopen in accordance with the contract. The Environment Agency's Flycapture system, no longer exists and this has recently been incorporated into the National Waste Data Flow reporting process. Figure 4 details the number of fly tipping incidents reported by Hertfordshire's Borough and District Councils up until 4 May 2016.

Figure 4 – Fly tipping incidents across the county



- 10.2 Although the data indicates that the number of recorded fly tipping incidents is on the increase (as it is nationally), there is not any demonstrable link between the changes in operation across the HWRS and the level of fly-tipping incidents.
- 10.3 Officers have been working closely with the Hertfordshire Fly Tipping Group, which includes the Borough and District Councils and Hertfordshire Constabulary to improve enforcement opportunities against those responsible for fly tipping waste. The issue has also been escalated to the Hertfordshire Waste Partnership (HWP) and it has been agreed that the HWP will oversee the work of the group to ensure a consistent approach is being taken across the county.

11. Aggressive and Anti-social Behaviour Policy

- 11.1 Amey has reported a 26% increase in the number of occasions where HWRC operatives have been subjected to harassment, the threat of physical harm or sustained verbal abuse by a service user; 2014 (65 incidents) and 2015 (82 incidents). Their findings for the Hertfordshire HWRS mirror an increase in incidents on other similar contracts they hold within the UK, such as in Peterborough and central Bedfordshire. This has led Amey to adopt a policy of zero tolerance on violence or abuse in the workplace.
- 11.2 The occasions when aggressive behaviour has necessitated police involvement has also increased, from 11 occasions in 2014 to 18 in 2015. Recognising that the inappropriate behaviour of service users (and operators) is unacceptable, a suitable and robust policy has been developed to try to address the problem. This has been informed by working with other authorities who have an established policy already and Hertfordshire Police to ensure the policy is fit for purpose.
- 11.3 The full policy is shown in Appendix D.

12. Contract monitoring

- 12.1 To seek improvement and monitor Amey's performance officers are able to issue action plans and have been conducting frequent visits to the HWRCs to ensure that the sites are running efficiently and that Amey are delivering the Key Performance Indicators (KPIs) and other service requirements as set out in the contract.
- 12.2 Monthly contract meetings are held to monitor progress against all aspects of the contract and where necessary officers have used this to escalate issues and explore potential solutions and future improvements to the HWRS. The contract uses a payment mechanism which includes a performance measurement framework. This framework assesses Amey's performance on various aspects of the contract and is directly linked to their overall payment for the operation of the centres; a "performance by results" approach based on the KPIs.
- 12.3 Mystery shopping forms a part of this measurement framework. This involves representatives from the Council and Amey, who are not linked to the contract, carrying out visits where they follow a set list of questions to assess the quality of the service being provided at the centres. To date, all mystery shopping visits

have provided positive feedback and Amey have scored an average satisfaction level of 80%.

13. Customer Satisfaction

13.1 In November 2015, Amey commissioned MEL Research to carry out an HWRC User Survey to identify who is using the centres and also monitor customer satisfaction. Ten of the seventeen sites were surveyed and 1,300 site users were asked for their views.

13.2 The key results and findings for the 2015 User Survey are as follows:

- 93% of those surveyed were satisfied with the cleanliness of the site.
- 98% of those surveyed could identify the presence of site staff.
- 81% of those surveyed said staffs were helpful.
- 82% of those surveyed were satisfied with the site layout.

13.3 Appendix E provides full details of the survey.

14. Added Value

14.1 Amey's bid included a number of provisions for added value to the service in terms of waste education and community involvement.

14.2 Amey's staff are allocated a number of hours each to work on volunteer days and/or community projects each year. Amey have made contact with the Council's Countryside Management Services who are keen to work with them and are arranging to make a number of their staff available for some of their volunteer days.

14.3 Through the Council's Work Solutions team, to date, three candidates have enjoyed work tasters at Hertfordshire's Household Waste Recycling Centres and following a successful meeting with Amey, these opportunities are set to expand further.

14.4 Amey's Supplier Diversity Charter supports and encourages micro and small and medium enterprises in Hertfordshire to join their supply chain.

14.5 As part of the contract a dedicated waste education 'outreach' officer from Amey undertook 31 waste education visits during 2015/16 by. These consisted of:-

- 3 visits to the Waste Facility at Waterbeach in Cambridgeshire to view their MRF (Materials Recycling Facility), MBT (Mechanical Biological Treatment) and IVC (In-Vessel Composting) treatment plants.
- 27 visits to Hertfordshire schools (mainly primary)
- 1 visit to a Hertfordshire community group

In total 5,283 Hertfordshire children and 345 Hertfordshire adults have been visited by Amey's waste education officer to talk about the importance of reducing

waste and how to recycle and compost at home, as well as reusing and repairing where possible.

15. Financial Implications

15.1 None arising from this report.

16. Legal Implications

16.1 Officers have worked with Legal Services to ensure that the aggressive and anti-social behaviour policy is consistent with relevant legislation.

17. Equalities Implications

- 17.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves considered the equality implications of the decision that they are making.
- 17.2 Rigorous consideration will ensure the proper appreciation of any potential impact of that decision on the Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 17.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 17.4 For completeness the EqIA on the proposed aggressive and anti-social behaviour policy is included in Appendix F. This takes into consideration the potential impact the suggested proposals will have on service users and officers have worked with the Equality and Diversity Team to ensure that issues that may arise are capable of mitigation.

18. Background papers

Highways & Waste Management Cabinet Panel:	Date
Household Waste Recycling Centres – Procurement of a New Service	18.09.2014
Waste Management Cabinet Panel:	Date
Information Note 14/09: Household Waste Recycling Centres – Procurement of a New Service	22.08.2014
Household Waste Recycling Centres – Procurement of a New Service	08.07.2014
Household Waste Recycling Centres – Procurement of a Service	18.03.2014

Household Waste Recycling Centres – Procurement of a New Service	06.11.2012
Household Waste Recycling Centres – Procurement of a New Service	05.07.2012
The Right Level Of Publicly Financed Services (Household Waste Recycling Centres)	01.03.2012
Council For The Future - The Right Level Of Publicly Financed Services	16.11.2011
The Right Level Of Publicly Financed Services (Household Waste Recycling Centres)	06.07.2011
Council For The Future - The Right Level Of Publicly Financed Services:	16.11.2010
Waste Management	

Appendices

Appendix A: Summary of current opening times

Appendix B: Communications plan

Appendix C: HWRC tonnage breakdown

Appendix D: Aggressive and anti-social Behaviour Policy

Appendix E: Customer satisfaction survey

Appendix F: Equality Impact Assessment

Appendix A – Summary of Current Opening Times

	CALENDAR OF OPENING DAYS							New hours from 05 January 2015
	M	T	W	T	F	S	S	
Berkhamsted								All Year 08.30 - 16.30
Hemel Hempstead								Summer 10.00 - 18.00
								Winter 08.00 - 16.00
Rickmansworth								All Year 10.00 - 18.00
Waterdale								All Year 10.00 - 18.00
								Saturdays (Summer only) 08:00 - 18:00
St Albans								Summer 10.00 - 18.00
								Winter 08.00 - 16.00
Harpenden								All Year 10.00 - 18.00
Turnford								All Year 10.00 - 18.00
Hoddesdon								All Year 10.00 - 18.00
Ware								Summer 10.00 - 18.00
								Winter 08.00 - 16.00
Bishop's Stortford								All Year 08.00 - 16.00
Royston								All Year 08.00 - 16.00
Letchworth								All Year 10.00 - 18.00
Stevenage								All Year 10.00 - 18.00
								Saturdays (Summer only) 08:00 - 18:00
Cole Green								Summer 10.00 - 18.00
								Winter 08.00 - 16.00
Elstree								Mon - Fri 08.00 - 16.00
								Sat - Sun 09.00 - 17.00
Potters Bar								Summer 10.00 - 18.00
								Winter 08.00 - 16.00
Buntingford								Mon - Fri 17.00 - 20.00
								Sat - Sun 10.00 - 13.00
Key:		Days Closed						
		Days Open						

