Police and Crime in Hertfordshire



Annual Report 2015-16

David Lloyd
Police and Crime Commissioner
for Hertfordshire

Contents

Foreword – Police & Crime Commissioner for Hertfordshire, David Lloyd

Success and Progress in Delivering the Police and Crime Plan
(Everybody's Business 2015-2020) during the year April 2015 to March 2016

- Building on Success
- Putting Victims at the Centre
- Public Focus
- Offender Pays
- Business Sense

Exercise of Functions

- Holding the Chief Constable to Account
- Holding the PCC to Account

Working Together and Engaging with the Public
A Year in Focus
Financial Position and Precept
Chief Constable's Report: Managing Performance



Annual Report
April 2015 -March 2016

Foreword by PCC

I am pleased to present my fourth Annual Report which highlights the significant progress and key achievements made over the last year against my refreshed Police and Crime Plan, 'Everybody's Business' (2015-2020).

Hertfordshire continues to be one of the safest counties in the country, where crime levels remain low. It has a high performing police force that puts victims first and is trusted and respected by the communities it serves. This year HMIC published their 'PEEL' – Police, Efficiency, Effectiveness and Legitimacy inspection, scoring Hertfordshire Constabulary 'Good' on all three strands, and commending it for its 'outstanding' financial management.

It was particularly pleasing that HMIC commented on Hertfordshire's excellent approach to sustaining and protecting local policing which, unlike many forces, has continued, through a programme of recruitment, to bring police officer and PCSO numbers back up to establishment figures. This year we have recruited a further 126 police officers, helping further to bolster the Safer Neighbourhood Teams and provide additional visibility.

Over the course of the year we have achieved a further £4.8 million of savings from collaboration with Bedfordshire and Cambridgeshire police forces. These savings, together with a larger council tax base and significant levels of reserves, enabled me to make a small reduction in the police element of the council tax. I have been able to do this whilst still ensuring significant investment to improve our capability and resilience to tackle emerging forms of crime including cyber-crime and child sexual exploitation.



Over the last year significant progress has been made on key areas relating to the four key strands of my Police and Crime Plan: Putting Victims at the centre; Public Focus; Offender Pays and Business Sense. In response to concerns raised by the public regarding speeding and anti-social road use I used the surplus income generated from the Cameras, Tickets and Collisions (CTC) Unit to set up a dedicated Road Safety Fund reinvesting money back into road safety initiatives to change drivers' behaviour and help prevent deaths and injuries on Hertfordshire's roads.

I have also made significant progress in understanding the extent of fly-tipping across the county and what can be done to report and record it, and who is best placed to take action. I am pleased that we now have an agreed county-wide definition and a coordinated database on fly-tipping and I have ring-fenced investment of £100k for this and other anti-social behaviour each year for the next four years, to ensure that the police, together with their partners, can help tackle the blight caused.

This year has seen sustained work by my office to commission services for victims across Hertfordshire to ensure we provide an effective end to end

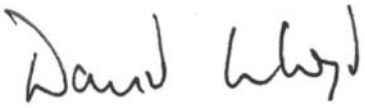
service, particularly for repeat victims. Earlier this year I was pleased to enter into a joint enterprise with Hertfordshire Constabulary, the NHS and Hertfordshire Sunflower Sexual Abuse Referral Centre (SARC) to provide comprehensive services to women, men and young people living in the Hertfordshire area who have been raped or sexually assaulted.

Since commissioning SafeLives to conduct a countywide review of Domestic Abuse in Hertfordshire, new governance structures have been put in place for tackling domestic abuse and I have invested significantly to build specialist teams through the new Domestic Abuse Investigation and Safeguarding Unit (DAISU) to improve outcomes for victims, reduce repeat victimisation and deal more effectively with perpetrators. Together with Beacon, our Victim Care Centre, we can be confident that victims across Hertfordshire are receiving the care and support they need.

I have continued to play a leading role in community safety and criminal justice across the county and have worked with a wide range of organisations to deliver a joined-up approach to complex issues, for example, leading efforts to build and take forward the national Mental Health Care Crisis Concordat in Hertfordshire which has more 20 than partner signatories. It was encouraging to see the rolling out of the Street Triage pilot across East and North Herts areas, enabling a mental health practitioner to attend calls with a police officer to help reduce the number of people detained under the Mental Health Act, by ensuring that action is taken at the scene and to establish the best pathway for them.

Over the last year I have continued to support businesses through a range of targeted activity, including the launch of my countywide Business Crime Strategy 'Tackling Business Crime Together', which sets out my approach to preventing and reducing crime against businesses. I also spearheaded the Employer Supported Policing scheme with businesses in Hertfordshire which asks employers to give their staff paid leave to volunteer as a Special Constable – helping to play their part in keeping Hertfordshire a safe county.

I hope this report gives you a good insight into the work that has been achieved over the last year and how the Constabulary is performing. As the re-elected Police and Crime Commissioner for Hertfordshire, I will continue to build upon the excellent results achieved during my first term and I will be refreshing my Police and Crime Plan in the autumn setting out my vision for community safety and criminal justice across Hertfordshire for the next four years. It is my belief that keeping people safe is "Everybody's Business" and one which is achieved by collaboration right across the public, private and voluntary sectors.



David Lloyd
Police and Crime Commissioner for Hertfordshire

My five key achievements in 2015- 2016

- **Kept Crime Low** Hertfordshire remains one of the safest places in the country
- **Protected Local Policing** Each borough and district has its own local policing team
- **Delivered A Better Service At Lower Cost** Reduced costs and made improvements in performance through investments in new technology and collaboration
- **Cut Tax** Only charged tax-payers what is required to deliver a quality service
- **Put Victims First** Continued to put victims at the heart of everything we do

Success and progress

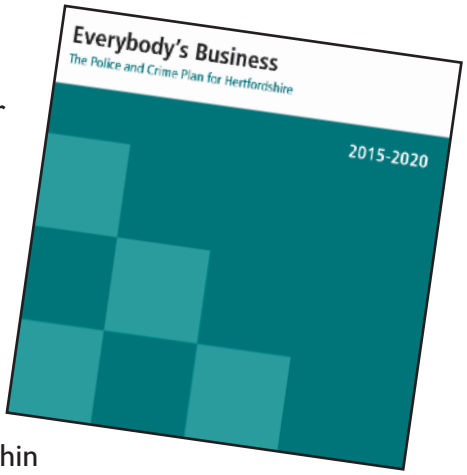
in delivering the Police and Crime Plan (Everybody's Business 2015-2020) in 2015/16

Building on Success

Hertfordshire is not just a great place to live and work – it is a safe place too. It is served by one of the country's best performing police forces. It is against this context that the refreshed Police and Crime Plan, "Everybody's Business", launched in the summer of 2015, is set. The plan describes the Commissioner's vision for policing and crime across the county to 2020 and reflects continuity in both the principles and the priorities outlined in the first plan and the new responsibilities such as commissioning victims' services – putting victims at the heart of all that we do.

