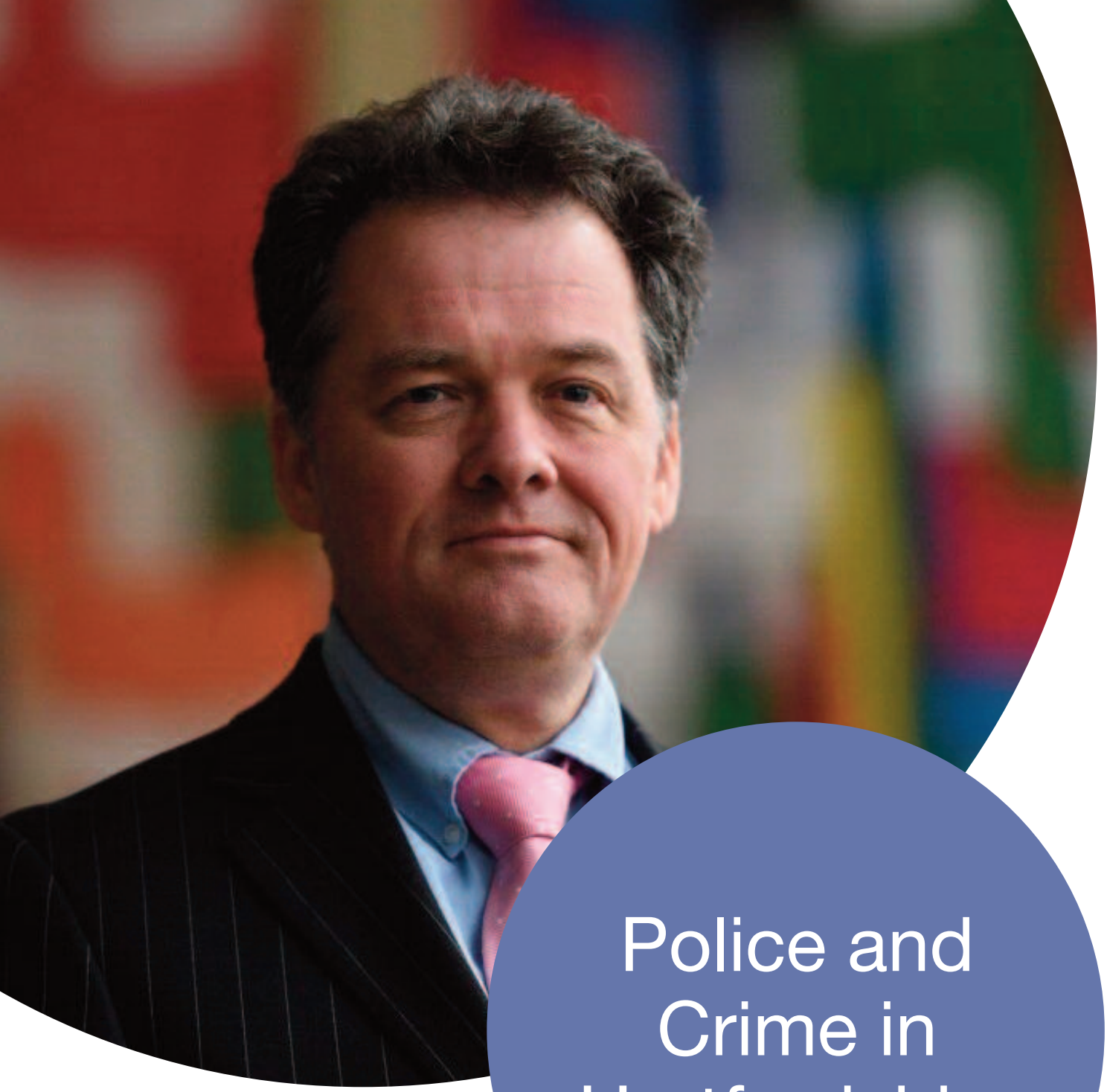


Police and Crime in Hertfordshire

Annual Report 2017-18

David Lloyd
Police and Crime Commissioner
for Hertfordshire

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Annual Report
April 2017 - March 2018

Foreword by David Lloyd



This report sets out the progress that has been made in meeting the priorities outlined in my Community Safety and Criminal Justice Plan: 'Everybody's Business' (2017 – 2022), between 1st April 2017 and 31st March 2018. It is not a comprehensive review of all my work, and I encourage you to visit my website www.hertscommissioner.org if you want a more detailed understanding of what I do.

