Police and Crime in Hertfordshire



Annual Report 2016-17

David Lloyd
Police and Crime Commissioner
for Hertfordshire

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Annual Report
April 2016 -March 2017

Foreword by PCC



In May 2016 I was re-elected as the Police and Crime Commissioner for Hertfordshire. I was, of course, delighted that people re-affirmed their trust in me and I look forward to building upon the excellent results achieved during my first term and delivering on the pledges that I set out in my election manifesto over the next four years. One of the duties incumbent on a PCC following an election is to produce a new Police and Crime Plan. This time I have changed its title to 'Community Safety and Criminal Justice Plan: Everybody's Business', to emphasise how important it is to me as PCC to focus on the broader community safety and criminal justice landscape, and better reflect the enabling of greater oversight and accountability of agencies other than the police.

This Annual Report covers the period April 2016 - March 2017 and highlights the significant progress and key achievements made over the last year against the last Police and Crime Plan and the new Community Safety and Criminal Justice Plan: Everybody's Business (2017-2022). It continues to be my belief that keeping people safe is 'Everybody's Business' and one which is achieved by collaboration right across the public, private, voluntary and community sectors.

Over the last year I have continued to make great efforts to protect local policing in Hertfordshire and build on the strong and successful model already in place based around the 10 districts. Through a programme of recruitment, I have invested in extra police officers and Police Community Support Officers (PCSOs) to ensure we have the numbers that the Chief Constable needs for Safer Neighbourhood Teams and to provide additional visibility. In October 2016 I appointed a new Chief Constable for Hertfordshire Constabulary, Charlie Hall, who shares my vision and commitment to protecting local policing and ensuring that we continue to have a district structure that supports public safety, protects victims and identifies the most vulnerable.

For the first time in six years I had to raise the police precept for Council Tax for 2017/18 by the equivalent of £5.00 or 3.4 per cent per annum[1] for an average household, due primarily to a delay in achieving the expected savings through our regional IT collaboration programme across seven forces. This was not a decision I took lightly, and one which the new Chief Constable advised was the only way to maintain the local policing model, which we know is the fundamental principle to delivering effective local policing across the county, and one that the public consistently tell me they value and wish to preserve.

[1] The increase in the precept means that the vast majority of households would pay between 6 and 10 pence per week more than in 2016/17.

During 2016/17, the policing inspectorate, Her Majesty's Inspectorate of Constabulary (HMIC), published the findings of their 'PEEL' inspection, covering Police Efficiency, Effectiveness and Legitimacy. In two of the three stands (Efficiency and Legitimacy), Hertfordshire Constabulary was graded as 'good' overall demonstrating strong leadership and ethical behaviour. The latest inspection on Effectiveness highlighted improvements the force needs to make to keep people safe and reduce crime. It praised the force for its approach whilst commending the force for its approach to tackling serious and organised crime and rural policing, and the way it works with partner agencies, particularly in areas such as crime prevention and tackling anti-social behaviour. Over the coming months I will be using HMIC's inspection results to hold the Chief Constable to account for improvements in this area on behalf of the people of Hertfordshire.

It will be clear from reading this report that, as Victims' Champion, putting victims at the centre of all that I do has continued to be a key focus for me during 2016/17. I am pleased that Beacon, our Victim Care Centre, continues to outperform the national figures with regards to providing an early assessment of victims entitled to an 'enhanced' service under the Victims' Code of Practice. Through our new Vulnerable Victim Case Managers, victims will now be given the one-to-one contact and support they need throughout their criminal justice journey, avoiding duplication and conflicting information that can often result from engagement with multiple service practitioners.



Following the review I commissioned in June 2016, looking into the workings of Hertfordshire's Criminal Justice Board, new priorities and governance structures are being implemented to help drive forward improvements in the efficiency and effectiveness of the criminal justice system locally. As Chairman of the Board, I will be working with the criminal justice agencies to ensure that there is robust challenge around performance and accountability, throughout the end-to-end system, to drive forward improvements for victims, witnesses and those accused.

There has also been notable progress and successes this year with partners dealing with complex and high demanding areas including responding to those in mental health crisis. This year has seen the Street Triage Scheme expand on a trial basis to include a paramedic working alongside a mental health clinician and a police officer. All three agencies can make an on-street assessment of an individual, helping to avoid preventable detentions under Section 136 of the Mental Health Act, reduce demand on services, including A&E, and importantly, provide the best possible outcome for the individual.

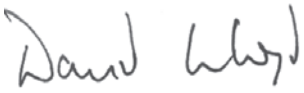
Through applying greater business sense across policing, we have continued to achieve savings, through bringing together Operational and Organisational Support across our neighbouring forces with Cambridgeshire and Bedfordshire. I have also reviewed our use of buildings and relocated police teams to locations within district council offices, to improve partnership working and accessibility at reduced cost. Our work with engaging businesses has gone from strength to strength through the setting up of the Independent Business Advisory Group. This provides a key forum to understand the issues of most concern to businesses and how police and other agencies can best prevent and respond to those crimes against businesses.

I have also spent a great deal of time this year listening and, as a result, have been able to invest in the services that matter to you most including fly-tipping, fly-grazing and road safety. During 2016/17 £80,000 was awarded from the

'Partnership Fund' to Districts and Borough Councils across the county to support local solutions to address fly-tipping through a range of enforcement and campaigning activities.
Over £400,000 was also awarded from my Road Safety Fund to 14 community groups and Parish and Town Councils to support a range of road safety interventions across the county including speed indicator devices, feasibility surveys and improved road signage. This year I also launched my new Community Action fund. This uses offender confiscations under the Proceeds of Crime Act (POCA), to enable voluntary and community groups, charitable and not-for-profit organisations, Community Safety Partnerships, Town and Parish, District and Borough councils and the County Council to apply for funding up to £5,000 to support local initiatives, equipment and projects.

I have also continued to use social media to engage with citizens. During 2016/17, the number of Facebook followers to my https://www.facebook.com/hertspcc page has increased by over 25 per cent to 426 and the number of Twitter (hertspcc) followers has increased by 18.3 per cent to 3954. The total reach of my Facebook posts since April 2016 totals 152, 874 people.

I hope this annual report gives you a good insight into the work that has been achieved during 2016/17 and how the Constabulary is performing. It is down to the commitment and hard work of local leaders across the county in community safety, criminal justice and beyond, together with the public and voluntary sector that much of what was set out in the last Police and Crime Plan during 2016/17 has been achieved. This good work will continue through the delivery of the new Community Safety and Criminal Justice Plan throughout 2017/18 and beyond. In particular, I would like to record my gratitude to Constabulary officers and staff led by the former Chief Constable Andy Bliss and now Charlie Hall for the excellent results produced in the last year. Keeping our community safe is, and remains, 'Everybody's Business'.



David Lloyd
Police and Crime Commissioner for Hertfordshire

My Five Key Achievements in 2016 - 2017

- **Put Victims First**
  As Victims' Champion, continued to put victims at the centre of the criminal justice system
- **Kept Crime Low**
  Hertfordshire remains one of the safest places to live and work in the country
- **Protected Local Policing**
  Each Borough and District continues to have its own strong local policing team and police station
- **Increased Efficiency**
  Reduced costs and made improvements in performance through collaboration and investment in technology
- **Kept Tax Low**
  Only charged tax-payers what is required to maintain and deliver a quality service

Success and progress

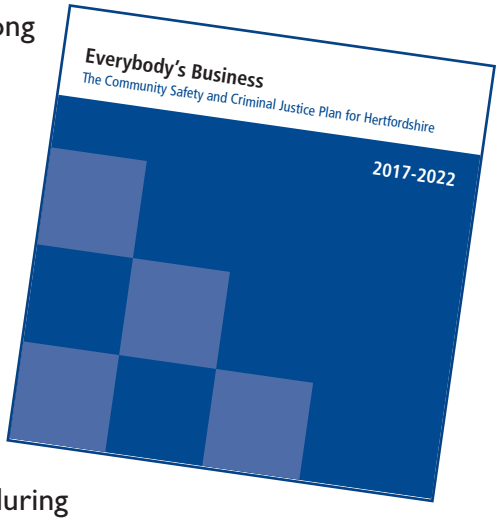
in Delivering the Police and Crime Plan in 2016/17

Building on Success

Hertfordshire continues to be one of the safest counties in the country, where crime levels remain low and there are high rates of public satisfaction and confidence. According to the Crime Survey for England and Wales, the public of Hertfordshire have greater confidence in their police force than anywhere else in the country, standing at 84.8 per cent (November 2016). It is against this landscape that, following the Commissioner's re-election, the new five year 'Community Safety and Criminal Justice Plan: Everybody's Business' (2017-2022) was published (February 2017), setting out how to build upon these excellent foundations and meet the new challenges and demands that arise.

Protecting Local Policing

Hertfordshire's local policing model, based around the ten Safer Neighbourhood Teams, remains the fundamental bedrock to delivering effective policing across the county. It is something that is highly valued by the public and one which Chief Constables up and down the land say is the best way to cut crime, yet few forces are able to sustain. This year, for the first time in six years, the Commissioner raised the police element of council tax precept by the equivalent of £5.00 per annum for an average household (3.4 per cent), following consultation with the public and advice from the Chief Constable, to enable local policing to be protected in Hertfordshire and for investment to be made to address new demands. In the latest PEEL[2] inspection, Her Majesty's Inspectorate of Constabulary (HMIC) singled out Hertfordshire for maintaining a strong focus on local policing.



Crime Figures

As in other parts of the country, Hertfordshire Constabulary has seen an increase in recorded crime during 2016/17 due to improvements in the compliance with the National Crime Recording Standards (NCRS) and greater confidence from victims to report crimes. Over the last financial year, 2016/17, reported domestic abuse has increased by 19.1per cent, the number of rape offences, including historic cases, increased by 10.3per cent. Since 2014/2015 offences relating to vulnerable

[2] PEEL stands for 'Police Efficiency, Effectiveness and Legitimacy'

victims (including Child Abuse, Trafficking and Adult Safeguarding) increased by over 70 per cent. It is pleasing that the public have an even greater level of confidence that crime is being recorded accurately. As a result of these increases, the Commissioner has invested additional resources, including the creation of a specialist police unit focussed exclusively on domestic abuse, and ring-fenced funding to help the Constabulary manage demand. Even after these increases, crime levels remain low in Hertfordshire, second in its Most Similar Force (MSF) group of eight forces for all recorded crime and 14th nationally when looking at levels of crime per head of population.