Crime Figures

As outlined in the 2013/14 Annual Report, Her Majesty's Inspectorate of Constabulary (HMIC) undertook a national inspection in 2014 of how police record crime. As a result of this the Commissioner tasked the Constabulary to undertake measures to improve their compliance with the National Crime Recording Standards (NCRS) which meant a re-basing of recorded crime figures. It is pleasing to note that, as a result of improved standards, Hertfordshire now stands at 93.8 per cent compliance and there is a greater level of confidence that crime is being recorded accurately. Even after this re-calibration, Hertfordshire remains a high performing force and has the 14th lowest level of recorded crime in the country[1], remains the best within its Most Similar Group (MSG) of eight forces[2] and the best within the Strategic Alliance with Bedfordshire and Cambridgeshire.



Protecting Local Policing

The refreshed Police and Crime Plan reaffirmed the Commissioner's absolute commitment to delivering local policing and retaining a police station in each district. The local policing model in Hertfordshire is fundamental to the vision for crime reduction and is the foundation of partnership working and community engagement. It is greatly valued by the public and one which creates a police force that is embedded in, and supported by, a community working together to cut crime.

HMIC's recent inspection report, under the 'Legitimacy' strand of their PEEL reports, warned forces that they are 'sleepwalking away from communities' as a result of Neighbourhood Policing being eroded, with many forces now undertaking less preventative work. In contrast, they had high praise for Hertfordshire.



Through improved efficiency, both internally and through working with partners, it has been possible to sustain and, in some areas, enhance local policing teams through a programme of police officer and PCSO recruitment which has helped to bring officer numbers back to up establishment levels, with an additional 126 police officers joining the force.

Partnership Working

Excellent partnership working is at the core of the Commissioner's Police and Crime Plan and this has continued to develop within Hertfordshire and beyond. This year the Commissioner carried out a review of the way in which he funds local Community Safety Partnerships in order to maximise the opportunities for partnership working and to ensure that funds are targeted specifically at priorities identified within his Police and Crime Plan. Various examples of partnership working are evident throughout this report and the Commissioner is grateful to all partners for their continued support.

Adults with Complex Needs

This year the Commissioner actively grasped the opportunity to invest heavily in Hertfordshire County Council's Adults with Complex Needs project (now known as the 'You Can' Project) that works with Hertfordshire's most vulnerable, chaotic and complex adults to establish a preventative and intensive support service. These individuals are high consumers of crisis services at a high cost to the public purse and yet little sustainable improvement or change for the individual has been delivered. The new project offers an opportunity to rethink how services are configured and take a 'whole systems' approach to looking at multiple problems to find efficiencies across public services, reduce demand and, importantly, improve the lives of communities and outcomes for individuals.



Mental Health Successes - Case study

One of the major successes this year was the excellent partnership work which continues to progress the actions on the Mental Health Crisis Care Concordat Action Plan. The Concordat aims to improve the end-to-end treatment and services for those with mental health issues.

The partnership is focusing on three key areas over the forthcoming year: housing and homelessness, data sharing and information, and Section 136 (Mental Health Act) detentions. The mental health triage pilot within the police Force Communications (control) Room has gone from strength to strength over the last year and it has been fully rolled out with a member of Hertfordshire Partnership Foundation Trust's Crisis Assessment and Treatment Team present every day between 9pm and 8.30am helping to give advice to officers in relation to proposed detentions.

Support around mental health has been extended to include Street Triage with a police officer and mental health practitioner out every evening between the hours of 5pm and 3am to help reduce the number of people detained under S136 by ensuring that action is taken at the scene and it is the best pathway for them.

[1] Avon & Somerset, Essex, Hampshire, Hertfordshire, Leicestershire, Staffordshire, Sussex, Thames Valley

[2] Provisional iQuanta data for the period December 2014 to November 2015

Putting victims at the centre

Since 2014, the Commissioner has had responsibility for directly commissioning victim support services for Hertfordshire. This means being able to commission services that are locally tailored to better reflect the needs of different victims of crime and the responses they require, putting victims at the centre of all we do. Research has shown that victims, struggling to deal with the impact of the most serious offences, or those who are repeatedly victims of crime, too often have not received the support they need. This is why the Commissioner undertook the Victims' Voice Consultation in 2014. Generally, the responses showed that there were high levels of satisfaction, both with the police and Victim Support, but also highlighted areas for improvement and, as a result, we launched Beacon - the Hertfordshire Victim Care Centre.



Beacon is a single gateway for victims of crime in Hertfordshire. All victims of crime can contact Beacon regardless of whether they have reported the crime to police or not. The centre is staffed by a co-located multi-agency team including police staff from Hertfordshire Constabulary, Victim Support and the Citizens Advice Witness Service. From April 2015 to March 2016, 57,519 victims have been managed through the centre.

The services provided through Beacon include:

- Notification of a Crime Reference Number and next steps
- Updates on the investigation and significant events
- Emotional and practical support
- Onward referral to partner/specialist agencies
- Coordination of the case with other criminal justice departments
- Information and advice about Restorative Justice

As part of the commitment to partnership working we have ensured that Beacon staff have direct access to other service providers, including mental health, social care, home security and the Hertfordshire Centre for Restorative Justice. Additional work this year has included the commissioning of an independent market research organisation to help evaluate how the service has enabled victims to cope and recover, which will further inform how we develop the service in the future. In the meantime, victim satisfaction scores indicate:

- 100% satisfaction with service
- 100% found service easy to access
- 97% felt better informed
- 95% had improved confidence
- 80% felt safer

Hate Crime Survey

The refreshed Police and Crime Plan pledged to tackle the issue of hate-motivated crime and anti-social behaviour. As a result, the University of Leicester's Centre for Hate Studies was commissioned to undertake a pioneering project between January and April 2016 to identify the experiences and expectations of support services for hate crime victims in Hertfordshire. This project, in partnership with Hertfordshire Constabulary and the County Community Safety Unit, contributes to the delivery of commissioning specialist services for victims of hate crime to help them cope and recover from their experiences. It provides a valuable open and accessible platform for the people of Hertfordshire to share their experiences – an essential move to help shape our direction for tackling what has become a very prevalent area of crime nationwide.



Specialist Services

This year the Commissioner has been able to commission and/or enhance various specialist services, including two Children and Young People Independent Sexual Violence Advisors, and has provided funding for the Hertfordshire Area Rape Crisis and Sexual Abuse Centre, which has enabled the charity to increase the number of trained volunteer counselors by funding the recruitment and initial trainings costs for the volunteers.