Appendix B – Communications Plan

EASTER, SPRING & SUMMER 2016 COMMUNICATIONS PLAN
<p>Objectives</p> <ul style="list-style-type: none"> • To raise awareness of HCC's additional day of opening • To provide reassurance about availability of service • To promote tips for a stress-free visit • To discourage visits at the busiest times • To encourage residents to make the most of kerbside recycling • To protect Hertfordshire County Council's reputation
<p>Implementation</p> <ul style="list-style-type: none"> • To issue press releases ahead of Easter and the May Bank Holidays • To schedule regular and frequent social media messages in line with press releases • To incorporate good stories around school electrical collections (14-18 March) • To lead activity into communications around countywide WEEE Stop events (9 April-30 July)
<p>Summary of Easter activity</p> <p>Week commencing 7 March Focus: Waste Week – tie in with WasteAware team. Social media messaging: encourage kerbside recycling; publicise additional Good Friday opening; identify school for WEEE collection event & invite media.</p> <p>Week commencing 14 March Focus: School WEEE events – live coverage; weave in social media messages to encourage kerbside recycling; publicise additional Good Friday opening; and tips for stress-free trips to the tip.</p> <p>Week commencing 21 March Focus: review of schools collections and ramp up messages about Easter trips to the HWRC: encourage kerbside recycling; publicise additional Good Friday opening; and promote tips for stress-free trips to the tip.</p> <p>Week commencing 28 March Focus: publicise WEEE Stop collections with call to action to clear out and prepare to responsibly dispose of old electrical items.</p> <p>Summary of summer activity Ongoing May - August Focus: promoting HWRCs as for exceptional visits and what the various alternatives are in order to reduce the overall amount of waste taken to them. Stress-free tips about avoiding the busiest times including, pre-sorting waste etc.</p>
<p>Audiences</p> <ul style="list-style-type: none"> • Residents • HWRC employees • Councillors (district, borough and county) • District, Borough and Parish councils • Known users of the centre • Community groups • Local media

Appendix C – 2015/16 HWRC Tonnage Breakdown by site and material

Household Waste Recycling Centres																													Recycled	Reuse Shops	Recovered	Residual Waste	All Waste	Recycled	Landfill Diversion	
	Recycled/Recovered																												Total	Total	Total	Total	Total	% of Total	% of Total	
	Green Waste	Cardboard	Wood Recycled	Wood Recovered	Glass	Paper	Metal	Non Ferrous Metal	Fridges	TVs	Small Electrical Items	Large Electrical Items	Fluro Tubes	Textiles	Rigid Plastics	Tyres	Car Batteries	Household Batteries	Oil	Cooking Oil	Electrical Reuse	Reuse	Plaster	Toner	CD	Phone	Cans, plastics & tetrapaks	Hardcore & Rubble	Books	Total	Total	Total	Total	Total	% of Total	% of Total
	Tonnes	Tonnes	Tonnes		Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	Tonnes	%
Huddesdon	211.7	101.1	456.19	107.6	14.6	33.6	167.3	8.7	26.6	26.9	94.7		0.3	33.2	55.5	4.8	4.9	1.2	3.4	0.4		1.3	28.0	0.3	0.9	0.0	14.5	317.5	4.7	1,612.3	1.3	107.6	677.8	2,397.7	67.3%	71.78%
Turnford	396.0	192.4	961.57	226.7	33.0	75.4	359.5	10.3	55.9	49.7	190.3	39.7	0.6	69.0	150.1	8.4	7.6	0.9	9.4	2.1		1.3	60.3	0.3	1.6	0.0	24.2	824.1	1.5	3,525.0	1.3	226.7	1,600.8	5,352.5	65.9%	70.12%
Berkhamsted	498.3	136.3	391.21	92.2	22.6	58.7	208.6	8.0	27.8	36.6	98.1	30.1	0.5	54.0	45.6	7.0	3.4	1.0	2.3	0.4		1.3	15.6	0.3	1.0	0.0	2.9	332.6	4.3	1,988.8	1.3	92.2	666.9	2,748.0	72.4%	75.78%
Hemel Hempstead	463.0	229.1	964.99	227.6	10.6	49.7	381.6	4.9	63.0	59.6	190.8	64.0	0.7	68.0	82.5	12.8	6.3	1.2	8.5	0.9		2.4	55.4	0.2	0.9	0.0	2.7	737.6	3.0	3,464.3	2.4	227.6	1,409.5	5,101.4	68.0%	72.42%
Buntingford	102.4	35.1	113.40	26.7		5.8	104.3	3.0	13.6	10.7	2.3		0.1	8.8		2.1	1.3	0.5	1.0					0.1	0.1	0.0	45.4	58.8		508.8	-	26.7	236.2	771.7	65.9%	69.39%
Bishop's Stortford	736.9	246.2	730.12	172.2	40.0	77.6	320.9	1.2	45.6	56.7	192.6	45.5	0.5	61.8	57.2	9.0	9.1	2.3	5.7	1.1		3.6	37.3	0.2	0.9	0.1	6.1	576.9	5.0	3,269.9	3.6	172.2	1,355.0	4,797.1	68.2%	71.83%
Ware	381.4	236.6	711.66	167.8	24.5	62.7	239.8	0.9	38.5	28.4	133.6	38.9	0.5	59.9	86.3	7.5		0.5	6.9	1.3		0.7	48.8	0.3	1.1	0.1	7.9	513.0		2,631.7	0.7	167.8	1,245.8	4,045.4	65.1%	69.22%
Elstree	232.3	179.5	658.15	155.2	11.6	89.7	241.6	1.6	35.4	36.3	106.0	36.0	0.6	42.2	66.1	5.8	3.4	1.9	3.7	0.9		1.4	30.4	0.3	1.2	0.1	7.7	393.5		2,187.4	1.4	155.2	944.2	3,286.8	66.6%	71.31%
Potters Bar	447.0	170.2	673.08	158.7	14.9	67.0	292.3	0.8	37.7	37.8	85.5	23.1	0.8	51.4	100.1	5.9	1.8	2.0	5.9	1.2		0.9	31.3	0.3	0.8	0.0	11.2	526.6	4.4	2,594.0	0.9	158.7	1,266.9	4,019.5	64.6%	68.50%
Leitchworth	756.0	313.8	1,174.50	277.0	41.5	112.2	463.3	14.7	78.8	77.2	234.7	84.1	0.8	82.6	146.0	12.6	6.9	1.6	8.3	1.9		1.8	63.4	0.4	0.9	0.0	11.5	875.9		4,565.5	1.8	277.0	1,531.8	6,374.2	71.7%	76.00%
Royston	445.3	177.1	428.30	101.0	18.8	81.4	214.7	5.7	32.7	35.7	120.6	51.2	0.5	57.4	63.4	8.4	1.9	1.8	5.1	0.6		1.4	28.5	0.3	1.2	0.0	15.2	392.0	6.9	2,196.2	1.4	101.0	660.9	2,958.1	74.3%	77.70%
St. Albans	718.3	342.4	996.47	235.0	39.7	140.8	396.9	8.9	61.0	66.2	190.9	79.9	1.3	94.5	140.1	9.5	4.5	1.6	5.7	0.7		8.0	41.9	0.5	2.1	0.2	24.5	725.5	3.9	4,105.9	8.0	235.0	1,450.1	5,791.0	71.0%	75.10%
Harpenden	676.8	262.3	557.97	131.6	63.0	125.2	264.7	5.2	34.1	42.8	162.9	43.9	0.9	78.6	90.7	8.7	7.1	3.3	3.9	0.7	1.7	25.7	29.0	0.6	1.8	0.1	26.7	571.5	18.4	3,108.4	27.4	131.6	934.8	4,174.8	75.1%	78.27%
Stevenage	729.1	452.5	1,721.26	405.9	48.6	155.3	623.2	9.7	105.9	112.6	338.3	106.7	1.3	140.6	241.5	15.7	17.6	6.0	13.8	2.0		8.2	82.7	0.7	2.2	0.1	35.4	1,397.6	12.4	6,380.7	8.2	405.9	2,630.6	9,417.2	67.8%	72.15%
Rickmansworth	524.1	203.4	968.89	228.5	28.3	83.7	336.7	5.1	53.3	50.6	166.4	76.1	1.1	99.0	91.4	5.5	6.9	2.8	7.1	1.6		6.1	37.1	0.3	0.9	0.1	6.0	703.8	3.6	3,469.7	6.1	228.5	2,116.6	5,814.8	59.8%	63.70%
Waterdale	831.5	296.4	1,484.34	350.0	31.2	110.6	508.5	2.9	93.0	83.3	252.1	112.0	1.1	126.1	184.1	14.1	12.6	3.1	11.6	1.1		7.4	93.6	0.6	2.1	0.1	14.2	1,099.2	5.5	5,382.3	7.4	350.0	2,186.7	7,919.0	68.1%	72.48%
Cole Green	353.5	178.8	713.67	168.3		32.1	246.3		41.2	38.6	125.3	29.9	0.3	39.9	85.3	7.5	1.8	0.4	7.7	0.3		1.6	34.5	0.2		0.0	7.4	448.8	1.5	2,396.7	1.6	168.3	823.5	3,388.6	70.8%	75.74%
Misc HWRC																					44.3									44.3	44.3	-	14.1	58.4	N/A	N/A
	8,503.7	3,753.1	13,705.8	3,231.9	443.0	1,361.3	5,370.1	91.7	844.1	849.7	2,685.2	860.9	12.0	1,167.0	1,685.9	145.2	97.1	32.1	109.9	17.1	1.7	117.3	718.0	6.0	19.8	0.9	263.4	10,494.9	75.2	53,432.1	119.0	3,231.9	21,752.2	78,535.2	68.2%	72.30%