Anti-Social Behaviour

We know that Anti-Social Behaviour (ASB) can blight the lives of people on a daily basis and, if not tackled, can leave victims feeling helpless, desperate and with a seriously reduced quality of life. ASB continues to be of concern to the public and an area where action will be targeted over the coming months. This year recorded levels of ASB are slightly higher than the same period last year, but have remained within the levels anticipated across all areas of the county. ASB victim satisfaction surveys continue to show high levels of 'whole experience' satisfaction, standing at 70.1 per cent, slightly up on the same period in the previous financial year (68.9 per cent). During 2017/18 the Commissioner will be reinvesting savings to focus on strengthening the Constabulary's upstream resources aimed at young people at risk, ASB, missing people and problem-solving.

Crime prevention – Tackling Fraud and Scams

Tackling Frauds and Scams perpetrated against the elderly and vulnerable citizens is a key priority for the Commissioner, as outlined in the new Plan. Initial scoping work this year has shown that there are a number of agencies across the county, including Trading Standards, the Police and the County Community Safety Unit (CCSU), who are all undertaking work to help protect individuals and put in place proactive techniques to safeguard the most vulnerable in our society. Work is now underway to look at how the activity of agencies across the county can be coordinated and brought together in a coherent countywide strategy to help bring together agencies around the prevention and reduction of frauds and scams. Work has also progressed to engage with organisations, such as banks and post offices, that have a role to play in ensuring that they are not inadvertently facilitating scams and frauds by delivering mail or emails directly to vulnerable citizens.

Tackling Modern Day Slavery and Human Trafficking

This year we have stepped up our efforts under the Modern Slavery Act 2015 to ensure that the police and other statutory organisation are alive to the threats posed to individuals from exploitation, abuse, servitude and inhumane treatment. Whilst we do not know the scale of modern slavery in Hertfordshire, we do know that much organised criminality relates to trafficking. This year, the PCC's office, in partnership with the Shiva Foundation, Hertfordshire Constabulary, and Hertfordshire County Council, held a one-day multi-agency conference in order to raise awareness of this issue and build a vision and effective partnership approach to help identify the problem and effective pathways to support victims and bring offenders to justice. In response to this, the Constabulary has created a dedicated police unit called 'Operation Tropic' that will help to coordinate the response to Modern Slavery in Hertfordshire.



Working with our Community Safety Partners

Last year the Commissioner conducted a review and consultation on how Community Safety Grants are allocated and concluded that this money could be spent more effectively and produce better results if it was allocated in a more focussed and long-term way. In February 2017 the Community Safety Grants moved to an open bidding process, enabling district councils, CCSU and departments within the County Council to bid for longer-term and more sustainable community safety projects to help tackle key issues across the county. This move in the funding allocation has enabled the targeting of key services and projects most in need of support across the county in line with the new Community Safety and Criminal Justice Plan: Everybody's Business. Funding awarded in March 2017 has been allocated to support key projects, including, amongst others: youth diversionary activity around ASB hotspots in Broxbourne; the prevention of scams, in partnership with the Citizens' Advice Bureau in Three Rivers; e-safety training and awareness for parents and children in East Hertfordshire and the targeted intervention and engagement of youth services across the county.

Community Safety Commissioning: Commissioner's Action Fund

The Commissioner continues to work with local partners to deliver against community safety priorities. In March this year the Commissioner launched a new Community Action Fund to support innovative local schemes that aim to reduce crime and reoffending and support victims of crime, as outlined in the new Plan. £120,000 from offender confiscations under the Proceeds of Crime Act (POCA) has been set aside to enable voluntary and community groups, charitable and not-for-profit organisations, Community Safety Partnerships, Town, Parish, District and Borough Councils and the County Council to apply for funding up to £5,000 to support local initiatives, equipment and projects.

David Lloyd
Police and Crime
Commissioner's Action Fund
Using the Proceeds of Crime to make Communities Safer

Case Study on Mental Health Street Triage

This year has seen significant developments in the way in which people in mental health crisis are supported across the county. Following the provision of two Street Triage vehicles with a police officer and mental health practitioner operating on two shifts, 5pm to 2am and 7pm to 4am, the Street Triage Scheme was expanded in December 2016 on a trial basis. This has seen one of the police cars replaced with an unmarked ambulance, supplied by the East of England Ambulance Service, and the deployment of a paramedic working alongside the mental health clinician and police officer. This has enabled all three agencies to make on-street assessment of an individual, helping to avoid preventable detentions under Section 136 of the Mental Health Act, reduce demand on services, including A&E, and importantly, providing the best possible outcome for the individual.

The trial with the East of England Ambulance Service will continue to 30th June 2017 to gain further information on the effect of the additional resource and the Commissioner is funding a full cost-benefit assessment of the scheme to see if it can be extended and made permanent.



Putting Victims at the Centre

Commissioning Services and Beacon – Hertfordshire's Victim Care Centre

This year has continued to be a busy year directly commissioning support services for victims in Hertfordshire to ensure that they are locally tailored to meet the needs of different victims of crime and the responses they require. For 2016/17 the Ministry of Justice (MoJ) allocated £1.367 million to Hertfordshire, which was split between Victim Services and Child Sexual Abuse. The Commissioning team have continued to monitor and evaluate victim services commissioned and delivered through Beacon – Hertfordshire's Victim Care Centre. An early assessment of victims entitled to an 'enhanced' service under the Victims' Code of Practice suggest that a greater proportion of victims (26 per cent) have been identified as falling under one of the three MoJ priority group headings compared to 20 per cent nationally.

Work has also progressed to better understand why not all victims entitled to support accept the offer. Reasons to decline the offer of support is sometimes attributable to victims wishing to move on from their experience as quickly as possible; although understandable, this sometimes can result in longer-term harm. For this reason the PCC's office has been looking at satellite services, including working in partnership with Citizen Advice Bureaus to establish outreach centres across the county. Following the success of the pilot schemes in 2016 in Watford and Stevenage, work will continue to rollout countywide during 2017/18.

Victim's Information Booklet



In order for victims to be fully aware of their entitlements under the Victims' Code of Practice, this year the Commissioner's Office has produced a new comprehensive guide outlining the services available to support victims and what to expect if they have to go through the criminal justice system. 82 per cent of victims surveyed said having access to the information booklet would have improved their understanding and experience of the criminal justice system. The draft booklet will be published and disseminated over the coming months.

Domestic Abuse

Domestic abuse continues to be a priority for the Commissioner throughout his second term. Work has continued during 2016/17 to use the research and findings from the commissioned SafeLives report to ensure the right provision across the county. This year has seen additional investment to support victims of domestic abuse through the new County IDVA service delivered by the organisation 'Refuge'. The new service, introduced in September 2016, will provide a more accessible, community-based service for 'high risk' victims of domestic abuse. Work is also underway to investigate ways in which victims identified as 'standard' or 'medium' risk can receive the support they require.

Honour-Based Crimes and Hate Crime

Whilst domestic abuse continues to be a priority, work has also focused on looking at the support required around hate crime and so-called honour-based abuse. Earlier this year, the University of Roehampton was commissioned to research honour-based abuse, forced marriage and FGM in Hertfordshire, in order to better understand victims' needs and how they can be met, in line with victims' entitlements in the Victims' Code of Practice. The research has brought a rich insight into the extent of these crimes within the county and the services and support that are most needed by victims.



This research, coupled with an evaluation of Beacon, has also brought about the introduction of Vulnerable Victim Case Managers, who give victims the one-to-one contact, and the support they need throughout their criminal justice journey, avoiding duplication and conflicting information that can often result from engagement with multiple service practitioners. The early results are very encouraging, with high levels of victim engagement.

Return Home Interviews for Missing Children and Young People

It continues to be concerning that many people do not recognise that a crime is being committed against them or due to circumstances, feel they are unable to reach out to services that can support them. This is especially the case for Children and Young Persons who run away from home. It is often difficult for young people to engage with statutory organisations (Police, Children Services) to explain why they are running away. Work has taken place during 2016/17, with Hertfordshire County Council, to commission the services of the charity 'Missing People' to provide a 'return to home' advisory service, where young people can speak openly and honestly about their experiences. Early findings from this approach have been very encouraging, with a greater number of children and young people engaging with Missing People than before, helping to reduce the risk of harm to young people and also the demand on the resources of the Constabulary, who respond to all missing children alerts.

Embedding Restorative Justice and Training Officers

The use of restorative justice has been shown to help victims move on with their lives, as it provides an opportunity to understand why the crime was committed against them in the first place, gain agreement on a way forward, and above all, gain a voice and tell the person who caused the harm the impact it has had on them and, where appropriate, their family. Work has continued throughout 2016/17 to ensure that victims have ready access to restorative justice services and, to support this, a Restorative Justice Coordinator has been commissioned to work alongside staff in the Beacon Victim Care Centre. Restorative justice will not suit everybody, but in those cases where it is appropriate it can make a real difference. To support this, the Constabulary delivered restorative justice awareness training to every frontline officer in 2016/17 to help them understand the concept of restorative approaches, including Community Resolution and how a victim can participate in restorative justice activities.

Community Resolution[3]

October 2016 saw the expansion of options available under the Community Remedy menu for victims of less serious offences to have a greater voice and choice in what punishment is appropriate for their offender/s. Following the initial menu of options available to victims under Part 6 of the Anti-Social Behaviour and Policing Act 2014, the refreshed menu extends the number of restorative actions available to victims of crime and ASB in Hertfordshire to have their say in conjunction with an out-of-court disposal. Through the extended menu, victims are now able to choose for their offender to make financial or non-financial repatriation, which includes repairing damage or completing a task that benefits the victim or local community directly.

Reforming the Criminal Justice System

Putting victims at the heart of the criminal justice system was outlined as a key priority for the Commissioner's second term. The publication of the Commissioner's five year Community Safety and Criminal Justice Plan outlines the vision and ambitions for improving services for victims, witnesses and those accused throughout the end-to-end criminal justice system. It recognises that, whilst there have been great strides made in improving the way in which victims are treated in the immediate aftermath of crime and during an investigation, things go less well when victims come into contact with courts and the wider criminal justice system. All public agencies – councils, health, courts, prison and probation, amongst others - have their part to play in making the system work efficiently and effectively, leading

[3] A Community Resolution is the disposal for which a community remedy is offered. They are entirely voluntary and may not be legally enforceable if the perpetrator fails to complete the agreed action.

to better outcomes for victims, offenders and all those who come into contact with the criminal justice system.