Working with partners from Hertfordshire County Council and Hertfordshire Constabulary, the Commissioner has jointly funded the Independent Domestic Violence Adviser service which provides free, independent, professional, confidential and non-judgmental advice. It provides advocacy, practical advice and information to support high risk victims of domestic abuse, including support at court. He has also funded two MARAC (Multi Agency Risk Assessment Conference) Co-ordinators for the last six months of the financial year in order to meet the demand for services around high risk domestic abuse cases.

Restorative Justice Strategy for Hertfordshire

Another new area of responsibility is to ensure that victims have access to Restorative Justice, a process which brings together victims and offenders. The Commissioner's office has worked in collaboration with the University of Hertfordshire's School of Law to develop a three year Restorative Justice Strategy and establish the Hertfordshire Centre for Restorative Justice (CERJ). Since going live, 34 victims have requested access to Restorative Justice.



Always keen to maximise our partnerships with voluntary agencies, the Victims' Commissioning team has been increasing capability and capacity to deliver Restorative Justice in the voluntary sector by supporting the charity Mediation Hertfordshire to train volunteers to Restorative Justice level 2 accreditation. Mediation Hertfordshire will work in partnership with CERJ to ensure there are sufficient trained and independent facilitators and has also been grant-funded to raise awareness of RJ across the business sector.

Beacon Champions' Network

The Beacon Champions' Network has been established to develop the capability and capacity of the voluntary sector to support victims of crime. This includes training opportunities with statutory organisations, the sharing of information and ensuring a vibrant and robust third party reporting network.

Live Link in Court Cases



One of the other major steps forward this year has been the development and implementation of the use of 'live link'. This enables rape victims to give evidence without needing to attend court in person, protecting them from what can be a traumatic experience. Often one of the main barriers to rape victims proceeding with their case is a reluctance to go to court to give evidence. The suite was paid for by the Ministry of Justice following a bid from the Office of the Police and Crime Commissioner.

Public Focus

Creating a stronger public focus has remained a key priority over the last year. The Commissioner has looked at how the police service can be better attuned to the needs of the public, providing services that are personalised and tailored, and in doing so treat people with sensitivity, integrity and respect. Maintaining public confidence and satisfaction is fundamental to creating better 'customer' services for the people of Hertfordshire and it is pleasing that the Crime Survey for England and Wales has shown that the residents of Hertfordshire have a high level of confidence in their Constabulary.

Over the last year the Commissioner has pushed forward developments in a range of new technologies to listen to the public and enable them to engage with the police in a way that best suits them. Whether it is reporting a road traffic collision, fly-tipping or fraud, it is the public that should determine the type of response they receive. An excellent example of this is the development of the self-service function to provide victims with direct access to their crime report online via the 'Track My Crime' application which the Chief Constable explains in more depth in his report.

Through substantial investments in technology we have ensured that front-line officers can be more efficient and effective with their time, staying on patrol for longer periods and not needing to return to a police station, by using mobile devices and new equipment such as body worn cameras. Using equipment such as Tough Pads, officers are now able to record and send data electronically so they do not have to go to a police station to complete a form.

Volunteering

The Commissioner strongly believes that, as citizens, everybody has a role to play in keeping Hertfordshire safe. Volunteering has continued to be a central tenet in the refreshed Police and Crime Plan and this has helped to grow in the number of volunteers across the county, supporting a variety of uniformed and non-uniformed roles.

Our Neighbourhood Watch is one of the best in the country and now has over 100,000 households signed up to the Online Watch Link (OWL) who take action following messages being sent.

The close working relationship with Hertfordshire County Council has continued on shared agendas, projects and the forthcoming events as part of the year-long campaign of the Year of Volunteering will help to further enhance, support and encourage volunteering and provide an opportunity for a more co-ordinated public sector response to volunteering.

Special Constabulary



Special Constables play a vital role in our communities and bring valuable skills to enhance the Constabulary's capacity, capability and resilience. Hertfordshire currently utilises its Specials in a variety of roles including Safer Neighbourhood Teams, Roads Policing, Fraud and Rural Policing. The Commissioner has committed to increasing the number of, and opportunity for, Specials in Hertfordshire. This year saw the first Hertfordshire Special Constables complete advanced driver training, among other specialist courses which further enhance their operational effectiveness.

The Commissioner has also taken the lead on re-launching the Employer Supported Policing scheme. Employers across the county have responded to the call to support their employees to become Special Constables by giving staff some time off work to volunteer and by actively promoting the Special Constabulary in their workplaces.

Employer Supported Policing makes business sense for employers as they reap the benefits of employees who undertake high-quality police training, improve their personal confidence and develop important skills, such as leadership and communication, as a Special Constable. It also provides the Constabulary with Specials with a range of business skills that can prove invaluable to policing operations and strategy.

One such instance saw a Special who works professionally in IT take part in a house raid. He was able to retain information that was secured on a suspect's hidden hard drive.

Ten organisations across Hertfordshire have already signed up to Employer Supported Policing, ranging from large national businesses, local businesses and public sector organisations. At our Employer Supported Policing launch event in March, the Commissioner presented six organisations with certificates of recognition for their support and he looks forward to many other organisations joining us in the coming year.

Volunteer Police Cadets

It is especially pleasing that the Volunteer Police Cadet scheme has continued to grow over the last year, seeing a steady increase to over 250 committed cadets across the whole of Hertfordshire. Robust work plans have been developed and implemented, both locally and regionally, to meet the ever increasing demand.



An additional Cadet unit has been recently launched in Cheshunt and we now have 37 Cadet Leaders, 11 of whom are also Special Constables. Over the coming year we will be looking at how to extend the leaving age of Cadets to 18 so that they have an opportunity to join the Special Constabulary without having to leave and re-join.

Community DriveSafe

Community Drive Safe has continued to sustain its success over the last year with over 35 active groups in operation, involving around 280 volunteers from across Hertfordshire. DriveSafe provides an effective, locally-led community initiative that enables the public to set up a group if they are concerned about speeding in their area. All the groups play their part in educating speeding motorists to try and change behaviour. It was particularly pleasing to present awards to some outstanding volunteers at the Annual DriveSafe event.

Citizens' Academy

Following the successful pilot schemes running in Broxbourne, Dacorum and Welwyn Hatfield, in March we delivered on a Police and Crime plan pledge and brought the Citizens' Crime Prevention Academy programme online.



The website **hertscitizensacademy.org** is an online crime fighting resource with short courses, videos and more to equip the public with the resilience and skills to keep themselves and their communities safe. In its first month, over 2,000 visitors completed over 400 courses, watched over 800 YouTube videos and learnt about volunteering opportunities. Nearly 60 per cent of those visiting the site are aged 18-34 which has traditionally been a difficult demographic to engage with around crime prevention advice.