Together, we have made Hertfordshire a very safe place to live which has a comparatively low level of crime, second lowest in our most Similar Force (MSF) group and 17th lowest nationally when looking at levels of crime per head of population – a significant achievement given our proximity to places with much higher levels of crime. Our Constabulary is a high performing police force that puts victims first and is trusted and respected by the communities it serves. Public confidence in Hertfordshire Constabulary is one of the highest in the country at 84.6 per cent, top in its MSF group. There has been a marked increase in victims, who in the past would have been reluctant to report crime, having the confidence to ask for help and getting the support they need. This year, more people have reported domestic abuse, accounting for 12 per cent of all crimes in the county, and reports of human trafficking and modern slavery have increased by over 20 per cent.

I was disappointed to see an increase in some types of crime, including shoplifting and burglary, but I have taken action to meet this challenge by investing heavily in our local policing model and strengthening the teams tackling burglary and other serious crimes. This is why I felt compelled to increase council tax, in order to keep the local policing teams in place. I was pleased that for the second year running the police inspectorate, Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS), praised Hertfordshire as an efficient and ethical force and recognised in their value for money profiles the amount that we put into frontline operational policing relative to most forces of its size – 72 per cent of the entire police budget is spent on frontline staff. There are cheaper ways to police the county, but I believe they are not as effective and certainly not what the public of Hertfordshire tell me they value, or what the Chief Constable tells me cuts crime.

Putting victims at the centre of all that we do continued to be a key focus throughout 2017/18 and we have commissioned a new provider to service Beacon, our Victim Care Centre, which will be expanding the range of tailored and end-to-end services for victims. There will be extended hours of operation and outreach, with victim case managers offering support to victims wherever it is most suitable given their personal circumstances.

I have continued to push strongly for changes to the criminal justice system. As Chair of Hertfordshire's Criminal Justice Board I have been working to improve our understanding of where demand and costs are in the system and to bring about a greater level of accountability, transparency and local democratic oversight, so that we have a criminal justice system that actually works as a 'system', rather than as a coalition of competing interests.

Tackling modern slavery and human trafficking has been a real success during 2017/18, with the creation of Hertfordshire's Modern Slavery Partnership, set up to ensure that the police and other statutory organisations are alive to the threats posed to individuals from exploitation and servitude. We have set up a dedicated police unit to provide specialist support to investigations and coordination.

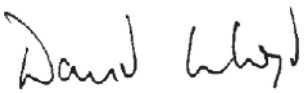
By applying a business sense approach to policing and community safety I have ensured that policing continues to be as efficient as it can be. Working with our neighbouring forces of Cambridgeshire and Bedfordshire, we have realised a further £2.2 million in savings this year from collaboration, in addition to the £4.8 million achieved during 2016/17. I have also continued to look at how we can be smarter with our public estate and launched a new estate strategy this year, which sees old, out-dated and operationally less valuable police stations released and capital invested in modern public sector hubs. You will see on page 18 that the co-location of police and other public services will improve the accessibility of operational police to the public and generate a long-term income to help fund policing.

This year I used the legislation enabled under the Policing and Crime Act 2017 to commission an independent business case to look at whether there is a good case for bringing the governance of Hertfordshire Fire and Rescue Service under my responsibility. For me, a change in governance represents the only real way to achieve the benefits of closer joint working and the best shared use of resources by having a single strategic body. The full business case showed that the benefits to public safety could be realised and last summer I consulted the public of Hertfordshire to hear their views. The full business case and supporting documents have now been published and submitted for assessment by the Home Secretary, and a decision is pending.