Notes:

- 1) All figures are subject to final reconciliation
- 2) 44.3t Miscellaneous Reuse tonnage not allocated on a site specific basis until October 2015
- 3) 14.1t of Residual Waste not allocated to a specific site due to waste analysis work

**Enforcement guidance for the management of
the Household Waste Recycling Centres
(HWRCs) in
Hertfordshire**



working in
partnership with



Implementation date: T.B.C.

Original Author: Alice Henderson, Waste Senior Technical Officer, East Sussex Council – with thanks

Editor: Linda Whitehead, Senior Projects Officer, Waste Management Unit, Hertfordshire County Council

Version 1

Review every 2 years.

Updates: as required by changes to guidance or arrangements.

Background

Hertfordshire County Council (HCC) and AmeyCespa (East) Limited (Amey) have entered a contract for the provision of a Household Waste Recycling Service (HWRS) until 5 March 2023 unless terminated or extended in accordance with the provision of the contract.

HCC have a statutory requirement to provide Household Waste Recycling Centres (HWRCs) for residents to deposit their own household waste, which is set out in the Environmental Protection Act 1990 (EPA 1990 - part 2, 51 1b). One aspect of the contract is the management of the 17 HWRCs across the county.

This guidance sets out the main responsibilities in the management of enforcement issues. Due to the nature of the sites, enforcement issues include:

- trade waste – where a person deposits, or attempts to deposit, trade waste at the site
- fly-tipping – where a person illegally dumps waste near or on the site
- staff abuse – where a member of staff is subjected to harassment; physical harm or verbal abuse by a site user
- site policy abuse – where a person disregards site management policy

This document sets out the principle of enforcement as agreed by the Head of Waste Management on T.B.C. and reviewed at 2 yearly intervals.

Enforcement responsibilities

Due to the different legislation in place Amey and HCC will work together to enable successful enforcement action to be taken.

- Trade and fly-tipping abuse: relates to the [Environmental Protection Act 1990](#) and therefore enforcement action will be taken by the local authority, with Amey collating and storing original evidence. These will be held in a safe and secure manner and in full accordance with the Data Protection Act and Freedom of Information Act.
- Staff abuse and site policy abuse: Amey will take enforcement action as the employer or site operator; however HCC will provide assistance where required obtaining vehicle keeper details from the Driver Vehicle and Licensing Agency (**DVLA**), as Amey has no authority to request this. Staff should continue to report all health and safety issues as normal to their employer via Amey's AIRSWEB reporting system.

A more accurate breakdown of who will take what action has been agreed between HCC and Amey.

Enforcement options

Where action is required a formal decision may need to be made on a case-by-case basis to ensure that the public interest is accounted for as well as having evidence to take action. In all cases the priority will be to resolve the situation, rectify any problems and recoup any losses to the council. Options of enforcement range from:

1. Issue a warning letter setting out the concerns of the organisation, and the relevant legislation/policies.
2. Invoices issued: to seek to recover disposal costs incurred from illegal waste disposal.
3. Debt recovery. This action can be taken where the cost of waste removal remains unpaid by the offender and may be preferable to formal proceedings. In all cases it will be important to ensure that proof of illegal disposal is clear.
4. Restricting access: this could range from restriction of the site/time/day of access to a time limited ban from all sites.
5. Legal action: Caution, Injunction, Criminal Behaviour Order, Prosecution.

Appendix 1 sets out the procedures for taking action, ranging from the recording of incidents through to police involvement. If the Police are unable to act consideration should be given to seeking other routes for protection such as warnings site ban (with or without a court order). A ban requiring a court order will be applied for and issued by the Council, and if not complied with, enforced by civil action by the local authority applying for a Criminal Behaviour Order.

An injunction may be obtained in a number of ways, including trespass to land where they have been banned or where a warning has been given (verbally or in writing) that breaching rules will lead to them being banned. Before any formal action is taken agreement will be sought with HCC and all other steps will have taken such as time limited ban which can be made by the Contract Manager or Assistant Operations Manager representing Amey. The final decision will sit with HCC, will never be taken lightly and may not be permanent.

The Contract Manager and Assistant Operations Manager representing Amey have the authority to issue all other types of warning letters. Examples are shown in appendix 2.

It should be noted residents or other site users should expect the site operative to be polite, courteous, helpful and professional at all times. In the event that this is not the case, this should be reported to Amey as a complaint and they will then carry out an investigation into the incident

Legal framework

This section sets out the legal framework under which enforcement action can be taken. The framework and relevant legislation is summarised below with full details contained in appendix 3 A more detailed breakdown of procedures in place has been agreed. Where action is required, a formal decision may be need to be made on a case-by-case basis to ensure that public interest is accounted for as well as having evidence to take action.