In June 2016 an extensive review was commissioned to look into the workings of Hertfordshire's Criminal Justice Board. As a result of the review, new priorities and governance structures are being implemented to help drive forward improvements locally in the efficiency and effectiveness of the system. As the newly appointed Chairman of the Board, the Commissioner is working through a programme of work with the criminal justice agencies to drive forward improvements around performance and accountability throughout the end-to-end system and the effectiveness of services for victims, witnesses and those accused. Further work has also just been commissioned to drive forward change through a better understanding of the demands, performance and costs in the system, and to use this information to understand where improvements can be made.

Investing in Technology to Manage Offenders and Speed up Justice for Victims

Hertfordshire continues to be a leading area for its use of LiveLink, with a number of neighbouring forces looking to it as an area of good practice. Using technology to speed up justice for victims and witnesses continues to be a key focus for the Commissioner during 2016/17 as part of continued efforts to improve the efficiency of the criminal justice system. This year, more victims, witnesses and police officers have utilised the LiveLink network, enabling them to give evidence without needing to attend court in person. This has enabled the protection and support of a range of vulnerable and intimidated victims, particularly rape victims, through the judicial process, and more efficient use of police officer time. Over the coming months work will continue to further embed and refine the system and make better use of the opportunities offered, such as the remote access to specialist courts, in order to provide more effective and timely justice.

There have been significant developments during 2016/17 to look for the most efficient and effective ways to monitor and rehabilitate offenders back into the community. As part of a successful £1.751m bid to the Police Transformational Bid in 2016, Hertfordshire is leading, in collaboration with several other forces. This includes a new 12 month GPS Tagging Pilot scheme to help monitor the movements of offenders who have qualified for early release from prison, been released on licence, or those who are being considered for re-release following recall from prison. The pilot provides an opportunity to gain an understanding of how this technology affects offender behaviour and will allow for effective offender management processes through the enforcement of curfews, whilst supporting a reduction in prison population numbers. To date, 88 people across the designated forces are wearing a tag as part of the programme and early indications show high levels of compliance.

Public Focus

Creating a stronger public focus through improvements in customer service has been a key focus during 2016/17. Progress has been made to continue to push forward developments in a range of new online technologies to listen to the public and enable them to engage in services that are better tailored to their needs and in a way that best suits them.

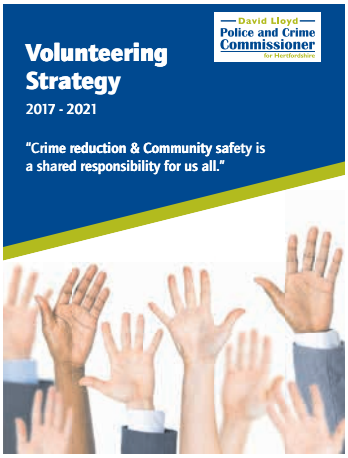
Improving Public Contact

During 2017, significant improvements have been made to digital services, including a system of online crime and intelligence reporting. For the first time victims are now able to report a crime online (www.contacthertspolice.uk/Report/Crime/) or through a Hertfordshire Police App, and contact the control room using web chat. The new system provides an improved level of customer service for victims, giving them the opportunity to choose how they would like to report a crime to police and, once reported, when and how they would like to be contacted by the police in relation to the information they provided. The new collaborated unit with Bedfordshire and Cambridgeshire will help to improve resilience and efficiency under a single senior leadership team and drive forward improvements to the service over the coming year. The Commissioner has also started the process of working with other public sector partners, including the Fire Services and local Councils, to identify ways in which collectively we can improve contact with the public.

Involving the Public in Policing and Community Safety

Volunteering Strategy (2017- 2022)

At the heart of 'Everybody's Business' is a belief that everyone has a part to play in keeping Hertfordshire the safe county that it is today. The refreshed draft Volunteering Strategy sets out a five year plan for providing opportunities for a wide range of citizens to do their bit through schemes such as the Special Constabulary, DriveSafe and Neighbourhood Watch. It also sets out plans to expand those roles and to investigate the creation of new roles and powers available to volunteers enabled through legislation, including Volunteer PCSOs. Following the feedback from the consultation with volunteers later this month, the new strategy will be published, offering a range of ways that people can volunteer across the county.





Volunteer Police Cadets (VPC)

The Volunteer Police Cadets continue to make an important contribution to policing and community safety across the county. This year has seen the number of cadets expand from 250 to nearly 300 with coverage in all 10 districts. A new twin process is in development for Cadets which will see Police Cadet Leaders who wish to become a Special Constable able to undertake a 'fast-track' process to continue to be part of the policing family without having to leave and re-join. For those who would like further development, there will be an 18+ scheme to support the transition into the Special Constabulary.



Special Constabulary

The Special Constabulary continues to be an integral part of the policing family strengthening local policing teams and bringing valuable skills and knowledge that enhance the Constabulary's response to key areas of demand around specialist areas including fraud, domestic abuse and cybercrime. Over the last few years there has been a steady increase in the number of Special Constables leaving the service. In October 2016 the Institute for Public Safety, Crime and Justice at The University of Northampton was commissioned by the PCC to conduct a thorough review of the Special Constabulary to examine the behaviours, values and leadership of the Special Constabulary and how the model in Hertfordshire compares to best practice across other forces. In particular, the Commissioner was keen to examine how the recruitment and retention of Specials could be improved. Following the review, significant progress has been made to bring a more comprehensive approach to managing and supporting Specials through the development of a four year strategy and delivery plan and the appointment of a Special Chief Officer to provide leadership to the Special Constabulary. The Commissioner has also invested significantly during 2016/17 in the equipment and training provision for Special Constables. This includes issuing all officers as standard with a body-worn camera to help capture best evidence, prevent harm and deter people from committing crime, and providing Specials with opportunities to develop professionally recognised policing and leadership skills.

Case Study on Employer Supported Policing



Since launching the Employer Supported Policing (ESP) Scheme in 2015, employers across the county have stepped up to actively promote the Special Constabulary in their workplace and give their staff time an agreed period of annual leave to undertake for ESP training and duties.

Employers recognise that not only does ESP benefit the Constabulary in bringing new skills and expertise into the organisation which can prove invaluable to policing, employers also gain from the transferrable skills acquired including; effective communication, problem solving, resilience and personal responsibility.

Currently 24 organisations including Mothercare, Tesco, McMullen & Sons, John Lewis Partnership, Barclays, Which?, Dacorum Borough Council, Broxbourne Borough Council and Welwyn Hatfield District Council are amongst those who currently support Employer Supported Policing. The most recent employer to sign up to ESP was Daines Kapp Insurance Brokers in Ware who gives their employee Commercial Account Executive Stefan 12 days annual leave a year to undertake Special Constable duties.

Owner and Managing Director of the business, Kevin Daines, said: "Stefan's role as a Special Constable keeps him grounded and aware of what is going on out in the community. It also gives him life skills which are a valuable asset to our organisation. We really support his role and if you keep your employees happy – they will stay with you.

DriveSafe

2016/17 has been a busy year for the DriveSafe scheme with new volunteers supporting the programme, undertaking roadside monitoring to help educate motorists and raise awareness about speeding in their local community. There are now 345 active volunteers covering each district in the county. During 2016/17 these DriveSafe groups undertook around 265 roadside sessions and sent approximately 5,996 advisory letters to those who speed in excess of 30mph within the county. This year a new Volunteer Administrator was recruited enabling each of the DriveSafe groups to have a single point of contact in which to share ideas, any concerns they may have, and good practice. Each group also received a copy of the refreshed version of the DriveSafe Volunteer Guide acting as a point of reference for all volunteers to help volunteers understand how to get the best from the scheme. DriveSafe has also assisted in providing key data sets on current levels of speeding in key areas of the county, helping to provide an evidence base to groups who wish to bid for enhanced road safety measures.



Neighbourhood Watch

The county's Neighbourhood Watch continues to be one of the strongest in the country and the Online WatchLink System (OWL) provides an effective way to disseminate key crime prevention messages between the police and community. There are now almost 120,000 members covering 25 per cent of all homes across the county. This year the Commissioner funded an event to celebrate 10 years since the launch of OWL and support the achievement of reaching 100,000 households. A review of existing funding provision to HertsWatch was also commissioned which resulted in the Commissioner committing £5,000 each year for four years to help support existing provision and provide opportunities for the scheme to develop. Over the coming year, work will continue with the Constabulary to look at how we can best engage and expand the other watch schemes across the county including Senior Watch and Business Watch, and utilise the technology of OWL through a mobile phone App to disseminate timely crime prevention advice, and where possible, enable the public to assist in supporting the location of missing or absent children.

Citizens' Academy Website

Since launching the online crime prevention 'Citizens' Academy' website in March 2016 (http://www.hertscitizensacademy.org/) the website has expanded significantly with eight modules covering a range of crime types including cybercrime and fraud, domestic abuse, online harassment, sexting (for young people and parents/carers) and rural crime, together with some modules aimed at specific audiences including Businesses. Through a series of short courses, videos and quizzes, the modules assist in giving citizens the knowledge and skills to keep themselves, their property and their communities safe. For the period March 2016 to March 2017, over 3,500 people visited the website with 60 per cent of those between the age 18-35 years and 74 per cent returning on several occasions.

Over the coming year the Commissioner will be looking to expand the usage of the website through work with secondary schools and develop new modules that relate to the key areas outlined in the Community Safety and Criminal Justice Plan including modern slavery and human trafficking.

Offender Pays

The principle of 'Offender Pays' continues to resonate with the residents of Hertfordshire. The message is clear - those who are responsible for crime bear a greater proportion of the costs of dealing with that crime and putting right the harm they have caused - crime does not pay. The new Community Safety and Criminal Justice Plan sets out how income generated from the Proceeds of Crime Act (POCA) forfeitures will be used to help give victims and communities a stronger voice. During 2016/17 significant progress has been made to find ways for offenders to 'payback' both through confiscations and 'in kind'.