Commissioner's Community Fund

Over the last year the Commissioner has continued to make funding available through the Commissioner's Community Fund and from the Ministry of Justice Victims' Fund. This is used to support delivery of the Police and Crime Plan and local services that help victims of crime to cope and recover.

An impressively wide range of local organisations, charities and voluntary services applied for funding this year - 54 bids were received and of those applications, 12 were successful, amounting to £155,475 in grants from the Commissioner's Fund and £7,200 from the Victims' Fund.

Some of the successful bids included Crimestoppers, who were awarded £22,291 to encourage the increase in reporting of crime within three vulnerable communities in Hertfordshire. Jackie's Drop in Centre was awarded £1,018 to facilitate confidential reporting of hate crime at a drop-in centre for adults with disabilities. The Commissioner was also pleased to have supported 1 Decision Ltd to provide fire service and crime reduction e-learning modules to primary school children and to St Albans Citizens' Advice Bureau to deliver scam and on-line safety initiatives to elderly and vulnerable clients.

Offender Pays

'Offender Pays' is a principle that is a core part of the Police and Crime Plan. It is about offenders paying for their transgressions though a concerted attack on criminal assets and paid rehabilitation schemes, or through reparation and payback to victims and communities, putting right the harm they have caused. The refreshed Police and Crime Plan makes it clear that Offender Pays is not about offenders being made to pay twice: it is about fairness; it is about ensuring that offenders take responsibility for the harm they have caused.



Proceeds of Crime

Over the last year the Constabulary's Serious and Organised Crime department has worked closely with partner agencies and the Eastern Region Special Operations Unit (ERSOU) to disrupt and dismantle criminal activity and recover criminal's assets by seizing their cash, houses and vehicles under the Proceeds of Crime Act. There have been some great successes over the last two years. This year over £1m has been seized from criminals and £600,000 returned to victims of crime in compensation.

Road Safety Fund

Tackling dangerous, anti-social driving and speeding are local priorities for many residents in Hertfordshire. Over the last year the Commissioner has invested significantly in road safety by setting up a dedicated Road Safety Fund using the £1.3m raised in our Cameras, Tickets and Collisions Unit. Over £320,000 has already been allocated to support a range of educational, engineering and enforcement initiatives which seek to change drivers' attitudes and behaviour.

This includes installing Speed Indicator Devices, average speed cameras, conducting feasibility surveys and workshops with young people on road safety matters, as well as awarding the Road Victims' Trust £75,000 to help support the needs of families and individuals who are bereaved or otherwise affected by a sudden, violent and traumatic fatal road collision.

HERTFORDSHIRE
ROAD SAFETY PARTNERSHIP

Business Sense

A key area element of the Police and Crime Plan is ensuring that the 'business' of policing is as efficient as it can be, taking the best from other sectors to improve customer services in relation to accessibility, visibility and responsiveness, whilst making best use of public money. An example of this is the development of LiveLink, referred to previously, which has already saved many hours of police officer time whilst providing a better service for victims. We continue to look at the top 10 FTSE companies to see what we can learn from the private sector and how this can be applied to policing. Over the coming year we will be looking at how we can best learn from businesses and will seize the opportunity to think creatively and innovatively.

Working More Efficiently Through Collaboration

The Police and Crime Plan has consistently reaffirmed the commitment to maintaining a local policing model in Hertfordshire and we continue to work with a variety of partners to provide efficiencies so that this model can be maintained.

Hertfordshire has continued its strong record of successful multi-agency working through our County Community Safety Unit, the Community Safety Board and the extensive collaboration within the Bedfordshire, Cambridgeshire, and Hertfordshire Strategic Alliance in a number of policing areas, including Joint Protective Services. This unit consists of over 600 officers, the majority of which are in the Major Crime Unit, Armed Policing Unit and Roads Policing Unit.



These are specialised teams that provide a considerable degree of resilience for operations within Hertfordshire. The Commissioner will continue to ensure that any future collaboration proposals make good business sense and benefits Hertfordshire.

Police Estates

The Police and Crime Plan made a commitment to explore new ways of bringing the public closer through the sharing of public-sector accommodation to ensure that services are more central and convenient, and that we retain a police station in every borough and district. Over the last year we have continued to explore ways to make best use of public property and police estate by reviewing our use of buildings and identifying how public services co-locating can improve partnership working and accessibility, at reduced cost.

During 2015/16 we were able to co-locate St Albans' police within the council's Civic Centre, helping to deliver public services which are fit for purpose and better reflect how the public now use and engage with services.



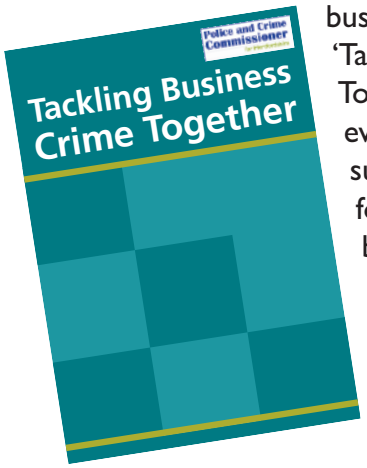
Blue Light Collaboration

Collaboration across 'blue light' services continues to remain one of the Commissioner's priorities to ensure that we look at how police, fire and ambulance not only deliver savings but, importantly, improve service delivery for local communities. Through the national Emergency Services Working Group we have refreshed the national overview document which shows different ways services can collaborate through joint-responding; demand management/ rationalisation; shared estates/assets; strategic alliances/partnership and information sharing across agencies.

Business Crime Strategy

Hertfordshire is home to many businesses - large and small - and their success and well-being is pivotal to the prosperity and development of this county. One-fifth of recorded crime in Hertfordshire is against businesses and we understand the effect this can have - both in towns and in rural areas.

The Police and Crime Plan contained a specific pledge to tackle this threat and last autumn saw the launch of Hertfordshire's business crime strategy, 'Tackling Business Crime Together'. Informed by evidence from a countywide survey of businesses, and following consultation with business experts, the strategy sets out an approach to reducing business crime through working together and has already seen:



- The launch of the Employer Supported Policing programme
- Hundreds of new businesses joining Business Watch, through which the Constabulary sends out advice messages to businesses on local crime patterns and methods of self-protection
- An agreement to consider business crime in the strategic assessments of Community Safety Partnerships
- The continuing development of Better Business for All. This scheme sees regulators work together to reduce the burdens on compliant businesses and cracking down on the businesses who seek to profit illegally at the expense of their honest competitors
- The Constabulary, working with cyber safety experts, Get Safe Online, to provide advice for small and medium sized enterprises

We will continue to develop and drive forward this strategy in the coming year, informed by the advice and expertise of Hertfordshire's Independent Business Advisory Group which was launched in the spring of this year.