Trade Waste Abuse

The deposit of trade waste at a HWRC is deemed illegal under sections 33 and 34 of the EPA 1990¹. Trade waste abuse will most commonly come in the form of a trader trying to access the site and leave their waste (either knowingly breaking the regulation or not). However, it is also inevitable that in some cases trade waste will be identified on-site after the event. Amey and

HCC will work together to ensure trade waste is not accepted at the site wherever possible.

Householders also have a duty of care to check that anyone they use to take away and dispose of their domestic waste is registered. Householders are not required to supply duty of care documentation, such as a waste transfer note, but they could face a maximum fine of £5,000 if they fail to take reasonable measures to ensure their domestic waste is handled by an authorised waste carrier. It is for the court to determine whether or not 'reasonable measures' were taken in a particular case (section 34(2)).

Fly-tipping

As the HWRCs receive waste they are sometimes subject to incidents where waste is deposited locally, but not on-site or in the containers (i.e. at the site entrance or on the access road). This may or may not be within operating hours (e.g. due to being turned away, the site being closed to change a container, or on a scheduled closure day).

The deposit of waste not in accordance with the licence (i.e. fly-tipped) is illegal under section 33 and 34 of the EPA 1990¹.

In all cases the priority will be to resolve the situation, rectify any problems and recoup any losses to the council.

Staff and Site Policy Abuse

The HWRCs have on-site staffs, employed directly by Amey, and from time to time additional (e.g. agency staff) who are responsible for the smooth and successful operation of the sites. Other staff that could be on-site include:

- HCC officers visiting the site (usually for monitoring but also for meetings)
- Amey management staff to monitor the sites and manage the staff on-site
- Amey haulage staff changing containers.

All staffs are expected to be able to work in safe conditions and experience no harassment, verbal or physical abuse, as set out in the Health and Safety at Work etc. Act 1974. Harassment is unwanted or unjustified behaviour which affects the dignity of anyone in the workplace, and which the recipient finds threatening, demeaning or offensive.

The safety of staff is paramount and the first action will be to take any health and safety actions as necessary (i.e. administer first aid, complete an incident book entry, report on AIRSWEB call the police).

Evidence management

With the prospect of prosecution in mind evidence must be managed appropriately. Where any formal record is taken by Amey (such as CCTV or ANPR records, still photos or incident reports) they will:

- Be noted and held in a safe and secure manner in full accordance with the Data Protection Act, Freedom of Information Act and Police and Criminal Evidence Act.
- Be copied, labelled and the original stored in a locked container or room at one of Amey's offices. The copy will be handed to HCC's Waste Management Unit – Contract Delivery Team by Amey's HWRS Contract Manager.

- Be accompanied by a statement detailing who has created the exhibit, why and how. This will include a brief description of the officer's responsibilities in relation to the exhibit.

See Notes on Evidence Gathering and Notes on Making a Statement in appendix 4. Each organisation is responsible for ensuring their internal controls and processes are up to date and that staff are fully trained.

It is imperative that the appropriate steps are taken to enable prosecution at a later date if necessary.

Reporting and monitoring

Monthly Contract Meetings are held between Amey and the Waste Management Unit – Contract Delivery Team. At these meetings any enforcement action will be discussed, any bans will be reviewed on a regular basis in accordance with the terms of the ban as notified to the member of the public.

In all cases where a letter has been issued a comprehensive summary will be held detailing the background to the matter, steps taken and available evidence. This will ensure transparency of operations and enable HCC to investigate if any complaints are received. The summary will include electronic copies of correspondence relating to the case.

Complaints

As the operator responsible for the HWRS, all complaints will be handled by Amey, who can be contacted as follows:

Amey
Customer Services Centre
Herts HWRC Team
The Matchworks
142 Speke Road
Liverpool
L19 2 PH
Amey's Customer Helpline. 0300 123 4051 Option 1.
Email. hertshwracs@amey.com

Where someone wishes to complain about Amey's management or conduct, HCC should be contacted using the following details:

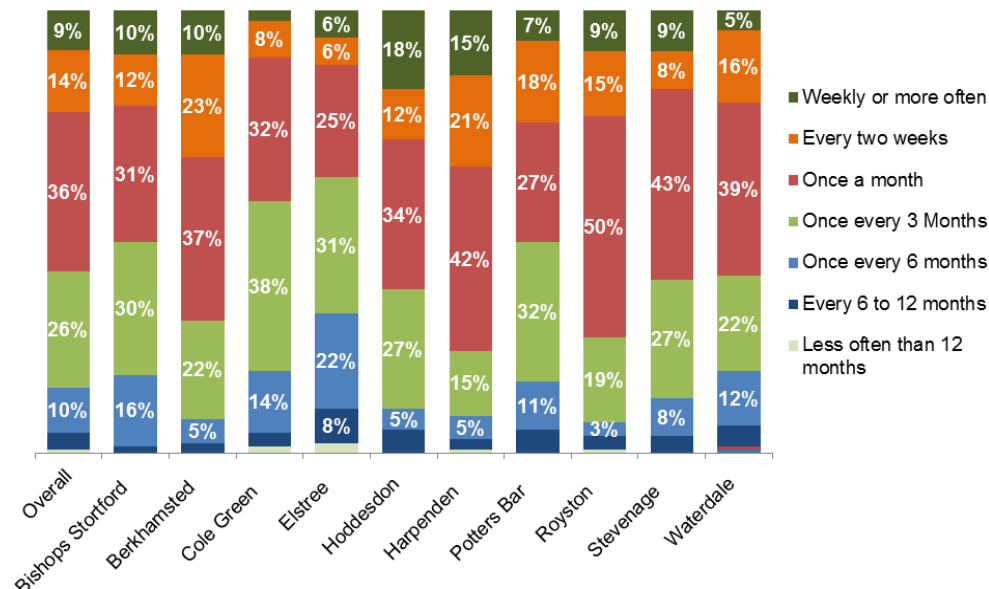
Hertfordshire County Council
Waste Management Unit
Postal Point CHN106
County Hall
Pegs Lane
Hertford
SG13 8DN

Tel: 01992 556182
Email: wasteaware@hertfordshire.gov.uk

Appendix E - Customer Satisfaction Survey Results

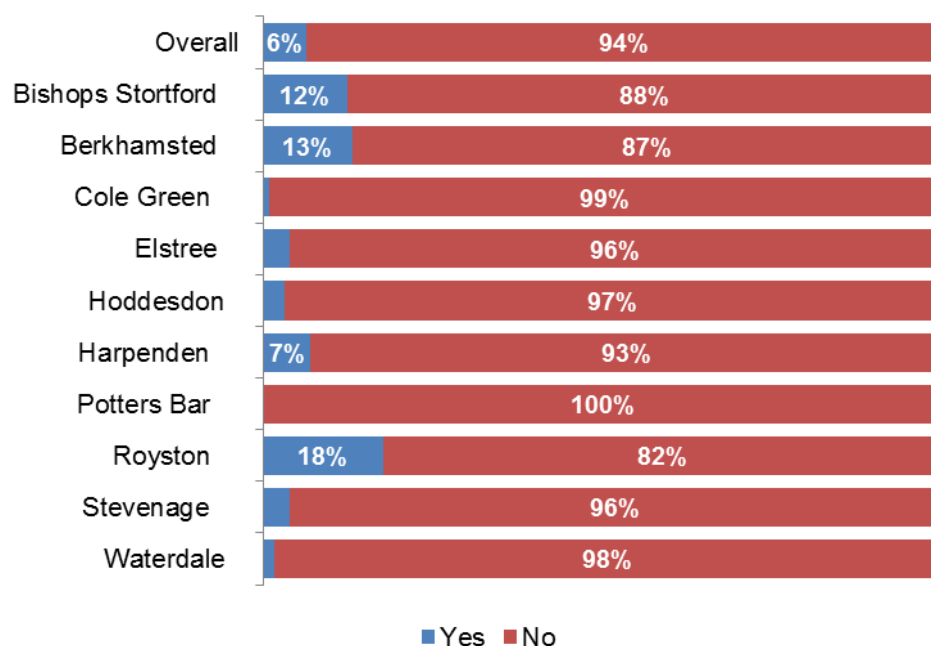
Respondents were asked how often they visit a Hertfordshire HWRC; users visiting at least once a month were highest at the Harpenden (77%), Royston (74%) and Berkhamsted (70%) sites.