Key Highlights Community Payback and Rehabilitation

Putting something back into the community lies at the heart of the 'Offender Pays' principles. Between October 2016 and March 2017, offenders in Hertfordshire have paid back 6,773 hours of work at a cost of over £41,000. A proportion of these hours spent on 'community payback' included offenders working on a pilot project based on a residential housing area in Watford.



The project, led by the PCCs office in conjunction with BeNCH Community Rehabilitation Company (CRC) identified offenders serving community orders for low-level crimes to take part in a project that sought to rejuvenate the Boundary Way housing estate in Watford through the re-painting of railings that had fallen into disrepair over the last few years. Over the coming year the Commissioner will be rolling out further projects across the county which seek to give offenders the opportunity to 'pay-back'.

Using revenue paid for by offenders: Road Safety Fund

During 2016/17 the Commissioner has continued to fund initiatives through the Road Safety Fund. More than £400,000 generated from motorists who have committed driving offences and been ordered to pay court costs following prosecution, has been allocated to fund educational, engineering and enforcement solutions across the county, helping to address residents' concerns and change drivers' behaviour. Over 18 bids were successful in 2016/17 including those for Speed Indicator Devices, feasibility surveys, high vis jackets for school children, educational workshops on road safety measures, average speed cameras, and support to the Roads Victims' Trust. The volume and range of bids received demonstrate a strong appetite and desire for local people to make a real difference in their local community. Further funding rounds will be announced during 2017/18. Information on how to apply can be found here: http://hertscommissioner.org/road-safety-fund

Case Study - A10 Average Speed Cameras in Broxbourne

HERTFORDSHIRE ROAD SAFETY PARTNERSHIP

In June 2016, Hertfordshire Strategic Road Safety Partnership approved an application to the PCC's Road Safety Fund from Hertfordshire Constabulary to install temporary average speed cameras in Broxbourne to help reduce illegal racing and anti-social driving on a section of the A10. The £128,000 bid to the Commissioner's Road Safety Fund was received following high speed races along the A10 which were causing distress to nearby residents and a genuine threat to safety to other road users. The pilot proved a success, having recorded almost 150 speeding offences over the six month period with 18 motorists caught speeding in excess of 100mph. Following an extension of the pilot by the Commissioner, a bid from Broxbourne Borough Council to make the average speed cameras a permanent fixture along the A10 has been approved by the Strategic Road Safety Partnership.

Business Sense

Applying a Business Sense approach to policing and community safety is a key pillar of Everybody's Business. It's about ensuring that the 'business' of policing is as efficient as it can be to improve those services that matter to the public and deliver savings. Looking at how the police can work differently with the public and private sector, taking the best from them and going beyond police-only solutions to achieve improved business benefits, local solutions and best use of public money. This last year has seen significant progress in achieving savings through collaboration across the tri-force but also work with the other public services in Hertfordshire including the district councils to make best use of public estates.

While overall crime remains low across the county, crimes against businesses accounted for a fifth of all recorded offences in Hertfordshire in 2016. This year has seen many of the principles laid out in the Commissioner's 'Tackling Business Crime Together' Strategy adopted with the first Independent Business Advisory Group (IBAG) taking place in April 2016 and development of schemes including Employer Supported Policing (ESP) to look at the ways in which businesses can help to prevent themselves from becoming a victim of crime.

Delivering Efficiencies through Collaboration

Collaboration with our neighbouring forces in Cambridgeshire and Bedfordshire (known as the BCH Strategic Alliance) has continued over the last year to improve services at lower cost and deliver a more efficient and resilient policing service. This has enabled Hertfordshire to preserve its local policing model and keep officers and PCSOs on the frontline. 2016/17 has seen the continued rationalisation of functions across operational and organisational support within BCH with Custody, Criminal Justice, Public Contact and ICT departments now sharing senior management teams, adopting new shift patterns and staffing models. These are projected to deliver approx. £3.7m in savings over the next four years.

As part of the Eastern Region, West Mercia and Warwickshire programme[4] Hertfordshire is also progressing the implementation of a new IT programme to provide a common working platform and support improved frontline working. The implementation of this regional programme has experienced some delays, which has resulted in, for the first time in six years, the Commissioner having to raise the police element of the council tax precept for 2017/18 in order to cover the shortfall in the savings achieved and protect local policing. Over the coming year the Commissioner will be working to achieve full implementation and the realisation of efficiencies.

Making best use of Estates – Creating Public Sector Hubs

One of the key focuses of the new Community Safety and Criminal Justice Plan and the PCC's financial strategy is making far more efficient use of our estates that will save money and provide a better and more coherent service. The development of modern Public Sector hubs in Hertfordshire enables the police together with fire and local councils to use the public sector estate in the county (land and buildings) to ensure best value to the public. This year has seen a number of locations including Dacorum (Hemel Hempstead), North Herts (Hitchin / Letchworth) and Watford being assessed to see how to achieve best value to the public and generate a long-term income from those assets through the sharing of premises which can be used to fund policing.

Blue-light Collaboration: Business Case for Police and Fire Governance

Collaboration between our Blue Light services has gone from strength to strength this year with representatives from Hertfordshire's Fire and Rescue Service, Constabulary and East of England Ambulance Service NHS Trust signing a Memorandum of Understanding to enable work together to gain entry to buildings where there is a concern for welfare or safety of a patient inside premises. Work has also progressed following The Policing and Crime Act 2017 to explore the business case for the PCC to take on the governance of Hertfordshire Fire and Rescue Service to improve the transparency and accountability of the service, deliver better

[4] The Eastern Region comprises of Hertfordshire, Cambridgeshire, Bedfordshire, Norfolk, Suffolk, Essex and Kent.

outcomes for the public through improvements in safety and create efficiencies for the taxpayer. Findings from the outline Business Case have now been published and show there are potential benefits to pursuing this model. A full business case will examine whether the efficiencies and improvements to public safety are viable and workable for Hertfordshire. You can read the outline business case here: http://hertscommissioner.org/fluidcms/files/files/pdf/Policies-and-Publications/Hertfordshire-Police-and-Fire-Options-OBC.pdf

Over the coming year the Commissioner will continue to look at innovative and creative solutions to help deliver local policing and bring blue light services together. This includes looking at the feasibility of introducing Community Safety Responders who work for Hertfordshire Constabulary as PCSOs, for Hertfordshire Fire and Rescue as retained fire fighters, and as first responders for the East of England Ambulance Service.

Working with Businesses to deal with issues of concern

Throughout the year the Commissioner has met with a wide range of business owners, farmers and landowners from urban and rural areas across the county to understand the crime issues that affect them and bring together relevant partners to deal with issues effectively. On a District Day to Welwyn Hatfield in February 2017, the Commissioner met with local businesses, the council and police to examine what is being done by the agencies to tackle youth crime and ASB that was being carried out by a small but dedicated group of young people. Some of the local businesses had experienced persistent shoplifting over several months and had tried various methods but to no avail.

Through agencies taking a problem solving approach and using best practice, the Safer Neighbourhood Team were able to better focus their efforts and consider diversionary activities.

Case Study - Independent Business Advisory Group (IBAG)

Following the publication of 'Tackling Business Crime Together' strategy, the Commissioner set up an Independent Business Advisory Group (IBAG) in April 2016 to engage with a cross sector of businesses in Hertfordshire to understand the impact of crime on businesses, provide a forum for business crime issues to be discussed and advice to be given.

The group, which meets quarterly is Chaired by Neville Reyner, Chairman of Hertfordshire's Chamber of Commerce and brings together small, medium and large sized companies including representatives from the banking, the leisure, retail, professional services and membership organisations including the National Farmers Union, Chamber of Commerce, the Federation of Small Businesses, and Local Enterprise Partnership.

Chairman of the Chamber of Commerce, Neville Reyner said: "Independent and open business forums such as the IBAG not only encourage the sharing of information, but the opportunity to collaborate, learn and invest this pooled knowledge for the benefit of the wider business community. By communicating and sharing experiences we create preventative measures to ensure Hertfordshire is a safe county of opportunity for local business.".



Rural Barn Meeting

Rural Barn meetings provide an excellent way for the farming community and rural businesses to come together to raise rural crime issues including hare coursing, dog fighting, cock fighting, fly-tipping and theft of agricultural machinery with the Commissioner and Chief Constable and to find ways to work together to prevent and detect these crimes.

Case Study – Barn Meeting in Hertsmere, October 2016

At a Barn meeting in Hertsmere in October 2016, the Deputy Commissioner, Chief Constable, local landowners, farmers and rural business owners came together to share their recent successes with the community, which included the prosecution of 37 people for fly-tipping and associated offences together with the seizure of off-road vehicles.

Local Environmental Health Officers from Hertsmere Council also shared some of the latest techniques being used to catch fly-tippers and there was a discussion about how rural Special Constables are using their own quad bikes to address off-road bikers who ride dangerously or illegally.

The Commissioner's new £400,000 Partnership Fund gives District and Borough Councils the opportunity on a match funded basis, to address issues relating to fly-tipping, fly-grazing and ASB in their local area. Over the coming year, the Commissioner will also be investigating whether it is possible to use the income from the Proceeds of Crime Act 2002 to help landowners dealing with the costs associated with fly-tipping.

Exercise of Functions

Holding the Chief Constable to Account

A key part of the Commissioner's role is to be democratically accountable to the people of Hertfordshire by holding the Chief Constable to account for the Constabulary's performance and instilling a healthy ethical culture within the force. Over the past year the Commissioner has been reinforcing the need for the Constabulary to ensure that they behave with the highest levels of legitimacy and integrity so that the public can be reassured that they are receiving the highest standards of public confidence and satisfaction. Significant steps have been taken to instil a greater culture around transparency and openness across the force, recognising that when things go wrong, it is important for officers and staff to admit their mistakes and for the public to be able to see how seriously matters are taken and the outcome of those incidents. Hearings in public of the most serious misconduct cases has gone some way to providing a level of transparency and work is continuing during 2017 to firmly embed the Police Code of Ethics to ensure that standards of behaviour are set.

Key Highlights

Ensuring greater transparency and a culture of openness around policing

Over the last year the Commissioner has developed a robust performance and scrutiny programme to ensure that all areas of delivery against the Police and Crime Plan are scrutinised.