I am delighted to have seen significant improvements in the way in which the public are able to engage with and contact the police. Through a range of online and digital contact channels, including the Hertfordshire Police App, online reporting and live web chat with the force control room, the public can now report non-urgent crimes and those relating to anti-social driving, careless driving, damage only incidents and fail to stop collisions at a time and in a way that suits them.

I have continued to look at how we can use the money taken from offenders through the Proceeds of Crime Act (POCA) to fund initiatives that residents support. This year £82,000 was allocated through my 'Partnership Fund' to fund a number of initiatives aimed at reducing fly tipping and delivered through the Herts Waste Partnership Group. This funding has contributed to a 16 per cent reduction in the number of fly tipping incidents recorded across the county during 2017/18 and the enforcement of 36 prosecutions, with more pending. I was delighted that the Environment Minister singled out Hertfordshire during a parliamentary debate for the excellent work achieved by the group and would like to see the Constabulary and partners build on this success over the coming months.

I hope this Annual Report gives you a good flavour of the work carried out during 2017/18 and how the Constabulary is performing. It is down to the hard work and commitment of all the local leaders, from the public, private, voluntary and community sectors across the county that many of the priority areas outlined in the Plan have progressed. In the coming year I will want to hear from you as your opinion is important in shaping my refreshed my Police and Crime Plan for Hertfordshire, 'Everybody's Business' (2019-2024).



David Lloyd
Police and Crime Commissioner for Hertfordshire

My Five Key Achievements in 2017-2018

Put Victims First

Continued to put victims at the centre of the Criminal Justice System

Kept Crime Low

Hertfordshire remains one of the safest places in the country

Protected Local Policing

Maintained the local policing model in every district and borough in the county

Kept Tax Low

Only charged tax-payers what is required to deliver a quality service

Improved Transparency

Provided a more open, rapid and less bureaucratic response to public complaints

Success and Progress

in Delivering the Community Safety and Criminal Justice Plan in 2017/18

Building on Success

Hertfordshire continues to be a very safe place to live and work. Most people do not experience crime. As a county, residents enjoy low levels of crime and express high rates of confidence and satisfaction in the Police. It is against this context that the Commissioner's Community Safety and Criminal Justice Plan: Everybody's Business (2017-2022) was set. This report details the progress made between 1st April 2017 and 31st March 2018 against the priorities outlined in the plan and sets some of the challenges and developments in the year ahead.

Protecting Local Policing

Protecting the local policing model in Hertfordshire has remained one of the Commissioner's key priorities throughout 2017/18. It provides the bedrock to delivering effective policing across the county and continues to be highly valued by the public. Many forces up and down the land who have chosen to make reductions to the frontline to meet savings targets have recognised that it was a retrograde step and to the detriment of maintaining a preventative policing presence and engagement with communities, and as a result are trying to put structures back in place.

During 2017/18 the number of police officers increased to 1,915, of which 1,206 were in local policing. £80m was allocated within the policing budget to local policing, representing 3.1 per cent above the national average and 13.9 per cent above Hertfordshire's Most Similar Force (MSF)[1] group. In the latest Efficiency strand of the 'PEEL' Inspection report, the policing and fire inspectorate, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reported that Hertfordshire was 'good' in its allocation of resources and acknowledged its greater level of spend on frontline operational policing in its Value for Money profiles relative to other forces of its size.



[1] Hertfordshire Constabulary's MSF group is identified by the Home Office and comprises Avon and Somerset, Hampshire, Leicestershire, Staffordshire, Sussex, Surrey and Thames Valley.

In order to meet the rise in demand, protect Hertfordshire's local policing model and strengthen the teams tackling burglary, anti-social behaviour and serious crimes, the Commissioner took advantage of the flexibility given by government to raise the police element of the council tax precept by an additional £1 a month on the typical property[2], following advice by the Chief Constable and consultation with the public. This has enabled an additional £5.3m to be raised for policing in the county.