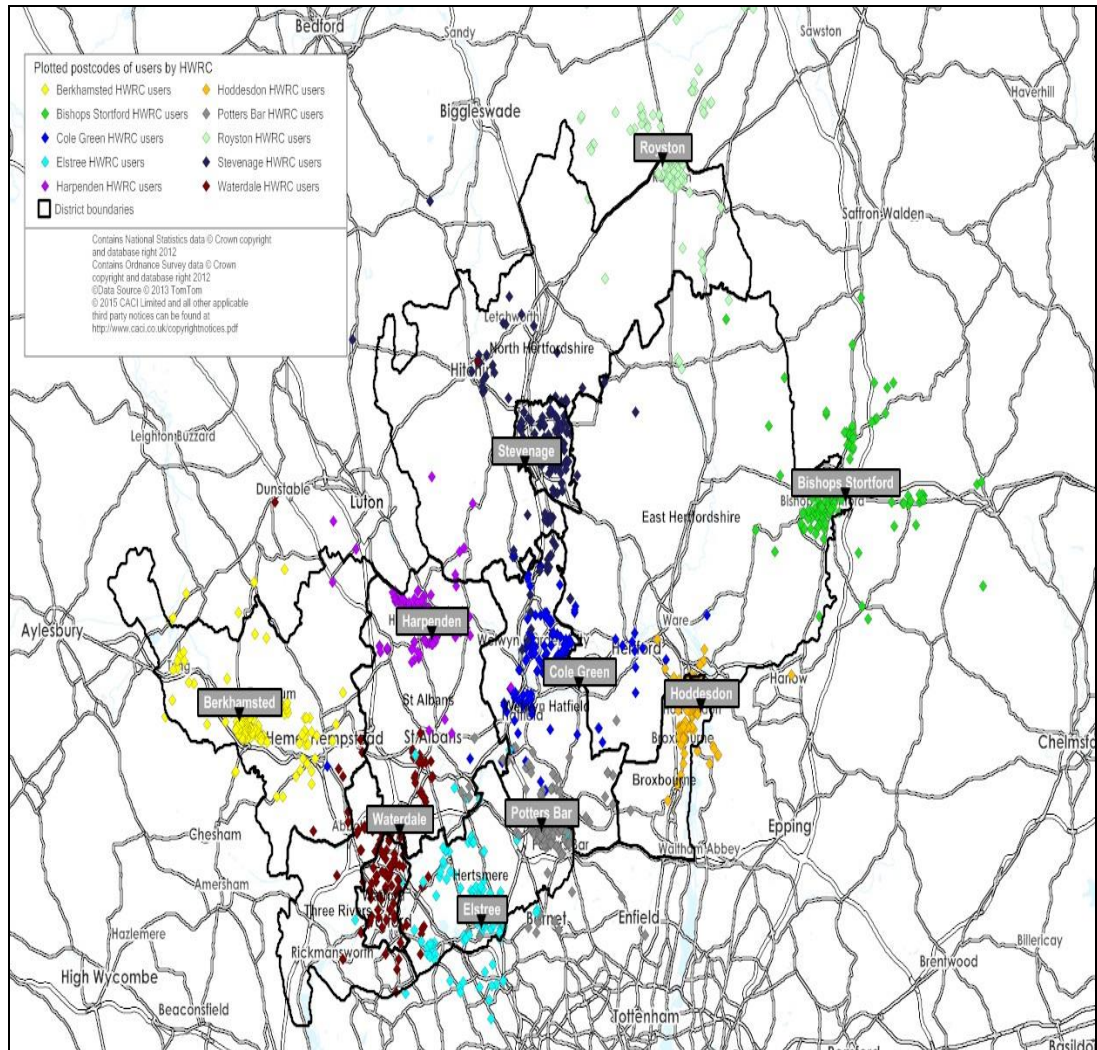
How often do you visit a Hertfordshire HWRC?



When asked if respondents visit other HWRC in neighbouring Counties, overall the majority (94%) only used Hertfordshire sites. Of the 6% who did visit neighbouring sites around a third visited at least once a month. When compared by site this was the case for all sites, although at Royston 18% said they visited other HWRCs.

Do you visit other HWRCs in neighbouring counties i.e.e Essex, Beds, Bucks or the London Boroughs?





Appendix F - Equality Impact Assessment

Equality Impact Assessment (EqIA)

STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	Implementation of a new policy for dealing with Aggressive and Antisocial behaviour at the Household Waste Recycling Centres (HWRCs)	Head of Service or Business Manager	Simon Aries ext: 25255
Names of those involved in completing the EqIA:	Linda Whitehead, Jessie Harrison-Ford	Lead officer contact details:	Mark Simpkins Ext. 26175
Date completed:	18 May 2016	Review date:	May 2017

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

Proposal objectives: – what you want to achieve – intended outcomes – purpose and need	<p>Amey, who operate the HWRCs under contract have raised concern over the number of abusive or aggressive incidents involving members of the public and their site staff, as well as problems where residents do not follow the County Council's waste acceptance policies. As a result, officers have developed a new policy in conjunction with Amey and other relevant bodies to provide clear protocols for dealing with any incidents.</p> <p>The outcome of this EQIA is to identify and assess the impact of the new policy on Hertfordshire residents.</p> <p>The suggested policy will address three specific areas:</p> <ol style="list-style-type: none"> 1. Aggressive behaviour towards operatives and users. 2. Abuse of HWRC waste acceptance policies and site rules. 3. Fly tipping in or outside the site. <p>A separate EqIA has already been carried out for the service changes implemented by Amey at the HWRCs in January 2015 and a public consultation was carried out.</p> <p>This assessment specifically relates to the suggested policy changes put forward by Amey.</p>
Stakeholders: Who will be affected: the public, partners, staff, service users, local Member etc	<p>Internal Existing Contractor's Staff and visiting HCC Staff County Councillors</p> <p>External Hertfordshire residents / site users District and Borough Council members Town and Parish Councils A range of other stakeholder groups – e.g. Residents Associations, Environmental organisations). Herts Waste Partnership</p>