The Commissioner uses a framework of meetings and information to hold the Chief Constable to account for the discharge of his functions and those of the officers and staff under his direction and control.

The Commissioner provides appropriate challenge and holds regular scrutiny meetings with the Chief Constable and his senior officers through the Strategic Performance Board meetings and Strategic Executive Meetings. In addition, the Commissioner is in daily contact with the Chief Constable and has formal one to one meetings with the Chief Constable which are published on the PCCs website and sets his annual Performance Development Review objectives. Records of the meetings can be found here: http://www.hertscommissioner.org/holding-police-to-account-herts-pcc

Oversight and Monitoring of Complaints

The Commissioner also monitors complaints made against the Constabulary through attending the Professional Standards Department on a monthly basis and undertaking dip sampling of files. The focus is on more serious complaints and those complaints which often result in an appeal including misconduct cases and IPCC referrals. Different areas are focused on at each session. The outcomes of the investigations by the Professional Standards Department are reviewed and further enquiries are made by the Commissioner where necessary.

Using Home Office categories in Hertfordshire, the allegations against officers most frequently made include:

- Other neglect or failure in duty (for example, lack of diligence, failure to update)
- Incivility, impoliteness and intolerance
- Oppressive conduct or harassment (for example, unjustified questioning, persistent police presence)
- Other assault (typically, assaults with minor or no injury)
- Breaching Code C (relating to Detention) of the Police and Criminal Evidence Act

This year, following reforms under the Policing and Crime Act 2017 to strengthen the role of PCCs in police complaints, the Commissioner set up a new Customer Response Team for Hertfordshire based within his office. This service will triage and resolve low level dissatisfaction enquiries; avoid unnecessary referrals to Professional Standards; and avoid unnecessary recording reports of 'dissatisfaction' as a complaint and improve customer service and satisfaction across the Constabulary.

Using HMIC Inspection Reports

The Commissioner has regular meetings with HMIC and wants greater involvement in shaping the scope of inspections. He welcomes their assurance that future years will see better liaison. All of this year's reports and investigations by HMIC have been responded to by the Commissioner and action plans prepared by the Constabulary to track progress made against the recommendations and discharge of the actions are frequently reviewed. The national reports from Her Majesty's Inspectorate of Constabulary 2016/17 covered:

- PEEL: Leadership (December 2016)
- PEEL: Legitimacy (December 2016)
- PEEL: Efficiency (November 2016)
- Hertfordshire Value for Money Profile (November 2016)
- PEEL: Effectiveness (March 2017)
- Best Use of Stop and Search (February 2017)

HMIC reports and responses can be found here: http://www.hertscommissioner.org/holding-police-to-account-herts-pcc

Independent Stop and Search Community Scrutiny Panel

The Stop and Search Community Scrutiny Panel has continued to provide robust public scrutiny and challenge of the Constabulary's compliance with the Police and Criminal Evidence Act (1984) Code of Practice A as part of the Best use of Stop and Search Scheme. Over the course of the year the Panel have dip sampled over 500 records on stop and searches undertaken across the county which has helped, through targeted feedback to officers, to bring about a more intelligence-led approach to stop and search, leading to a higher stop to arrest ratio and a targeting of those engaged in serious criminality.

This year has also seen the recruitment of 12 new members to the Panel bringing in new skills, experience and diversity. The Commissioner also welcomed a report from HMIC in February 2017 that Hertfordshire Constabulary is meeting the current requirements of the Best Use of Stop and Search Scheme and is fully compliant. Over the coming year, the Panel will be investigating, as part of the Best use of Stop and Search Scheme, a process to have sight of any complaints made from the public around Stop and Search. They will also be reflecting on the learning from other Stop and Search Community Panels across the county and any new requirements under the scheme.

Independent Custody Visiting Scheme and Dog Visiting Scheme

The Commissioner has had statutory responsibility for custody visiting since November 2012. The Independent Custody Visitors (ICVs) enable 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.

Their role is to increase public confidence in the custody service and increase transparency. The scheme currently has 58 volunteers who regularly visit the two custody suites in Hertfordshire located in Hatfield and Stevenage to check on the welfare of detainees.

The volunteers visit the suites unannounced twice per week, during the 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 2016 to March 2017 58 ICVs made a total of 147 visits to custody suites of which a total of 1,629 people were detained; and of those 878 were visited and given the opportunity to raise any issues or concerns they had.

More than 20 new volunteers were also recruited to the scheme, a revised basic training programme was implemented and improvements were made to the reporting mechanisms. New regular meetings now take place between the Commissioner's office and the Custody Chief Inspector to ensure that any issues are immediately dealt with and where needed, are raised with Hertfordshire Constabulary. ICVs have also undertaken enhanced training including that on mental health and juveniles in custody to help strengthen how they can challenge and report on custody practices. This year, the Commissioner also hosted the Eastern Region ICV annual event which brought together ICVs from across the region to learn about new developments and how it can help them to perform their role.

The Commissioner's office also 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 our 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.

Further information on both of these schemes is available through the Annual Reports on the Commissioner's website: (http://www.hertscommissioner.org/independent-custody-visiting-hertfordshire?#annual-reports) and (http://www.hertscommissioner.org/independent-dog-welfare-scheme-hertfordshire?#reports)



The Police and Crime Commissioner, David Lloyd with Eastern Region Independent Custody Visitors, March 2016.

Exercise of Functions:

Holding me to Account

Hertfordshire's Police and Crime Panel

The Police and Crime Panel[5] provide the independent checks and balances on the Commissioner's work to ensure that he is carrying out his statutory responsibilities. Whilst the Panel provides constructive challenge it does also play a role in supporting the Commissioner in his role in enhancing public accountability of Hertfordshire Constabulary. Between 1st April 2016 and 31st March 2017 the Commissioner met with the Police and Crime Panel at each of their five public meetings. At those meetings, the Panel agreed to the following key documents and senior appointments:

- Refreshed Police and Crime Plan: Everybody's Business (2015-2020)
- The Annual Report for 2015/16 including separate reports on the Independent Custody Visiting Scheme and Independent Dog Welfare Scheme
- Appointment of the Deputy Police and Crime Commissioner following the PCC elections in May 2016
- Appointment of the Chief Constable
- Appointment of a new Chief Executive
- Proposal to increase the 2017/18 police precept for Council Tax

More information about the Police and Crime Panel and how to attend the public meeting can be found here: www.hertspcp.org.uk



[5] The Police and Crime Panel consist 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.

[6] CoPaCC, is an organisation that scrutinises and monitors PCCs nationally (its name is short for 'Compares Police and Crime Commissioners').

Improving Transparency

As an elected official with a publicly-funded office, the Commissioner has a duty to be open and transparent about his business operations and outcomes to ensure that the taxpayers of Hertfordshire are confident that the office is delivering value for money. All information required by the Elected Local Policing Bodies (Specified Information) Order 2011 is available on the Police and Crime Commissioner's website: http://www.hertscommissioner.org/holding-me-to-account-overview

For the second consecutive year, the Commissioner was awarded the 'Transparency Quality Mark' by CoPaCC , for public transparency.



Independent Audit Committee

The Joint Audit Committee provides independent scrutiny to both the PCC and Chief Constable. A recruitment process took place after the election of the PCC in 2016 and some new members were appointed. The committee follows specialist Chartered Institute of Public Finance and Accountancy recommended terms of reference and process to provide additional assurance particularly to the accounts of the PCC and Chief Constable. The papers and minutes of the committee and its terms of reference and membership can be found here: http://www.hertscommissioner.org/my-work-herts-pcc

The Joint Audit Committee also meets with those of Bedfordshire and Cambridgeshire to look at collaboration issues shared across the 3 areas and to share best practice.

Working Together and Engaging the Public

A fundamental part of the Commissioner's role is to listen to the public and to deliver the type of policing that the public want. It is about being prepared to challenge established views and to take account what is important to people even if it is not the easiest option. Attendance at Barn meetings, District Days and community and business events have helped the Commissioner to understand areas of key concern across the county, and through his role, given a voice to those concerns. This has enabled the Constabulary and other responsible partners to take action and look at how best they can work together to tackle issues including coursing, fly-tipping, fly-grazing and ASB. In addition, the Commissioner reviews the correspondence that comes into his office and through appointments with members of the public, is able to hear first-hand how the police and other public sector agencies can do things better and learn lessons.

Key Highlights

Focusing on issues that matter to the public: Tackling Fly-tipping

During 2016 the public told the Commissioner of their concerns relating to fly-tipping which was blighting the county. In April 2016, the Commissioner set up a ring-fenced Partnership Fund to help support the police and relevant agencies to address the issues across the county through a range of targeted interventions that seek to prevent, dissuade and prosecute those who are responsible for committing fly-tipping. In 2016/17 the Commissioner awarded through the Herts Waste Partnership £80,000 on a match funded basis to the 10 district councils to help undertake problem-solving in their local area and address issues through enhancing enforcement capability, training, promotions and campaigning. The Commissioner, together with partners have also utilised social media and the press to support targeted 'Duty of Care' campaigns with tradesmen and the public to ensure they are aware of their responsibilities for disposing of building materials legally and report on the number of successful prosecutions. Over the coming months the Commissioner will be viewing the results from the pilot projects in Stevenage and Welwyn Hatfield as part of the Keep Britain Tidy research, to help understand behavioural factors related to fly-tipping with a view to designing future interventions.

Tackling Fly-grazing

Helping to tackle fly-grazing, loose and abandoned horses in Hertfordshire has remained an area of focus for the Commissioner during 2016/17. Over the past year a multi-agency working group has been set up with representatives from the Constabulary and councils, including; Trading Standards, land owners, animal welfare agencies, veterinary services and Hertfordshire Fire and Rescue to identify issues, share data, good practice and ensure that partners are equipped to use the legislation should they need to. Hertfordshire has also been designated as the leading authority on the 'Green Yard' which provides a safe and secure location to bring loose or abandoned horses for assessment and decision regarding whether they are

re-homed, sold or euthanised. As part of the Commissioner's ring-fenced Partnership Fund £5,000 has been designed each year to help support agencies bid for funds to tackle fly-grazing locally.