Membership currently includes representatives from the Chambers of Commerce, the Institute of Directors, the Federation of Small Businesses, the Local Enterprise Partnership, the rural community, small businesses and the retail, leisure, technology and professional services sectors.





Exercise of Functions

Holding the Chief Constable to Account

A key part of the role of Commissioner is to be democratically accountable to the people of Hertfordshire for the provision of efficient and effective police for the county through holding the Chief Constable to account for the performance of the Constabulary. This is achieved through regular meetings with the Chief Constable to discuss concerns and issues. Where necessary, the Chief Constable will be formally written to regarding a specific issue or concern, such as the closure of Watford Custody suite, and will be requested to provide a written response which is then published on our website. The Office of the Police and Crime Commissioner (OPCC) holds a monthly Strategic Executive Board, which is attended by the Chief Constable and his senior officers, where performance is scrutinised and we seek assurances and resolutions to issues that we have identified. The OPCC has also continued a proactive approach to monitoring police complaints so that we can comment and make improvements where appropriate.

The OPCC receives regular reports from Her Majesty's Inspectorate of Constabulary (HMIC) and reviews any resulting action plans. The Constabulary and Commissioner have an independent Joint Audit Committee and the Commissioner receives regular reports from both internal and external auditors.

The Commissioner has ensured that the Constabulary established an Ethics Committee as another overview function.

Independent Custody Visiting Scheme

The Commissioner has had statutory responsibility for custody visiting since November 2012. The Independent Custody Visitors (ICVs) have enabled him to fulfil this responsibility to ensure that the well-being of detainees is monitored and issues relating to detainees or the custody suites are addressed. The scheme increases public confidence and transparency in the custody service. Our 33 ICVs are all volunteers and we would like to thank them for the excellent work they do in checking the welfare of detainees.

There are two custody suites in Hertfordshire, located in Hatfield and Stevenage. The volunteers visit the suites unannounced at least once a week, day or night, to carry out interviews with detainees and check on their health and well-being, ensuring that they have been offered their rights and entitlements. In response to the recent HMIC report, and to assist the Commissioner in holding the Constabulary to account for the safety and well-being of detainees, our ICVs have undergone training to enhance their monitoring role, including mental health awareness and the particular requirements of juveniles in custody.

From April 2015 to March 2016, Independent Custody Visitors made a total of 111 visits to custody suites. Over the duration of the visits a total of 1,275 people were detained; of whom 683 were visited and given the opportunity to raise any issues or concerns. No serious issues were identified, however, comments or feedback from the visits are reviewed regularly both by the OPCC and the Constabulary custody managers to ensure that appropriate action is taken.

Independent Dog Welfare Visitor Scheme

The OPCC for Hertfordshire has responsibility for the Independent Dog Welfare Scheme for Bedfordshire, Cambridgeshire and Hertfordshire



police forces. There are currently four volunteers working across the three counties whose role is to check on the welfare of police dogs. These volunteers visit all dogs and their handlers on a regular basis and undertake a comprehensive independent assessment, which is reported back to the office to ensure that appropriate action is taken.

Further information on both of these schemes is available through the Annual Reports on the Commissioner's website.

Stop and Search Community Scrutiny Panel

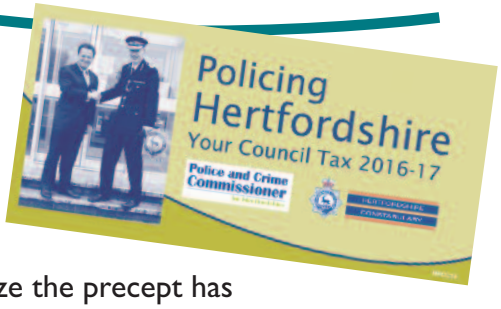
Over the past year the Stop and Search Community Scrutiny Panel, chaired by a retired judge, has provided a valuable role of independent scrutiny of Hertfordshire's Stop and Search practices, providing robust challenge and feedback on compliance with the Police and Criminal Evidence Act. The panel published its first report on its findings from dip sampling and examination of key data in January 2016 and this feedback has been used to support developments in officer training.

In April 2016, over 40 applications from individuals across all parts of the county who wanted to become a panel member were received and we look forward to welcoming nine new members from North Herts, East Herts, St Albans and Broxbourne who will be joining over the coming months, bringing new skills, experience and diversity to the panel.

Holding the PCC to Account

As well as being accountable to the people of Hertfordshire through the ballot box, the Commissioner's decisions and actions are examined and scrutinised by an independent group known as the Police and Crime Panel which consists of 14 members; one elected member from each local authority and three further members, who ensure that the panel has political balance and a broad range of skills. The Police and Crime Panel hold the PCC to account and will make recommendations on key documents, such as the Police and Crime Plan and Annual Report. They will also review key decisions on issues such as setting the council tax precept and senior police officer appointments.

A particularly important meeting takes place every January when the budget and the proposals for the council tax precept are discussed. For four



consecutive years since the election of the first PCC in 2012, the Commissioner's proposal to freeze the precept has been approved. This year, the Commissioner proposed to make a small reduction in the precept in the belief that the residents of Hertfordshire should only be charged for policing what is needed to deliver a quality service. After rigorous challenge and examination by the Panel, its members felt able to support the proposal which means that the people of Hertfordshire now pay less for policing than in 2012.

The Panel holds meetings in public and its Annual Report can be found on the Hertfordshire Police and Crime Panel website:
www.hertspcp.org.uk

Working Together and Engaging with the Public

One of the key functions of the Police and Crime Commissioner is to be the voice of the public into the Constabulary. As such, it is very important that he continues to work, engage with and listen to the communities of Hertfordshire which he has done through a variety of means including District Days, rural Barn Meets, community events and meetings with individual members of the public. The Commissioner has pledged to continue to work and focus on new matters of public concern as they arise and will continue to make it easy for people to contact him.

The Commissioner is pleased to be able to report significant progress on particular areas of concern raised by members of the public in the following areas:

Tackling Fly-Grazing



Over the last year significant progress has been made to tackle the issue of loose horses on the county's roads and illegal grazing, known as fly-grazing. This has included the introduction of new legislation to enable local authorities to take action in relation to horses which are on land (in England) without lawful authority, following lobbying from groups like Hertfordshire's multi-agency seminar which includes a range of partners such as police, British Horse Society, local authorities, animal welfare charities, the National Farmers Union (NFU) and landowners. There is now a collective plan for tackling fly-grazing across Hertfordshire. The seminars have been instrumental in sharing good practice and the challenges faced in addressing this issue. Local authorities have been made aware of their responsibilities in responding to loose, abandoned and stray horses and www.hertsdirect.org now offers a dedicated webpage with advice. The group has also worked together to agree a new fly-grazing licence arrangement for particular troubled areas.