STEP 3: Available data and monitoring information

Relevant equality information For example: Community profiles / service user demographics, data and monitoring information (local and national), similar or previous EqlAs, complaints, audits or inspections, local knowledge and consultations.	What the data tell us about equalities
<p>Customer satisfaction surveys (County Council tracker, 2003 – 2010 and MEL Survey 2015)</p> <p>Based on data from 4,200 interviews</p>	<p>Satisfaction with the service is high in all areas (Facilities, site cleanliness, helpfulness of staff and user-friendliness of sites). Satisfaction has remained at 74% and above in all of these areas since 2003.</p> <p>Whilst it is not possible to disaggregate the data by protected characteristics, it is possible to identify that the overall levels of satisfaction with the service are high and that any change to the service should ensure that customer satisfaction remains above 70%.</p>
<p>Previous Equality Impact Assessments</p>	<p>Two EqlA assessments have already been carried out for the procurement of the HWRS contract and the service changes implemented by Amey in January 2015.</p> <p>These EqlAs looked at the impact on service users, so have already identified the characteristics that need to be considered for any changes to the service.</p>
<p>Complaint data regarding the HWRC service.</p>	<p>Complaints regarding the service are monitored on a monthly basis by Amey as part of their Key performance Indicators.</p> <p>We have been able to establish the following information in respect of the number of abusive incidents on site towards staff by members of the public from interrogating Amey's AIRSWEB reporting system and site diaries for the period:</p> <ul style="list-style-type: none"> • 2013 - 61 cases • 2014 - 65 cases • 2015 - 82 cases <p>And the most serious of these incidents involving either aggression or physical violence where there has been police involvement:</p> <ul style="list-style-type: none"> • 2013 - 6 cases • 2014 - 11 cases • 2015 - 18 cases <p>Currently it is not possible to disaggregate the data by protected characteristics. However, as part of the implementation of the new policy this data will now be recorded.</p>

STEP 4: Impact Assessment – Service Users, communities and partners (where relevant)

Household Waste Recycling Centres - Site Users		
Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Age	<p>The policy will apply to all users of the HWRCs, so it is unlikely that any specific age group will be affected.</p> <p>However, we are aware that there are some conditions generally associated with age i.e. dementia, where service users may come across as confused and or aggressive. Accordingly they will be supported as much as possible by staff.</p>	<p>To ensure all members of the public are fully aware and understand the new policy, clear communication to be available, including large font on both signage and easy read documentation explaining that aggressive and antisocial behaviour is not tolerated on our sites.</p> <p>Staff will be briefed to work with vulnerable service users including those with Dementia.</p> <p>Monitor and review the complaints and feedback after one year.</p> <p>Carry out a review one year after the implementation of the policy to assess the impact.</p>
Disability Including Learning Disability	<p>The policy will apply to all users of the HWRCs.</p> <p>There may be an impact on those with learning difficulties understanding the policy. e.g. Disabilities such as Asperger's or deafness may have an effect in the way people interact</p>	<p>Ensure that staff on site are available to explain the policy, if requested to all site users and have had awareness briefing on best practice when providing customer care to site users with disabilities.</p> <p>Ensure clear communication so all members of the public are aware of new policy.</p> <p>Consider communicating changes in alternative formats including large print and easy read.</p> <p>Monitor and review the complaints and feedback after one year.</p> <p>Carry out a review one year after the implementation of the policy to assess the impact.</p>
Race	<p>People whose first language is not English may find it difficult to understand the policy.</p> <p>People from different cultures may come across in different ways. E.g. Such as the tone of their voice, emphasis or colloquialisms used and this may</p>	<p>Ensure clear communication so all members of the public are aware of the policy and staffs have received appropriate culture awareness briefing.</p> <p>Posters and cards promoting HCC's language line service to be clearly visible and available at</p>

Household Waste Recycling Centres - Site Users		
Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
	cause confusion or misunderstanding by site users.	<p>each HWRC.</p> <p>Written communication to be in simplified English in order for easy translation via HCCs language line or Google translate.</p> <p>Amey staff to receive full briefing on the use of language line and record when used on site.</p> <p>Monitor and review the complaints and feedback after one year.</p> <p>Carry out a review one year after the implementation of the policy to assess the impact.</p>
Gender reassignment	No negative impacts currently identified.	Review and monitor
Pregnancy and maternity	No negative impacts currently identified.	Review and monitor
Religion or belief	No negative impacts currently identified.	Review and monitor
Sex	No negative impacts currently identified. The consultation responses indicate a comparable level of usage from each sex.	Review and monitor
Sexual orientation	No negative impacts currently identified.	Review and monitor
Marriage & civil partnership	No negative impacts currently identified.	Review and monitor
Carers (by association with any of the above)	No negative impacts currently identified.	Review and monitor
Opportunity to advance equality of opportunity and/or foster good relations (Please refer to the guidance for more information on the public sector duties)		
<p>The Household Waste Recycling Service is available to all Hertfordshire's residents. The suggested policy changes for dealing aggressive and anti-social behaviour will impact all residents that use the service.</p> <p>The proposed policy may have a differential impact on certain protected characteristic groups as identified above. The county council will work with Amey and the Herts Waste Partnership to promote and encourage alternative methods of waste disposal to all areas of the community, including greater reuse of materials, which may encourage different groups to work together and foster relations.</p> <p>The need for residents to visit a HWRC should be infrequent, especially when taking into consideration the increase in materials collected at the kerbside, therefore it is anticipated that the impact of the new policy on residents will be minimal.</p> <p>Should the proposed policy be recommended by the Community Safety and Waste Management Panel, a further assessment should be carried out to ensure the changes are fairly and clearly communicated to all groups.</p> <p>Explaining that the new policy is designed to protect both site operatives and users (and that in making proposals that have an impact on services it always seeks to minimise the impact on</p>		

Household Waste Recycling Centres - Site Users		
Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Hertfordshire residents on the whole) may help to demonstrate a commitment to fairness.		

Household Waste Recycling Centre - Amey Site Staff		
Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Age	The policy will apply to all Amey staff and Amey casual workers on the HWRCs, all of which will be of working age.	<p>To ensure all members of staff including casual workers are fully aware and understand the new policy.</p> <p>Staff will be briefed to work with vulnerable service users including those with Dementia.</p> <p>Monitor and review the complaints and feedback after one year.</p> <p>Carry out a review one year after the implementation of the policy to assess the impact.</p>
Disability Including Learning Disability	<p>The policy will apply to all Amey staff and Amey casual workers on the HWRCs.</p> <p>There could be an impact on staffs who may have learning difficulties understanding the policy. Also, disabilities such as deafness may have an effect on how staffs interact with site users.</p>	<p>Ensure that staff on site fully understands the policy after receiving customised briefing.</p> <p>Consider communicating training materials and documentation in alternative formats including large print and easy read.</p> <p>Monitor and review the complaints and feedback after one year.</p> <p>Carry out a review one year after the implementation of the policy to assess the impact.</p>
Race	<p>Staff, including casual workers, whose first language is not English may find it difficult to understand the policy.</p> <p>People from different cultures may come across in different ways. E.g. Such as the tone of their voice, emphasis or colloquialisms used. This may add to confusion or misunderstanding when trying to explain the new policy to site users.</p>	<p>All Amey staffs and casual workers to receive appropriate culture awareness briefing.</p> <p>Amey staff to receive full briefing on the use of language line and record when used on site.</p> <p>Posters and cards promoting HCC's language line service to be clearly visible and available at each HWRC.</p> <p>Written communication to be in simplified English in order for easy translation via HCCs language line or Google translate.</p> <p>Monitor and review the complaints and feedback after one year.</p>