Keeping residents informed

A key part of the Commissioner's role is to be the voice of the people and the link between the police and the community. As such, it is vital that residents are kept engaged and informed of the strategic plans of the Commissioner, the progress made to deliver on those key issues, and local matters arising. During 2016/17, the Commissioner has used the following engagement channels:

- News articles on the Commissioner's website and published in the local press
- Radio interviews on new initiatives and consultations
- Social media – consultations and engagement through Facebook (https://www.facebook.com/hertspcc), Twitter (@hertspcc) and You Tube
- Bespoke films about the activities of the PCC and his responsibilities including the Engagement Day in December 2016 where all ten districts councils were visited in one day to help raise awareness of the draft Community Safety and Criminal Justice Plan
- Regular Barn meetings held across the county
- District Days visits to each of the 10 Districts and Boroughs once a year
- Safer Neighbourhood Newsletters and Horizon Magazine delivered to every household in the county
- Monthly parish council updates containing local crime information, police activity to address local priorities and updates from the Commissioner.
- Open Letters outlining thoughts on the level of the police element of the council tax precept
- The Annual Council Tax policing precept leaflet sent to 475,000 households with a council tax bill containing information on the forthcoming budget
- The five year Police and Crime Plan setting out the Commissioner's strategic plans for Community Safety and Criminal Justice and how the budgets will be spent
- The Annual Report which sets out the progress and main achievements made each year towards delivering the five year plan.

Over the coming months, a new email newsletter will be launched that will be sent to public subscribers, stakeholders, elected representatives and other interested parties. It will be published regularly and focus on all aspects of work in the PCC's office, including his local and national responsibilities.

Case Study - District Day to Hertsmere

The Commissioner's District Days afford him the opportunity to meet with community safety partners, businesses, charities, housing associations, volunteer groups, young people and residents who are working with the police to prevent and reduce crime in their area and protect vulnerable people. An example of this was the Commissioner's District Day to Hertsmere in June 2016 which focused on cyber bullying, grooming and the online risks to children and young people.

A key focus of the day was attending the 'Think U Know' event- a conference that brought together frontline professionals to discuss the issues and risks surrounding e-safety. The multi-agency group including representatives from Hertfordshire Constabulary, Fire and Rescue Service, teachers, youth workers and those representing charities and community groups took part in training on how to sport the warning signs of abuse and ways in which they could help children and young people stay safe from abuse and exploitation whilst using the internet.

In the afternoon the Commissioner met with local partners from the council and Safer Neighbourhood Team to discuss the local crime issues affecting the Borough and new initiatives including the 'Safer Streets' project which offers free security checks and crime prevention advice to local residents. Over the last five years, over 3,000 homes across the Hertsmere area have benefitted from the scheme

A Year in Focus



The Commissioner was re-elected in May by a majority of over 40,000. In the week after the election, he hosted the first meeting of the Independent Business Advisory Group (IBAG), which brings together businesses from a range of sectors, including rural, leisure, technology and professional services to tackle business crime.

More than £183,000 was also released to tackle road safety problems as part of the Road Safety Fund, which provided speed devices for communities, road safety campaigns and funding for the Roads Victims Trust.

June 2016

The website - HertsReunited.co.uk, launched by the PCC to improve lost property recovery, reunited its 100th item with owners in June. The website allows the public to record items they've lost or found and search the Constabulary's list too. The idea was in the Commissioner's first Police and Crime Plan.

HertsReunited
Reuniting lost and stolen property with rightful owners

July 2016

A report funded by David Lloyd into hate crime was published in July, which revealed over a third of respondents had experienced a hate crime. Race was the cause in many cases. The findings have been used to improve support services at Beacon and to develop the next hate crime strategy.

The Commissioner also heard from a group working to improve relationships between the police and Polish communities in Watford at his District Day. He met representatives of the 'Polish Project' and the local PCSO, who described how better engagement with the community was in the best interests of all residents.





August 2016

In August the PCC conducted one of his most important duties: to recruit the Chief Constable for the force. Charlie Hall was the successful candidate, and joined from Norfolk Constabulary where he had been the Deputy Chief Constable.

The Commissioner also provided funding for the Neighbourhood Watch programme for the next four years. The OWL system – Online Watch Link – has almost 120,000 members and is a "major success story", according to David Lloyd.

September 2016

It was announced in September that the virtual court system of video-linked courtrooms will expand into other areas. Following a successful introduction in Hertfordshire. The system will be extended into Bedfordshire and Cambridgeshire. The cameras allow victims, police officers and offenders to give evidence via videolink, speeding up the justice process.
The Commissioner also welcomed the establishment of Operation Downfield, which investigated serious allegations of wrong-doing among a small minority of officers in the Constabulary.

October 2016

The Commissioner launched an expansion to the Community Remedy programme, giving victims the opportunity to be involved in helping to agree proportionate punishment for offenders. This could through financial reparations, an agreement not to commit the offence again and a verbal or written apology.
A focus on rural policing was the order of the day at another Barn Meet in Aldenham, with fly-tipping one of the key issues raised with the Commissioner and the senior Constabulary officers who attended.





November 2016

November saw the launch of the Commissioner's draft Community Safety and Criminal Justice Plan: Everybody's Business (2017-2022). This is the third plan overseen by David Lloyd and focuses on the justice system and wider relationship with blue light services. The Commissioner also announced his intention to investigate taking responsibility for the governance of the Fire Service in Hertfordshire.
The Deputy Commissioner this month visited the North Herts Community Horse Patrol (CHiPS) which sees horse riders keep a look out for rural crimes, arson and fly-tipping. The scheme is run by North Herts District Council, the Hertfordshire Fire and Rescue Service and is funded via the local Community Safety Partnership.



December 2016

David Lloyd set out on a cold, misty morning in December to visit all ten districts of Hertfordshire in a day to promote the new draft plan. He met with Drive Safe schemes, visited partner organisations like the Mount Prison and Kingfisher Court, where support is given to people in mental health crisis. He also visited a fire station in St Albans and the Crown Court, to highlight the need to reform the criminal justice system.
A film of this day used to promote the plan was viewed more than 21,500 times.
The second round of bids to the Road Safety Fund began in December.

January 2017

Following the announcement that the PCC's Chief Executive Roy Wilsher was to take up the role of Chair of the newly formed National Fire Chiefs Council, David Lloyd appointed Chris Brace, the Chief Executive of the Magistrates' Association to be his new CEO. This was later confirmed at the following Police and Crime Panel meeting.

A key priority for the Commissioner is more options for disposal in the justice system and a pilot project in Watford was completed this month. The Community Payback scheme saw railings in the Boundary Way estate painted by offenders. The work was one of three options put to the local housing association to be completed by low-level offenders.

February 2017



The Commissioner's budget was approved by the Police and Crime Panel and saw, for the first time in six years, a small rise in the precept equating to £5.00 per annum on the average house due to delays in a regional ICT programme achieving savings. The money will go to maintaining the local policing model.

The Beacon Film Festival also took place for the first time. This was organised by the Victims' Commissioning Team and Oaklands College, with films being submitted which told the story of victims. An international category had more than 1000 submissions. Some of films will be able to be seen on the Commissioner's YouTube channel.

March 2017

David Lloyd witnessed an operation to catch drivers using their mobile phones, after the law was strengthened. The penalty for using the phone whilst driving is now £200 and you'll also receive a six point penalty on your licence.

£80,000 was also invested in a fly-tipping group which will go to supporting bids from agencies around the county. The Commissioner is also investigating the possibility of raising funds from the Proceeds of Crime Act to go towards clean-up operations.

The Commissioner also praised the work of Constabulary officers who had worked hard to secure £1.35m of compensation for victims from offenders.



Financial Position and Precept

The budget for 2016/17 was £199.9 million, an increase of £6.1m or 3% on 2015/16. At the time of writing this report a favourable year-end position is forecast which will provide extra reserves to support the budget in future years.

As the budget was being drawn up for 2016/17 we were expecting a difficult grant settlement from the government with anticipated real term reductions of up to 25 per cent. In the event, the government announced that the overall policing budget would be protected, with Hertfordshire's share of grant reducing only slightly by £0.6m. In response to this, and bearing in mind the savings that we anticipate from collaborating with Bedfordshire and Cambridgeshire, the Commissioner was able to reduce the council tax precept per property by 0.55%.

Looking Forward – 2017/18

Looking forward, the budget for 2017/18 has been set at £202.2m. This increase has largely been financed by increased savings and the first increase in the level of the council tax since 2010/11, offset by a reduction in central government funding. Within these figures, the costs of running the Commissioner's office have increased from £1.0m to £1.6m. There are several reasons behind this increase:

- The Policing and Crime Act 2017 places additional responsibilities on the PCC in relation to complaints about the police. In order to meet these new requirements, and to provide a better service to the public, a new Customer Response Team has been created. The full cost of this unit appears against the Commissioner's budget.

- The government has indicated its intention to devolve various aspects of the wider criminal justice system to PCCs and the 2017 Act enables Commissioners to explore further blue light collaboration. The Commissioner made manifesto commitments to progress these areas and in order to provide additional support and resilience a Policy Support Manager and Head of Criminal Justice have been appointed.

- During his first term of office the Commissioner chose to transfer all communication and engagement staff to the Chief Constable and as a result Communication support for the PCC's office has, until now, been provided from within the Constabulary. Following a review it has now been determined that there is now a need for independent media and communications support based within the OPCC's office. As a result two full time posts were transferred from the Constabulary budget to the OPCC. This shows an increase in the OPCC budget but does not increase the cost to taxpayers.

The commissioner will continue to look to the force to deliver efficiency savings to assist in balancing the budget and to re-invest in new areas of demand such as safeguarding. In addition, the PCC is exploring the option to generate long-term income from surplus estate assets and

promoting greater collaboration between the police and fire services.

Total reserves currently stand at approximately £42m. This is significantly higher than is necessary in the medium term. Therefore, plans are in place to utilise some of these reserves over the next five years to help underpin the police budget which will reduce them to around £10m by 2021/22. The actual level and usage will be reviewed each year as part of the budget setting process.