Tackling Fly-tipping

The Commissioner is delighted to share the good progress achieved throughout 2015/16 in tackling fly-tipping across the county. The multi-agency working group has been successful in agreeing a common definition of fly-tipping across the 10 district and borough councils and the Constabulary, in line with the national Department for Environmental, Food and Rural Affairs (Defra) guidelines.



Since the autumn of 2015, all Community Safety Partnerships (CSPs) are using the new national Defra Software Data Management System (WasteDataFlow) to achieve a standardised recording process across the county. This will enable us to better understand the nature and extent of the problem and the response required. In addition, an effective triage process is being rolled out in the Force Communications Room to ensure better co-ordination of our response to fly-tipping, plus a Single Point of Contact in each Safer Neighbourhood Team.

The Commissioner has also committed funding to support local partners to deal with fly-tipping and other low level anti-social behaviour issues through a ring-fenced 'Partnership Fund.' This will enable the police to assist district and borough councils by providing match funding to tackle on-going issues. The Commissioner is also examining how funds generated from the Proceeds of Crime Act 2002 can be used to tackle fly-tipping.

Rural Crime

Residents and businesses in rural areas often feel ignored when it comes to crime fighting but the Commissioner has ensured that rural communities have a voice, enabled largely by his regular attendance at several Barn Meets around the county - where the issue of fly-tipping has been raised almost every time - and he supports a number of schemes that put rural policing at its rightful place on the agenda. He is a member of the National Rural Crime Network which strives for greater recognition and understanding of the problems and impact of crime in rural areas so that more can be done to keep people safer.
The Commissioner remains a great advocate of the Constabulary's specialist Rural Operational Support Team (ROST) which gives valuable advice to police colleagues investigating rural crime, as well as carrying out a number of proactive initiatives and operations such as Heritage Watch, bat protection awareness and advice for officers who are policing lawful organised hunts.



Keeping Residents Informed



The Commissioner is delighted to report that in 2015 his website achieved a CoPaCC award for transparency (CoPaCC is an organisation that scrutinises and monitors PCCs nationally) and he remains committed to ensuring that his office is as open and transparent as possible. As part of his role is to be the voice of the people, and the link between the residents of Hertfordshire and the Constabulary, it is important that he keeps people informed and updated on local matters in an open and transparent way. He will continue to do this in a number of ways including:

- Producing a detailed Annual Report which set out progress in the previous year towards delivering the five-year Police and Crime Plan
- Producing a refreshed Police and Crime Plan in 2015 which lays out strategic plans for policing and other services that keep Hertfordshire safe
- District Days, Barn Meets and various other community engagement events with residents
- A comprehensive website which holds key information about the Commissioner and his office and is consistently updated with the latest news and details of new initiatives
- Annual Safer Neighbourhood Newsletters that are delivered to every household in the county
- Monthly Parish Council Updates containing local crime information and OPCC news
- An annual council tax policing precept leaflet which goes to every home with a council tax bill and contains detailed information about policing budgets
- Via active social media channels including Twitter (@hertspcc) and Facebook (hertspcc) accounts



A Year in Focus



April 2015

Victim services took the limelight at the launch of **Beacon**, a brand new support centre for victims of crime in Hertfordshire. The innovative arrangement sees Victim Support working directly alongside the Constabulary's Victim Service Team to offer a free and confidential service to all victims of crime. In its first year, the service made contact with over 50,000 victims of crime in Hertfordshire.



May 2015

The Commissioner's linguistic skills were put to the test on a **District Day in Dacorum** where he met with pupils from the Hemel Hempstead School who quizzed him, in French, about his role and responsibilities as Commissioner.

The Commissioner also welcomed and promoted the launch of the largest ever survey into crime and anti-social behaviour in rural areas, allowing people who work or live in rural areas to give their views to help shape the future of crime prevention and rural policing.

June 2015

Hundreds of people attended the Commissioner's **third annual lecture on 'The Future of Policing'** at the University of Hertfordshire, which focused on the importance of local policing. The Commissioner also presented his refreshed Police and Crime Plan, 'Everybody's Business 2015-20' with a forward-looking focus on new and emerging crime types, including cybercrime and child sexual exploitation.

More than £150,000 worth of funding for crime prevention, community safety and victim services projects in Hertfordshire was announced following successful bids to the **Commissioner's Community Fund**, which supports schemes in line with the Police and Crime Plan and provides support to victims of crime.



July 2015

This month saw the countywide launch of a '**Year of Mental Health'**, spearheaded by the Mental Health Crisis Care Concordat – an agreement signed by more than 25 agencies to support people suffering mental health crisis in Hertfordshire.

The Commissioner also co-hosted a conference aimed at a reduction in offending and reoffending rates, with the aim of sharing best practice and further improving partnership working. The **BeNCH-area conference** was attended by more than 100 professionals from across Bedfordshire, Cambridgeshire, Hertfordshire and Northamptonshire who manage offenders or work to reduce offending.





August 2015

Supporting and protecting vulnerable people was the theme of a **District Day in Welwyn Hatfield** when the Commissioner found out about the latest work from Welwyn Hatfield Community Housing Trust and the Anti-Social Behaviour Forum in tackling anti-social behaviour and diversionary schemes for children and young people.

The 'Unsaid' campaign (pictured) promotes mental health issues for young people in Welwyn Hatfield and was created directly following their concerns about the lack of awareness about mental health.

September 2015

The Commissioner took to the stage to address delegates at a national conference for 'blue light' professionals to share his views on greater efficiency through collaborating services. His talk at the **Emergency Services Show** discussed the key role PCCs have in bringing services together. He also launched a consultation to urge businesses and experts to have their say on the new **Business Crime Strategy** for Hertfordshire – a plan that sets out how business crime will be tackled in the county.

October 2015

Hertfordshire Constabulary received a positive verdict from independent police assessors **HMIC** in its annual **'PEEL'** (Police Efficiency, Effectiveness and Legitimacy) report, which gave Hertfordshire an overall judgement of 'good' with an 'outstanding' grade for financial footing.

The excellent work on transparency and openness was recognised nationally with a **'Transparency Quality Mark'** for the website www.hertscommissioner.org as part of a national assessment of PCC websites.

November 2015

The Commissioner gave his full support to **Restorative Justice Week**, supporting the pledge in his Police and Crime Plan to put victims at the centre of criminal justice and to shape and improve services to meet victims' needs. RJ gives victims the opportunity to meet the person who harmed them or their property.
He saw first-hand an innovative new project in Stevenage which aims to help parents-to-be break the cycle of domestic abuse. The **'Healthy Relationships, Healthy Baby'** project follows from recommendations made in a previously commissioned review into domestic abuse services in Hertfordshire.





December 2015

The Commissioner personally took time to recognise and praise the work of volunteers who give up their free time to encourage speeding drivers to slow down as part of the Annual Community DriveSafe Meeting. Awards were presented to four exceptional winners who have embraced the scheme to make a real difference to their local community.