Household Waste Recycling Centre - Amey Site Staff		
Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
		Carry out a review one year after the implementation of the policy to assess the impact.
Gender reassignment	No negative impacts currently identified.	Review and monitor
Pregnancy and maternity	On notification of pregnancy carry out risk assessment for potential aggressive behaviour situations.	Review and monitor
Religion or belief	No negative impacts currently identified.	Review and monitor
Sex	No negative impacts currently identified.	Review and monitor
Sexual orientation	No negative impacts currently identified.	Review and monitor
Marriage & civil partnership	No negative impacts currently identified.	Review and monitor
Carers (by association with any of the above)	No negative impacts currently identified.	Review and monitor
Opportunity to advance equality of opportunity and/or foster good relations (Please refer to the guidance for more information on the public sector duties)		
<p>Explaining that the new policy for dealing aggressive and anti-social behaviour is designed to protect both Amey site operatives working on behalf of the county council and site users and is designed to demonstrate a commitment to fairness.</p> <p>The proposed policy may have a differential impact on certain protected characteristic groups as identified above.</p> <p>The county council will work with Amey and the Herts Waste Partnership to promote and encourage alternative methods of waste disposal to all areas of the community, including greater reuse of materials, which may encourage different groups to work together and foster good relations.</p> <p>Should the proposed policy be recommended by the Community Safety and Waste Management Panel, a further assessment should be carried out to ensure the changes are fairly and clearly communicated to all groups.</p>		

STEP 5: Gaps identified

Gaps identified Do you need to collect more data/information or carry out consultation? (A 'How to engage' consultation guide is on Compass). How will you make sure your consultation is accessible to those affected?	<p>We do not have detailed data on the use of HWRCs by people with protected characteristics. There is data available for a proportion of residents that responded to the consultation however not all respondents completed the equalities and diversity section of the consultation and care should be taken when reviewing the information as this data reflects those that responded to the consultation rather than all users.</p> <p>We shall monitor the number and types of aggressive and antisocial behaviour on an annual basis, and look at whether data improves after the policy is implemented.</p>
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STEP 6: Other impacts

There are no further impacts that can be identified from implementing the new policy.

STEP 7: Conclusion of your analysis

Select one conclusion of your analysis	Give details
<input type="checkbox"/> No equality impacts identified <ul style="list-style-type: none">– No change required to proposal.	
<input checked="" type="checkbox"/> Minimal equality impacts identified <ul style="list-style-type: none">– Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate).– Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality.	<p>All site users will be impacted by the new policy.</p> <p>However, the need to visit HWRCs should be infrequent; measures are in place to ensure that certain groups are not adversely impacted by the proposed service changes and arrangements will be put in place to review the impact.</p> <p>Clear communication will be essential if service changes are implemented.</p> <p>This EqIA should be reviewed annually to ensure no protected characteristic group are unfairly affected.</p>
<input type="checkbox"/> Potential equality impacts identified <ul style="list-style-type: none">– Take 'mitigating action' to remove barriers or better advance equality.– Complete the action plan in the next section.	
<input type="checkbox"/> Major equality impacts identified <ul style="list-style-type: none">– Stop and remove the policy– The adverse effects are not justified, cannot be mitigated or show unlawful discrimination.– Ensure decision makers understand the equality impact.	

STEP 8: Action plan

Issue or opportunity identified relating to: <ul style="list-style-type: none">– Mitigation measures– Further research– Consultation proposal– Monitor and review	Action proposed	Officer Responsible and target date
Potential criticism and/or challenge of the new aggressive and anti-social behaviour policy.	Monitor and review the policy, if implemented, including the feedback and complaints from the public to assess the impact. Continue to work with Legal Services to ensure that the policy remains legally compliant.	Contractor and Contract Manager Continuously.
There may be some confusion regarding new policy	Ensure that the new policy is prominently display on Hertsdirect and at the sites. Communications to include, but not limited to large print/easy	Contractor/Communications/ Contract Delivery Team. Once policy changes are agreed.

Issue or opportunity identified relating to: <ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 	Action proposed	Officer Responsible and target date
	read/Braille.	
Monitor and Review	Monitor and review the service changes, if implemented, including the feedback from the public to assess the impact that the changes are having.	One year from implemented service changes.
Set out key expectations from the site users in bold and bullet points available as they enter.	Suggested wording: This site takes the health and wellbeing of its staff seriously and operates a zero tolerance policy. Please ask for our full policy.	HWRCs
Ensuring staff understand ways of accessing Language Support	-Arrange demonstration of Language Line for staff -Make available Language Line posters at each site so that staff can easily identify language spoken by those service users whose first language is not English -Provide clear instructions to staff on how to access Language Line including the phone number and the ID code used.	HWRCs staff with the help of E&D team
Raising awareness of different protected characteristics to better understand some common behaviours	Identify common behaviours and offer awareness raising E&D sessions accordingly	HWRCs staff with advice and guidance from the E&D staff

HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY & WASTE MANAGEMENT
CABINET PANEL**

FRIDAY 1 JULY 2016 at 10.00am

Agenda Item No.

10

WASTE MANAGEMENT PERFORMANCE MONITOR

Report of the Chief Executive & Director of Environment

Author: Simon Aries, Assistant Director Transport, Waste &
Environmental Management Environment (Tel: 01992 555255)

Executive Member: Richard Thake, Community Safety & Waste
Management

1. Purpose of report

- 1.1** To allow the Cabinet Panel to review the performance of Waste Management for the fourth quarter of this year (January – March 2016) against the Environment Department Service Plan 2015-2016 including key performance indicators, major projects, contracts and identified risks.

2. Service Performance Summary

2.1 Waste Management

The Waste Management Unit provides four separate quarterly monitoring reports to update on the service specific Household Waste Recycling Centre (HWRC) contract, the high profile Residual Waste Treatment Programme (RWTP) and an overall assessment of the statutory Waste Disposal Authority (WDA) function of the county council in the form of three performance indicators.

- 2.2** The Cabinet Panel also receives the following annual performance report - Hertfordshire Waste Partnership Annual Report 2014/15

3. Recommendation

- 3.1** The Cabinet Panel is invited to note the report and comment on the performance monitor for Quarter 4 2015-16.

4. Strategic Performance Indicators

4.1 The Waste Management strategic performance indicators, contracts and projects are listed below along with their data for Quarter 4 2015/16.

4.2 Hertfordshire Residual Waste Treatment Programme Project

RAG Status – Red

At this stage in the programme a number of risks have been reduced due to the control measures in place, however, overall the status remains as red due to the high profile nature and high value of the programme.

The county council entered into a contract with VES in July 2011 for the provision of residual waste treatment services including the design, construction, financing and operation of a Recycling and Energy Recovery Facility (RERF). Following a planning inquiry and the independent inspector's report the planning application for the RERF at New Barnfield was initially refused by the Secretary of State (SoS) on 7 July 2014. As a result of a successful High Court challenge by VES, the application was referred back to the SoS for re-determination. On 16 July 2015 the Secretary of State turned down the planning application. There were no challenges lodged to the re-determination decision.

Following Member approval a RPP (Revised Project Plan) was requested from VES, VES submitted their draft RPP on 7 July 2015. Following a lengthy and detailed evaluation, a report was taken to the 4 March Community Safety and Waste Management Panel detailing the RPP and evaluation of the proposal. The decision was taken by Cabinet on the 14 March to accept the RPP in principle subject to the conclusion of the formal legal drafting.

Interim disposal arrangements are in place until 2018 with the opportunity to extend until 2021.

Key Achievements and Progress in Qtr 4 (January – March 2016)

- Completion of the final RPP evaluation report taken to the Community Safety and Waste Management Panel on 4th March 2016.
- Decision at Cabinet on 14th March to proceed, in principle, with the RPP.
- Ongoing work with VES and external advisors on the legal drafting and ancillary documents required to bring the RPP into effect (to be

completed before 30 June 2016).

- A feasibility report has been produced by external consultants for the potential development for an Eastern Transfer Station at the former Ware landfill site.
- Following a site search in the north of the county to identify potential sites for the development of a Northern Transfer Station, a highways assessment and a feasibility study has begun.