Crime Figures

In line with the national picture, Hertfordshire Constabulary has seen an increase each year in the volume of crime recorded following HMICFRS' Data Integrity Inspection in 2014/15, with an 11.8 per cent increase in 2017/18. At the same time the Crime Survey for England and Wales reports that overall actual levels of crime continue to fall. Most of our increase may therefore be attributed to improved recording standards as well as a greater confidence and willingness of victims to come forward to report their crimes. Both of these factors are to be welcomed but it should be noted do represent increased calls for service from the police. Some notable increases in recorded crime include domestic abuse offences which have increased by 10 per cent with 939 more offences than in the previous year putting the Constabulary third in its MSF group. Offences relating to vulnerable victims, including human trafficking, increased by over 20 per cent and violence against the person by 16 per cent during 2017/18.

However, there are some types of crime where the Chief Constable believes that increases have been real rather than the result of improved recording or reporting. These include vehicle crime, burglary, criminal damage and shoplifting. As a result of the increased demand in the system, during 2018/19, the Commissioner has put an additional 35 officers into the Operation Scorpion Unit to help tackle burglary and drug-related crime. Despite these increases in recorded crime in Hertfordshire, crime levels remain low. Hertfordshire is positioned as second lowest in its MSG and 17th lowest nationally when looking at levels of crime per head of population.

[2] The average increase on a weekly bill will be 23p.

Tackling Anti-Social Behaviour (ASB)

All behaviour that causes some level of harm to individuals, communities or the environment is classified as anti-social behaviour. For many, ASB blights the lives of people on a daily basis, often leaving victims feeling helpless, desperate and with a seriously reduced quality of life. The Commissioner and Chief Constable remain committed to tackling ASB as it is an area of concern for the public. This year, recorded levels of ASB decreased slightly by 1.4 per cent (452 fewer reports) than in 2016/17. Of the three recorded types of ASB (Personal, Nuisance and Environmental), the Personal category saw a slight decrease.

In November 2017, the Constabulary launched Project Soteria a 'problem solving' approach to crime, recognising the need to have a clear focus on prevention and analysis of problems, the choosing of appropriate interventions and the adjustment for their impact. Throughout 2017/18 all Safer Neighbourhood Teams and Intervention Teams have received training on problem solving to better understand how to make it part of everyday business in an effort to fully understand the root causes. The Commissioner also supports efforts to prevent further ASB by directly funding a wide range of projects and activities via the Community Safety Grants and Action Fund.

Supporting Crime Prevention – Cybercrime and Fraud

Efforts to tackle cybercrime and fraud, particularly those perpetrated against the elderly, vulnerable and businesses have continued to be a key priority during 2017/18. Building on the scoping work conducted last year, two county strategies are near completion. These bring together all the activity that is underway across the county into a coordinated plan with one focussed on older and vulnerable people and the other on cybercrime. In support of this, the Commissioner has part-funded a dedicated Cybercrime and Business Scams Programme Officer for three years from the Community Safety Grant who will work in partnership with businesses and community safety partnerships to develop a suite of products to support and prevent businesses from becoming victims of crime.

Tackling Modern Day Slavery and Human Trafficking



This year has seen significant work progressed to tackle modern day slavery and human trafficking as outlined under the Modern Slavery Act 2015. In May 2017, the Hertfordshire Modern Slavery Partnership was set up to support efforts to ensure that the police and other statutory organisations are alive to the threats posed to individuals from exploitation, abuse, servitude and inhumane treatment. The partnership is developing an effective multi-agency approach to tackling modern slavery through delivery of a strategy and an action plan that targets specific areas of business. This has been accompanied by a series of local campaigns helping to raise public awareness and reporting to the national helpline and local police and significant training provided to over 1500 front-line professionals. This has led to improvements in the identification of perpetrators and victims by local statutory organisations through awareness training provided by the Constabulary's 'Operation Tropic'. Much work has also been progressed to ensure intelligence sharing with the Eastern Region Serious and Organised Crime Unit (ERSOU) and make best use of the links with Her Majesty's Revenue and Customs (HMRC) and other national organisations.