Plans to introduce a reduction in the policing part of the council tax bill this year were open to public consultation via an open letter to all Hertfordshire residents, offering a unique opportunity to pass on savings to reduce the burden on council tax payers in the county.

January 2016

A new study to identify the experiences and expectations of **Hate Crime victims in Hertfordshire** with the University of Leicester was commissioned. Results from the 1500+ responses will inform the commissioning process and help develop a new hate crime strategy. Hertfordshire also launched a new dedicated unit to specifically deal with domestic abuse. The **Domestic Abuse Investigation and Safeguarding Unit (DAISU)** consists of a team of over 60 specialist officers and staff, based at Hatfield Police Station, to investigate 'intimate relationship' domestic abuse, so-called honour-based abuse and forced marriage.

February 2016

During a District Day, children at a local nursery in Welwyn shared their understanding of safe ways of using devices and staying safe online, following a series of **e-safety sessions** funded by the Community Safety Partnership. A later **District Day in St Albans** took a more rural focus, discussing nuisance crimes, and a visit to nearby farm gave a welcome insight into grass roots **rural issues and police support of the rural community.**

For the first time, Hertfordshire agencies combined to celebrate Victims' Rights Week, an awareness campaign bringing together key partners to highlight victims' rights and entitlements, the latest in the on-going work for victim services in Hertfordshire.

March 2016

Employers, recruitment specialists and serving Special Constables came together for networking event promoting **Employer Supported Policing** – a joint venture between the Commissioner and the Constabulary in encouraging and supporting Specials to fulfil their volunteering duties.

The brand new **Citizens' Academy website** gives the public direct access to crime prevention information and advice at the click of a button, offering free access to a range of interactive tools to help people keep themselves and their property safe.

Financial Position and Precept

The budget for 2015/16 totalled £193.8m.

Looking forward, the budget for 2016/17 has been set at £199.9m. This increase has largely been funded by a rise in the use of reserves, offset by savings of £4.9m as a result of collaboration work with Bedfordshire and Cambridgeshire. A further £5.3m of savings is currently anticipated from collaboration savings over the next three years to 2019/20.

Reserves currently stand at approximately £48m. This is significantly higher than the Commissioner believes is necessary in the longer term. Therefore, the current medium term plan shows them reducing to around £18m by the end of 2019/20.

The government's Autumn 2015 spending review confirmed a better than expected settlement for policing with overall police spending in real terms protected until 2019/20.

This, combined with an increase in revenue from Hertfordshire's growing Council Tax base, has enabled the Commissioner to cut the precept by a small amount whilst still spending more on policing overall.

The following table gives a high-level breakdown of the 2015/16 and 2016/17 budgets:

	2015/16 Gross Budget £'m	2016/17 Gross £'m
Local Policing Command & Crime Reduction	92.4	94.8
Protective Services	28.8	29.0
Operational Support	27.6	28.6
Organisational Support	34.4	34.6
Hertfordshire Corporate Budgets	6.6	6.6
Change & Operational Capability Reserves	0.6	2.3
Total Constabulary	**190.4**	**195.9**
Office of the Police and Crime Commissioner (PCC)	1.0	1.0
Commissioning Budgets	2.4	3.0
Total Office of the PCC	**3.4**	**4.0**
Total Revenue Budget	**193.8**	**199.9**

Chief Constable
Managing Performance



As Chief Constable, I am delighted to report on another successful year in which teams across the Force continue to deliver outstanding results against a backdrop of changing demand and significant operational challenge.

Our focus remains on working together with the public and our partner agencies to reduce crime, catch criminals and keep people safe, maintaining Hertfordshire's place and reputation as one of the safest counties in the country.

Building On Success

Hertfordshire continues to experience relatively low levels of crime and has the 14th lowest level of recorded crime in the country[3]. Better still, when compared with the seven other forces that are most similar to Hertfordshire[4], we have the lowest level of recorded crime.

Significantly attributable to improved crime recording in accordance with the National Crime Recording Standards, overall crime increased by 12.3 per cent last year. This increase is a measure of my determination to ensure rigorous recording of crime takes place but also of my clear wish to support and encourage victims to have the confidence to report crime to us.
Alongside performance measures, it is important to me that we recognise and consider how these results are achieved. For this I look to the quality of our interaction with the community, and their confidence in the service, and legitimacy of our actions and decisions.



The Crime Survey for England and Wales (CSEW) is a face-to-face survey carried out independently by the Office of National Statistics (ONS).
It asks many hundreds of local people a range of questions about their perceptions of their local police. It is particularly pleasing that the most recent survey[5] shows that the public of Hertfordshire continue to have notable confidence in their Constabulary and its efforts to deal with the crime and anti-social behaviour issues that matter most to them. Furthermore, by and large, they feel their local police are reliable and do 'an excellent or good job' locally too. This is high praise indeed from the public we serve.

3 According to the Home Office's Project Fusion Crime Data, for the 12 month period to 29 February 2016

4 Referred to as the Constabulary's Most Similar Group (MSG), based upon a range of metrics, comprises Avon & Somerset, Essex, Hampshire, Leicestershire, Staffordshire, Sussex and Thames Valley Police.

5 For a 12 month period to 30 September 2015

6 THRIIVES assessment takes into account : Threat, Harm, Risk, Investigative and Intelligence opportunities, Vulnerability, Engagement and Special requirements

Putting Victims at the Centre

Keeping victims and local people at the centre of everything we do has seen us continue to develop ways of working which engage our communities and make our services more accessible, prioritising frontline services which are responsive to public need. In the last twelve months this has been evidenced, in part, through our carefully assessed responses to emergency calls and our attendance at reports of crime; improving victim satisfaction and standards of investigation through using the THRIIVES[6] assessment.

Important work to improve the understanding of child sexual exploitation (CSE) in Hertfordshire has continued. The specialist CSE team, Halo, has co-ordinated a number of bespoke events for hoteliers so that an improved understanding of, and response to, CSE is achieved. Much of this important work has received the endorsement of partners and the Local Safeguarding Children's Board has renewed and refreshed a campaign to promote the 'Say Something If You See Something' message.

As a direct consequence of these initiatives, there have been a number of examples where, owing to the alertness of hotel staff, police have been able to respond quickly to client bookings where CSE is suspected.



The 'Operation Advisory' campaign in November and December 2015 saw the launch of the www.simpleastea.com website supporting the simple message "Sex without consent is rape" and "We can stop it". The website contains a link to a simple animation, suitable for all ages and reaching all communities, explaining consent and the implications. Consent is a factor in approximately 80 per cent of cases of rape and serious sexual assault. The creator of the script, Emmeline May, is a blogger from St Albans, providing a direct link with Hertfordshire.