Key Issues, Risks & Risk Mitigations:

- There is a risk that the final RPP drafting will not be completed before the 31st March. This has been mitigated by entering a Deed of Variation to the contract to allow the time for completion of the legal drafting and ancillary documents to bring the RPP into effect until 30th June 2016.
- There is a risk that VES will not achieve planning permission for the RPP, should this happen and planning permission be refused or called in the county council may terminate the contract and pay the capped sums (c. £1.2m).
- The risks mentioned above are mitigated by the interim contracts which are in place until 2018, with possible extension to 2021.

4.3 Waste Disposal Authority (WDA) function (excluding RWTP) indicators

To ensure a compliant, high performing, economical and environmentally sound suite of waste disposal arrangements for Hertfordshire the county council uses the performance indicators shown in sections 4.4 to 4.6.

This quarterly update provides an overview of the key factors influencing the three **annual** performance indicators for the county council in its role as WDA (as set out below) and also highlights other key areas and matters related to the function of the WDA.

The performance indicators are reported annually. The final outcome for 2015/16 will be presented in the October 2016 update once all data has been collated and confirmed.

All the WDA performance indicators have shown improvement in the 2014/15 outturn compared with the previous year as detailed below:

4.4 Total household waste per household in kilograms (the lower the better)

The total amount of household waste per household in 2014/15 was 1,046 kg which represents an improvement on the figure of 1,062 kg in 2013/14.

In 2015/16 it is expected that this indicator will improve further as a result of the full year effect of kerbside changes in Dacorum and Three Rivers, and new service changes introduced by Broxbourne (reduced residual waste capacity). Early projections suggest that this figure could reduce to circa 1,040 kg per household.

This indicator is considered as a Green RAG rating.

4.5 Based on NI 192 – Percentage of Household Waste Recycled, Composted or Re-used (the higher the better)

The percentage of household waste recycled, composted or reused improved in 2014/15 to 49.8%, an increase on the 2013/14 total of 49.1%. This is comparable to the regional figure of 49.3% and above the England average of 43.7%.

As noted above this performance indicator is expected to improve in 2015/16 as a result of service changes in Dacorum, Three Rivers and Broxbourne as well as improved separation of wood grades at household waste recycling centres. It is expected that performance will exceed 50%.

This indicator is considered as a Green RAG rating.

4.6 Based on NI 193: % of Local authority collected waste landfilled (the lower the better)

The proportion of Local Authority Collected Waste (LACW) landfilled in 2014/15 was 25%, a significant decrease (positive direction) on the 2013/14 total of 34.3%. This reflects the new suite of interim disposal contracts which focuses more on Energy from Waste (EfW) as opposed to landfill. This is expected to improve further in 2015/16 now that the new Greatmoor EfW facility is fully operational. The latest projections suggest a figure of circa 20% for 2015/16.

The indicator is considered as a Green RAG rating

Key Achievements and Progress in Qtr 4 (January to March 2016)

Following evaluation of clinical waste disposal tenders in December 2015 a decision was taken to re-tender the contract as the original tender responses did not offer value for money. The current contract has been extended for six months with the new procurement commencing in April with the new contract programmed for September 2016.

Good news/quick wins

- The new street sweeping recycling contract commenced in January 2016 providing facilities for all ten waste collection authorities to recycle their mechanically collected street sweepings. The new contract processes street sweepings (predominately grit and sand) producing products used in the construction industry attracting a significantly lower gate fee as opposed to disposal.
- The FCC operated Greatmoor Energy Recovery Facility in Buckinghamshire is now operational and accepting waste from Hertfordshire. This is expected to contribute to economic and performance improvements in 2015/16.

Key Issues, Risks & Risk Mitigations:

- The ability to meet existing organic waste disposal contracts (for the processing of green garden and food waste) remains a risk, particularly with the potential for a number of waste collection authorities to charge for garden waste in response to savings targets. The WDA continues to work closely with all waste collection authorities and disposal contractors to ensure contractual arrangements are met where possible.
- Commodity market prices for recycled materials remain low which has impacted on the 2015/16 budget.
- Proposals for potential European and national recycling targets which may impact at a local level, including proposals for a 65% recycling rate announced in December 2015 by the European Commission.

4.7 Hertfordshire Household Waste Recycling Centre (HWRC) Service

HCC has a statutory obligation as a WDA under the Environmental Protection Act 1990 to provide a HWRC service.

Amey operates the contract in accordance with their bid and are providing an improved customer focussed service.

The changes implemented in early 2015 remain contentious (particularly the van permitting scheme), as such, the status remains as 'Amber' whilst the changes continue to bed in, but improvements in the service provision should mean a change in status to green in the future.

Amey continue to make improvements to the HWRC network and have been actively addressing issues that have arisen as a result of the service changes last year. Residents appear to now be aware of the changes in closure days/hours and the van permitting scheme is being closely monitored and reviewed to minimise abuse of the network.

The indicator is considered to be as an amber RAG rating.

Key Achievements and Progress in Qtr 4 (January – March 2016)

- Complaint levels about the service have dropped by 75% compared to last year.
- Customer surveys and 'mystery shopper' audits indicate that levels of satisfaction are at 84% and at 81% respectively.
- Landfill diversion is just over 70% (with 91 tonnes of material through the new reuse shops).
- Amey processed 20,528 van permit applications in 2015, which is high but not unreasonable, as this amounts to 4.3% of households using vans. Amey have reviewed the application process to minimise abuse of the system.
- Changes made to Letchworth and Hemel Hempstead HWRCs to create more parking spaces and improve accessibility implemented.
- New haulage arrangements for the service commence in June 2016.

Key Issues, Risks & Risk Mitigations:

- Peaks in service demand for centers have always generated complaints and Amey have reviewed all operations to ensure maximum efficiency.
- Communications plan in place to encourage a change in resident's usage.
- Hertfordshire property searching for replacement sites for the Hemel Hempstead, Cole Green, Bishops Stortford HWRCs.
- Commercial waste service is being reviewed by Amey.
- Decline in recycling markets are affecting Amey, but they are mitigating this risk by securing contracts to protect from further falls. This risk fully transfers to Amey in June 2016

5. Risks

Waste Management has one corporate level risk which is as follows:

5.1 Residual Waste Treatment (Risk ENV0104)

On 17 July 2015 the County Council received notification that the application for the Recycling and Energy Recovery facility at New Barnfield had been reconsidered by the Secretary of State following an independent legal challenge by Veolia Environmental Services Ltd (VES) and that planning permission has been refused. Following the Highways and Waste Management Cabinet Panel and Cabinet meetings in November, it was agreed to request a Revised Project Plan (RPP) from VES. VES submitted the draft RP on 7 July 2015 in accordance with the contract. Following evaluation of the RPP a report detailing VES' proposal for an energy recovery facility at Rye House, Hoddesdon, was taken to the Community Safety and Waste Management Cabinet Panel on 4th March 2016 and Cabinet on the 14th March 2016 where a decision was made to accept the RPP in principle. Veolia have commenced work on a planning application for the site.

6. Financial Implications

- 6.1** There are no financial implications arising from this report.

7. Equalities implications

- 7.1** When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.
- 7.2** Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EQiA) produced by officers.
- 7.3** The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 7.4** No equality implications have been identified in relation to this report although Panel will not make a decision in respect of its contents.

8. Internal Audit

- 8.1** There were no high priority recommendations by audit and no Internal Audit opinions were issued in this quarter with a 'limited assurance' or 'no assurance' level.

9. Background

- 9.1** None