[3] This is an indicative total for funding allocation. Some funding is allocated for division across a two or three year period. Total funding allocated for new project spend in 2018/19 = £567,424 (with a further £290,289 added for projects in their second year).

Working with our Community Safety Partners

2017/18 saw £958,626[3] of funds awarded through the Commissioner's Community Safety Grant. For the second year running, the new open bidding process has brought about the better targeting of resources, problem-solving between partners, and longer-term sustainable solutions. The new process affords Community Safety Partnerships (CSPs), district councils and departments within Hertfordshire County Council the opportunity to apply for funding for up to three years. This supports the delivery of solutions to complex problems and interventions that target people and places in line with the Community Safety and Criminal Justice Plan. In 2017/18, the Community Safety Grants have supported a range of prevention, early intervention, education, and diversionary activity around key priority areas including gangs, county lines and knife crime, and child sexual exploitation. They also provided much needed targeted support for domestic abuse and hate crime victims, particularly those with complex needs including mental health. A full list of all the successful applications can be found here: www.hertscommissioner.org/community-safety-fund

Community Safety Commissioning: Commissioner's Action Fund and Youth Social Fund

The Commissioner's Action Fund and Youth Social Fund have been hugely popular throughout 2017/18. £142,000 awarded to community and voluntary groups, charitable and not for profit organisations and Town, Parish and District Councils in support of local initiatives, equipment and projects up to the value of £5,000. Using £150,000 from offender confiscations under the Proceeds of Crime Act (POCA), the fund has supported a range of activity to prevent crime, support reductions in reoffending and support to victims of crime. During 2017/18 funding supported crime prevention events, advice and support for people with learning disabilities to help keep themselves safe, drug and alcohol advice for young people, and support for rough sleepers. A full list of all the successful applications can be found on the following webpage: www.hertscommissioner.org/pcc-action-fund

Case Study:
The Gifted Organisation Ltd Broxbourne



£4,950 was awarded through the Commissioner's Action Fund during 2017/18 to The Gifted Organisation to support delivery of their 'Reality Check' project to run a six week mentoring programme for young people aged 13 to 19 who are 'at risk' to help educate them about the dangers of gangs, alcohol, drugs and solvent abuse.

Young people at risk, referred to by Probation, youth centres, housing trusts and care homes spend time making podcasts using The Gifted mobile 'studio in a box' about relevant issues helping them explore risk, consequence and choice in a safe environment.
The programme has helped to support delivery of key aspects of the Commissioner's Community Safety and Criminal Justice Plan including efforts to steer young people away from substance misuse, crime and reoffending by providing young people with life skills and employment prospects. Investing in young people and providing the support they need to enable them to become resilient and capable adults, helps deter them from entering the criminal justice system and supports their mental health and wellbeing.

Mental Health and Street Triage

Following the expanded trial of the Mental Health Street Triage scheme across Hertfordshire during 2016, Nuffield Economic Foundation (NEF) Consulting were commissioned to undertake a cost benefit assessment of the scheme to see if it should be extended and made permanent. The evaluation found that the Street Triage scheme provides effective support for service users who are in mental health crisis by having three professionals - a paramedic, police officer and mental health clinician - working side by side, enabling referrals to appropriate services more swiftly. The report found significant benefits to the scheme including avoidance of A&E admissions and improved outcomes for individuals through early access to appropriate health services. The full report can be found here: www.hertscommissioner.org/street-triage

Putting Victims at the Centre

Commissioning Services and Beacon – Hertfordshire's Victim Care Centre

This year has seen sustained work by the Commissioner's Victim Services Team to commission services for victims across Hertfordshire that provide a tailored and effective end to end service, particularly for vulnerable victims. For 2017/18, the Ministry of Justice (MoJ) allocated £1.367 million to Hertfordshire which was split between victims' services and child sexual abuse.[4]

Until 1st April 2018, the contract to provide emotional and practical support for victims of crime was with Victim Support. Following the end of the contract and a competitive tending process a new contract was awarded to Catch 22 who will not only provide practical and emotional support to victims, but also build on the three key ambitions set out by the Commissioner:

- No one victim left behind
- Services are Safe, Accessible and Empowering
- Beacon as an expert organisation



An important aspect of the new service is extended hours of operation and outreach, with victim case managers offering to support victims wherever is most suitable given their personal circumstances. The Commissioner has also agreed with the Constabulary to continue the support of Beacon by ensuring that the Victim Service Team (Police Staff) continue to provide initial support and information for victims who report crime to police. The Victim Service Team will have an important role to ensure that victims are aware of their entitlements under the Code of Practice for Victims of Crime and that their preferences in relation to how they would prefer to be kept informed is upheld.