The following table gives a high-level breakdown of the 2016/17 and 2017/18 budgets:

	2016/17 Gross Budget £'m	**2017/18 Gross £'m**
Local Policing Command & Crime Reduction	95.4	96.9
Protective Services	28.9	29.2
Operational Support	27.9	27.3
Organisational Support	34.8	35.5
Hertfordshire Corporate Budgets	6.6	6.3
Change & Operational Capability Reserves	2.3	2.1
Total Constabulary	**195.9**	**197.3**
Office of the Police and Crime Commissioner	1.0	1.6
Commissioning Budgets	3.0	3.3
Total Office of the PCC	**4.0**	**4.9**
Total Revenue Budget	**199.9**	**202.2**

Chief Constable

Managing Performance

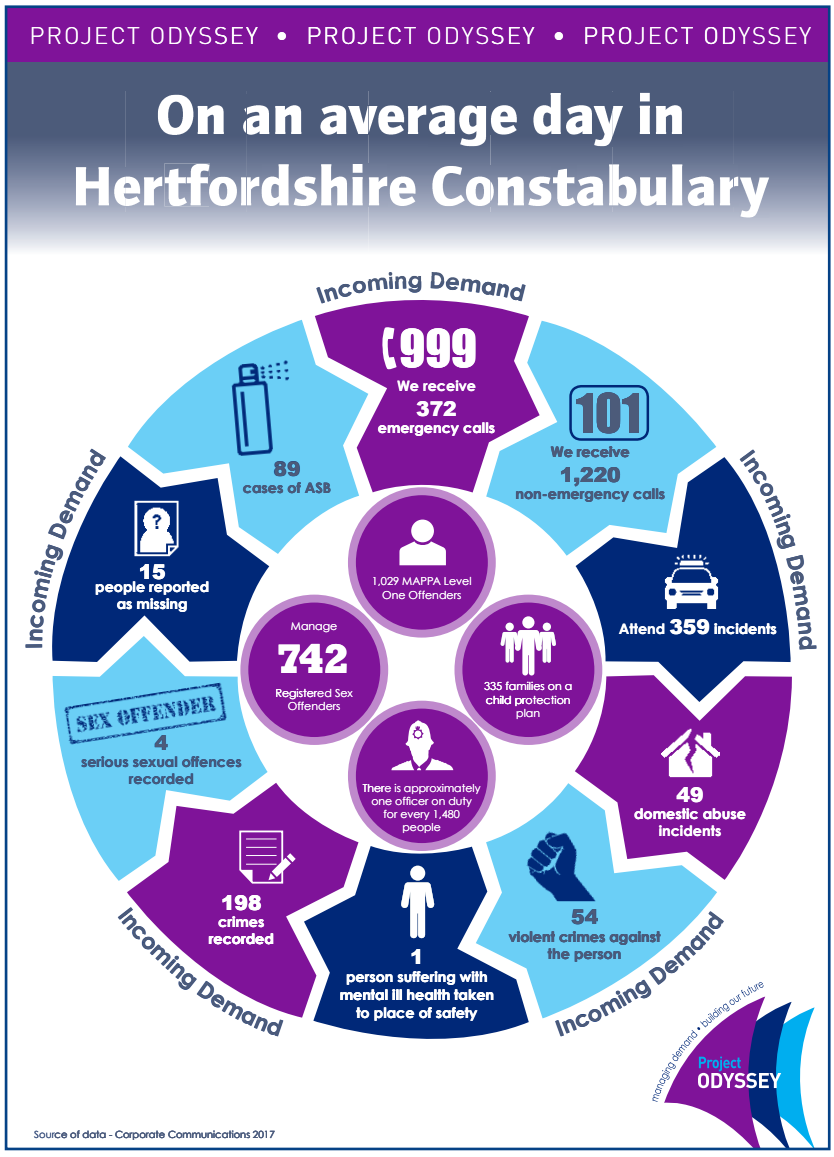


Having taken up post as your new Chief Constable in October 2016, I have been incredibly impressed by the work I have seen going on across the Constabulary, and I have spent the first few months getting to know the county better and understanding its challenges.

It is clear that the Constabulary has a highly skilled, committed and passionate workforce, who strive to deliver the best service possible to the public of Hertfordshire every day. I have also seen hugely effective joint agency teams working together across public services with the sole aim of making Hertfordshire safer for all who live and work here.

Evolving Demand

As with other Police forces Hertfordshire has seen an increase in crime, which has been driven by better recording procedures and improved victim confidence in coming forward to report offences like domestic violence and non-recent sexual abuse.



The diagram above gives a high level view of the Constabulary's demand over the last year.

It is equally clear however, that like most Police Forces, we face ever changing challenges and increased demand for our services.

One of my key objectives has therefore been to ensure that we understand our current demand fully, as well as developing a thorough view on the evolving and changing picture of predicted future demand. This will enable the Constabulary to define its strategic plan for the future, and in turn, focus its resources as effectively as possible at a tactical level, in order to combat the issues which present the greatest threat, harm and risk to our communities.

By fully understanding the complexities of this demand and how this is evolving, we can also ensure that we work more effectively across agency boundaries. We need to ensure that the most suitable resources and agency is deployed to support the public, and that we deliver efficient and effective services within the budget available.

This in turn will also provide the evidence base and framework for how we will deliver against the Police and Crime Commissioner's 'Community Safety and Criminal Justice Plan: Everybody's Business' in the year ahead.

Building on Success

The County has developed a strong focus on safeguarding and works closely with County partners in this respect, delivering a wide range of initiatives across Hertfordshire.

The last year's initiatives included:

- A significant new assessment process for all calls into the Force Control Room, to identify the right response to every call
- County wide availability of "Diarised appointments" for officer attendance
- Joint agency response with Ambulance and Mental Health specialists to calls involving mental health issues
- Educational videos for school children related to Child Sexual Exploitation (CSE)
- Awareness campaigns included: hate crime, staying safe online, stalking & harassment, modern slavery, business online safety, sexual offences & consent

We have placed much focus on addressing the under reporting of crime during the year, encouraging victims to come forward and ensuring that our processes are fully recording all crime incidents reported to the police. As a consequence, the County saw a 15.9% increase in overall recorded crime volume. Rises were evident in a number of crime types, but particularly in reported volumes of domestic abuse, which has risen by 19.1%. There is evidence that victims of previously hidden crimes, such as domestic abuse and sexual offences, are becoming more confident than ever before in coming forward to report crimes, enabling the Constabulary to respond as needed to ensure the longer term safety of victims.

Some crime types in Hertfordshire did decrease – such as home burglaries which fell by 3.7%. Other offences such as motor vehicle crime and shoplifting have risen, impacted by underlying increases as well as the improved recording practices. We continue to proactively tackle these problems and pursue the people responsible.

Putting Victims at the Centre

The Community Safety and Criminal Justice Plan rightly asks us to put the interests of victims at the centre of what we do and we can demonstrate some notable progress in the last year.

In 2015/2016, my predecessor reported on the creation of a new Domestic Abuse Unit (DAISU), which launched in January 2016. Following a review of this unit, additional resources joined the team in October 2016 to ensure that the Constabulary maintains its ability to appropriately investigate domestic abuse and support victims effectively. During 2016/17 alone, the team handled over 5,500 cases and 3,600 detainees.

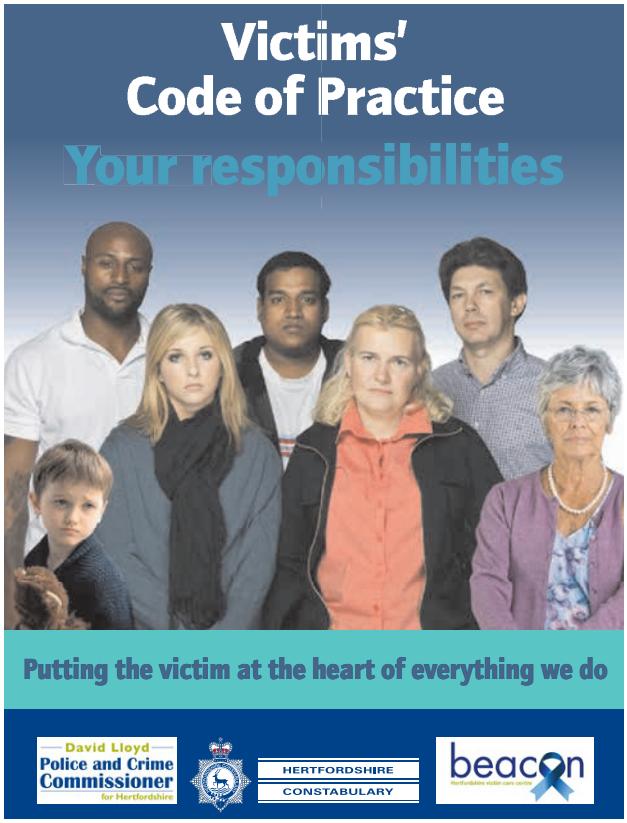
Similar reviews have also been conducted across other business areas to ensure that we can focus our effort upon the areas of greatest impact to

victims and their lives. These reviews have included Child Abuse Investigation, Sexual Offences Investigation, and the ever growing demand area of Child Online Safety, Hi-Tec Crime and Missing Persons.

Vulnerable people and children represent a priority focus for the Constabulary and with this in mind we recently launched a scheme in March, to notify schools of children living in homes where domestic abuse had occurred. This has already resulted in an additional 96 notifications of concern by schools, enabling the Constabulary and other agencies to determine the best response to support those children affected or intervene where appropriate.

We also released a film in partnership with Hertfordshire County Council to secondary schools across Hertfordshire as part of the on-going efforts to raise awareness about child sexual exploitation.

The video tackles issues such as sexting, drugs and alcohol and is based on real life crimes which have affected young people in the county. Exploitation is an extremely serious crime which can have a life-long impact on victims and our work to tackle these offences and bring offenders to justice remains on-going.



In March we launched a dedicated police unit that will coordinate the response to modern slavery in Hertfordshire. The Unit, Operation Tropic, sits within the Constabulary's Serious and Organised Crime Command. It will co-ordinate the Force's response to modern slavery, provide assistance to investigating officers, liaise with partner organisations and report back to national leadership in the area.

In the future, Operation Tropic will play a leading role in developing and sustaining the partnership between key stakeholders across the County.

The Constabulary prioritises its responsibilities towards victims of crime. That is why we have reinforced responsibilities of officers and staff under the Victims' Code, with enhanced training for officers to ensure that victims are updated appropriately in relation to reported crimes.