The campaign has been adopted by our partner agencies ensuring a cohesive and consistent message and enabling us to have a far reach to all members of the public and communities, educating and informing victims, potential perpetrators and the general public who may become witnesses. The campaign has already motivated victims to report offences to police. Our victim focus has led to the development of a Safeguarding Command, a team of officers and staff dedicated to supporting and enhancing our responses to the most vulnerable victims and those offences that warrant specialist investigation skills, including child protection and child sexual exploitation, domestic abuse, vulnerable adults and mental health.

The Multi-Agency Safeguarding Hub (MASH) for children in Hertfordshire was formally launched in July 2015. The MASH brings colleagues from children's services, health and probation to operate jointly with police in a single location. This service has created a portal for referrals to be made when concerns about a child arise, and the co-location of resources means that information sharing and assessments can occur quickly and seamlessly. The MASH is very frequently the conduit so that wider services for children can be engaged.

In January 2016, the Domestic Abuse Investigation and Safeguarding Unit (DAISU) was launched. This specialist 60+ strong team operates county-wide and focuses on all 'intimate relationship' domestic abuse, forced marriage and so-called honour based abuse. Intimate relationship domestic abuse accounts for approximately 75 per cent of all reported domestic abuse and is deemed to be that which causes the most harm to victims and can have the most serious consequences.



Domestic abuse suspects account for approximately 25 per cent of all police custody detainees. This new team represents a significant commitment by the Constabulary to improve our service to victims and the more streamlined end-to-end service now introduced will enable the Constabulary to tackle domestic abuse and its aftermath and focus our safeguarding expertise on those most at risk of serious harm.

Further focus on our diverse communities saw Hertfordshire Constabulary move up over eighty places to be ranked in the Stonewall 2016 Workplace Equality Index top 120 places. A clear endorsement to the Constabulary that both its internal and external focus on Lesbian, Gay, Bisexual and Transgender (LGBT) issues has been recognised.

Public Focus

Local Policing continues to be prioritised and responsive to local concerns - from our city centres to rural villages. This model of policing lies at the heart of my, and our Police and Crime Commissioner's, approach to tackling crime in a way that is truly responsive to local people's needs.

Hertfordshire Constabulary celebrated National Volunteers' Week in June, recognising the important work of volunteers who are supporting the activities of police officers and police staff.



Hertfordshire now has more than 260 volunteer Special Constables, over 180 Police Community Volunteers and hundreds of other people working in various roles to help make the county safer, contributing over 100,000 hours each year. The dedication and commitment of these volunteers is invaluable and policing the county would be harder without their help and support.

We aim to increase our Special Constable numbers to 400 in 2016/17 and have launched a new recruitment campaign and started activity around Employer Supported Policing, which is attracting local media interest.

The public self-service function is also being developed to provide victim updates through online crime reporting via the 'Track My Crime' (TMC) application. TMC provides officers with an additional modern digital method to contact victims and keep them up to date with the progress of their crime. Messages can be sent via a secure portal hosted by the Ministry of Justice (MoJ) which victims can then access at a time convenient to them and can reply directly to the officer in the case. A subsequent upgrade to this function will allow victims of burglary and other acquisitive crime to update property details via the same secure link. This system is now live in Hertsmere for rigorous testing before being extended across the county.

Offender Pays



Over the last 12 months Hertfordshire's Serious and Organised Crime department has worked closely with partner law enforcement agencies to disrupt those engaging in organised crime in the county, dismantling completely a number of crime groups committing crime locally. Particular successes this year have included over £1 million confiscated from criminals, over £2 million-worth of assets have been restrained in relation to on-going criminal investigations and over £600,000 has been returned to victims of crime in compensation.

At the same time, we have sought to ready ourselves to tackle new and emerging criminal threats, such as cyber-crime and human trafficking. We have formed a new cyber-crime and fraud team, employing specialist officers to prevent and investigate those offences facilitated through new

technology. The force has also invested in ensuring front line officers are trained to recognise and investigate such offences and has provided crime prevention advice for computer and internet users.

Business Sense

The budget for 2015/16 totalled £193.8m, reflecting planned savings of £5.2m and investment of £1.1m. The year-end financial position is forecast in line with budget. Looking forward, the budget for 2016/17 is set at £199.9m, the increase reflecting unavoidable inflationary costs (such as nationally agreed pay awards for police officers and staff totalling £2.2m and increased national insurance payments to Her Majesty's Revenue and Customs of £2.9m) and reinvestment of £4.2m, offset by savings of £4.9m.

Areas of reinvestment include funding for Safeguarding, to help meet increasing demands for these services by vulnerable victims, as well as the establishment of a Domestic Abuse Investigation and Safeguarding Unit, investment in public contact and victim services and increased funding to meet increasing demands from cybercrime and data forensics.

Whilst the policing service received a relatively favourable settlement in the 2015 Spending Review the four-year budget gap to 2019/20 stands at £16.3m. A significant proportion of current saving plans rely on our collaboration with Bedfordshire and Cambridgeshire.

The Strategic Alliance between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary continues to strengthen following agreements being reached over the last year to collaborate further. One area was Human Resources, responsible for the core functions of employee relations, workforce planning, recruitment, training and development, pay and conditions, health and well-being and other key services relating to our people. This has already seen the completion of phase one this year, with the appointment of a single senior management team.

Collaboration across these functions is expected to save around £4.3m which will contribute to the £61.1m shortfall the forces are currently collectively facing between now and 2019/20. Further collaborative opportunities have also been exploited in the area of Firearms Licensing, which has now been collaborated across the three forces. This agreement is expected to save around £224,000.

We continue to identify opportunities to rationalise the Constabulary's estate where it no longer meets the needs of our working arrangements to best serve the public, as was seen in the relocation of St Albans Police Station to accommodation shared with the district council. Vacating an aged building results in significant capital savings available for reinvestment in other areas.



The Police and Crime Plan seeks to harness the collective energy of statutory partners and this remains central to our plans. Last year I gave examples of our close working with various partners, including mental health teams. The last year has seen us build on the placement of a triage service in the Force Communications Room, using a psychiatric nurse, and the availability of a mental health worker 'on the ground' with patrolling police officers. This is a great example of reducing demand on the Constabulary and enabling more effective responses to crime and incidents.

As we look to the next year and beyond, the Constabulary remains high-performing and has demonstrated that it is capable, agile and entrepreneurial in adapting to changes in criminality, as well as tackling budget challenges. I have every confidence that the outstanding men and women who contribute to policing locally, whether officers, staff or volunteers, will display these self-same qualities over the years to come.



Andy Bliss
Chief Constable

Designed and produced by the in-house Beds and Herts Design and Print Services,
Corporate Communication, Hertfordshire Constabulary 2016