The introduction of "Victim Contracts" enables each victim to agree the frequency and type of updates they receive, whilst greater use of Victim Personal Statements will ensure that victims' feelings and the impacts upon them are heard in court cases.

Public Focus

I share the Commissioner's view that Neighbourhood policing engagement is the critical core to local policing and I am committed to enhancing this in a range of ways.

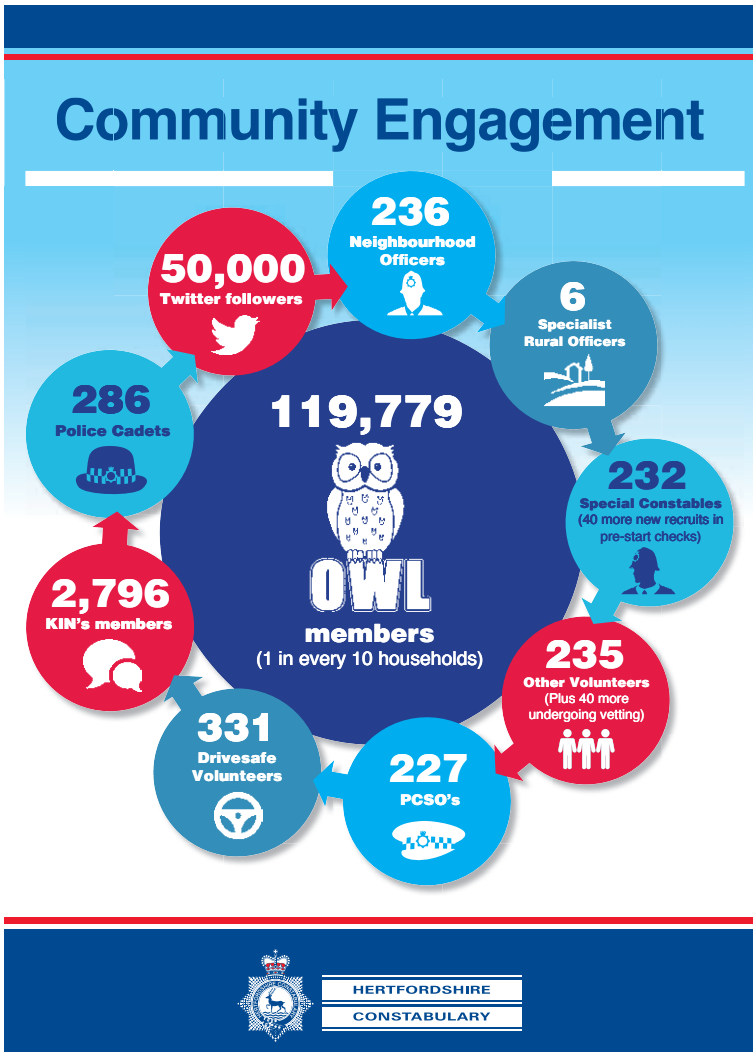
The last year has seen many successful and innovative schemes to engage with local communities, to address Anti-Social Behaviour (ASB) and improve the lives of our communities. These range from responding to concerns about poachers in rural communities, to community-based problem solving to address areas subject to repeated ASB, Speed and Road Safety initiatives which includes a successful outcome to a late night road racing problem on the A10.

Alongside our traditional engagement activities, our online presence continues to expand, with OWL (Online Watch) now representing 119,779 residences in the county. This is also supported by a widening use of Facebook and Twitter.

The Community Safety and Criminal Justice Plan calls for us expand the ways in which the public can engage and contact with the police. I am pleased to say that we have already made begun to make significant progress in starting to develop digital public contact opportunities. For instance it is now possible to report non-urgent crimes online, as well as giving information about crime in the community.

We have also introduced live web-chat with police staff in the Force Control Room – the same people who you'd be talking to if you called 101 – it is possible to report crime directly on the force's website.

Of course the vast majority of our contacts with the public will still be by traditional means but our aim is to provide more choice and a more efficient service and we are looking forward to developing and expanding these new services over the coming years and shaping them in response to public feedback.



Alongside our neighbourhood officers and PCSO's, our "Citizens in Policing" work strand is developing well, encompassing Volunteers, Police Cadets and Special Constables. I have been hugely impressed by their dedication and commitment to addressing a wide variety of issues since my arrival. To build upon this further, the Constabulary has recruited a new Special Chief Officer to lead and develop the Special Constabulary.

Our KIN's members (Key Individual Networks) provide critical local contact points for many aspects of our diverse communities and assist greatly in improving our understanding of community issues as well as further developing our community focussed policing. The last year has seen member numbers increase notably and with planned County and district engagement/briefing days, we aim to build yet further on this strong foundation.

I have also agreed to participate in the "PoliceNow" scheme to recruit graduates into the police service. This has shown real promise in other areas of the Country and we will shortly be joined by eleven graduate officers on this scheme. This will see graduate placements as officers into Neighbourhood teams across the county, with the intention of bringing in fresh new ideas to policing and problem solving, and I look forward to reporting on their progress next year.

Offender Pays

This year £1.34 million worth of assets was seized under the Proceeds of Crime Act. This revenue, which is generated through offender confiscations, has enabled money to be returned to a number of victims of organised fraud, thus seeing offenders literally pay for their crimes. Two offenders alone were ordered to pay £500,000 and £400,000 respectively.

Using the powers available to the Investigators under the Proceeds of Crime Act 2002, we will continue to strip offenders of their ill-gotten gains, ensuring that they do not benefit from their crimes and that their victims are compensated.

Hertfordshire also has a strong history of innovation in "Integrated Offender Management" programmes and we continue to work closely with partner agencies to seek out the most effective means of working over an extended period with the most active and prolific offenders, in order to reduce their criminality.

This year, the Constabulary has taken the lead role in an innovative national "Tagging" pilot and ten Hertfordshire offenders have been managed by the programme so far.

The on-going Choices and Consequences programme continues to work closely with local courts to rehabilitate the most prolific offenders. This has now resulted in the detection of 7883 offences since 2014, and a reduction of 75% in the reoffending rates of the offenders that the programme has worked with.

Business Sense

During the 2016/17 financial year the Constabulary budget totalled £199.9m and achieved in year planned savings of £4.89m. Despite a backdrop of national "austerity" measures and budget constraints, our effective financial planning enabled us to reinvest £4.2m in emerging and growth areas of demand and attracted positive comment during our annual HMIC inspections.

Greater efficiency and cross agency working remains a priority, particularly where this yields natural opportunities to remove duplication of effort and resource.

The Constabulary has given its support to a new business advisory group, which was set up last May by the PCC to help tackle business crime in Hertfordshire and improve engagement between the police and business. The Independent Business Advisory Group (IBAG) meets quarterly and brings together a range of businesses from sectors such as the rural community, retail, leisure, technology and professional services) to discuss key issues around business crime.

I was delighted to attend one of the meetings last January. Key representatives from Hertfordshire Constabulary's Crime Reduction and Community Safety Team and the Cyber and Financial Investigation Unit have shared insights into the challenges around Cybercrime and Fraud, and given advice on how businesses can better protect themselves.

Further collaboration with Bedfordshire Police and Cambridgeshire Constabulary, has delivered a fully merged tri-force Human Resources department, alongside Information Compliance and Firearms Licensing teams. Additional advanced streams of work include Custody and Criminal Justice. These are now progressing to the delivery stage and a variety of further work streams are being scoped as part of a wider seven force collaboration programme with Eastern Region forces.

Joint scoping work is also well underway with Herts Fire & Rescue Service, to identify opportunities to deliver more efficient working across the two services. This has already seen the introduction of a Memorandum of Understanding in relation to "forced entry" to premises and a range of other work strands are gathering pace and present natural opportunities to work more closely in the future.



Collectively, these examples demonstrate the range and complexity of work the Constabulary has achieved over the last year and give a sense of where our work is taking us for the next year. The Constabulary has built a strong base from which to move forward in the coming years. This includes the skills and commitment of the workforce, support from local communities and partner organisations, its collaborative arrangements and financial position. This will help us greatly to remain nimble to the ever changing nature of policing demands and expectations in the years ahead.

Charlie Hall - **Chief Constable**

Key Contacts and Useful Information

Contact Us

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Email: commissioner@herts.pccc.pnn.gov.uk
www.hertscommissioner.org

 @HertsPCC  facebook.com/hertspcc

Key Contacts and Useful Information

Hertfordshire Constabulary

Hertfordshire Constabulary Headquarters
Stanborough Road
Welwyn Garden City
Hertfordshire
AL8 6XF

Tel: 101 (non-emergency issues)
Email: fcrenquiries@herts.pnn.police.uk (non-emergency issues)
www.herts.police.uk

Beacon

Beacon is available to provide practical and emotional support to help deal with the impact of crime. Help and support provided by Beacon is free and available to everyone, whether or not a crime has been reported to the police. Beacon is open seven days a week from 7am to 10pm.

You can call the helpline on 0300 011 5555 or visit the website for information and advice at www.hertfordshirebeacon.org

CrimeStoppers

If you have information about a crime but do not wish to give your name please contact CrimeStoppers, an independent charity, in confidence on **0800 555 111**. Or you can email your information from their website: www.crimestoppers-uk.org

Sunflower

Sunflower is a domestic abuse service, which provides advice to victims, people who know a victim, and professionals. You can call the confidential helpline on **08088 088088** anytime between 9am to 9pm Monday to Friday and 9am-4pm weekends. Or you can visit: www.hertssunflower.org

Victim Support

www.victimsupport.org.uk

Our Partners:

Hertfordshire County Council
www.hertfordshire.gov.uk

Hertfordshire Fire and Rescue
www.hertsfire.gov.uk

Health and Wellbeing Board
www.hertfordshire.gov.uk/your-council/hcc/partnerwork/hwb

National Probation Service
www.nationalprobationservice.co.uk

Bedfordshire, Northamptonshire, Cambridgeshire & Hertfordshire Community Rehabilitation Company
http://benchcrc.org.uk/

Herts Valley Clinical Commissioning Group
http://hertsvalleysccg.nhs.uk/

East and North Herts Clinical Commissioning Group
http://www.enhertsccg.nhs.uk/

University of Hertfordshire
http://www.herts.ac.uk/

Hertfordshire Neighbourhood Watch
www.hertswatch.com

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