Vulnerable Victim Case Management

In 2011, a government report into supporting victims of crime highlighted that a 'one size fits all' approach to victim care was inappropriate and that services offered should be based upon individual need as opposed crime type. It is recognised that up to 30 per cent of victims may experience the impact of crime more traumatically than others. In 2016, the Commissioner piloted a new way of supporting victims who are entitled to an 'enhanced' service as defined by the Victims Code of Practice. This professionalised service seeks to provide a deeper understanding of individual victim's needs and ensure a continuation of support throughout the criminal justice system. This will include liaising and coordination with other agencies and partners, ensuring that entitlements are upheld and that the appropriate support and services are in place as and when they are required. The Vulnerable Victim Case Management pilot has been independently evaluated and shown to deliver highly beneficial and positive effects on victim recovery. This case managed approach was written into the new Commissioning Specifications with Catch 22, and as such the Case Management Team will be expanded to enable even more victims to benefit from this new approach.

Restorative Justice Services

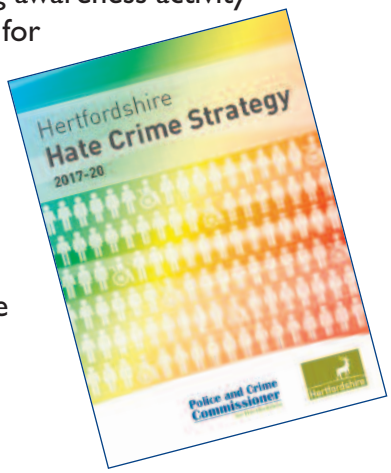
In 2017 the Commissioner's office reviewed our approach to offering Restorative Justice (RJ) to victims of crime. RJ has been shown to offer significant benefits in terms of victim recovery and satisfaction, however, understanding of its benefits is not widespread and take up remains low. A key issue identified by the Commissioner is that RJ is

[4] This is broken down into funding for: initial referral and needs assessment of victims; services for victims of sexual violence; services for victims of child sexual abuse; restorative justice services for victims of crime; other services for victims of crime and; building capacity and capability of the VCSE sector to deliver victims' services.

considered an adjunct to other criminal justice interventions, often offered as a way to help rehabilitate offenders and a way to minimise sentencing. It is a concern that RJ will still be considered a specialist and marginalised service unless more is done to integrate it into our services to make it more accessible. Evidence has shown that RJ can reduce the severity of posttraumatic stress caused by some crime types and an important stepping stone to allow the victim to understand why a crime was committed against them. During 2018, the Commissioning Team will be redesigning the way in which RJ can be made available to all victims of crime by ensuring that all staff in Beacon have RJ awareness training. This will allow staff to discuss openly the benefits of RJ when asked. In addition, the Restorative Justice Council accredited practitioner training is being introduced to all Case Managers so that access to the service is easier. During 2017/18, there were 86 requests and referrals to access RJ including two cases of murder and one incident of manslaughter.

Countywide Hate Crime Strategy

A new countywide strategy for hate crime was published by the Commissioner's office and County Community Safety Unit in October 2017 following a 12 week public consultation. The strategy sets out the key priorities for Hertfordshire to tackle hate crime during 2017-2020 based around the four key areas of prevention, resolution, support and learning. The delivery of the strategy through an Action Plan is being progressed through the multi-agency Hate Crime Partnership Board chaired by the PCC's office. Between October 2017 and March 2018, the partnership board has sought to review and assess the demand of third party reporting centres; review existing awareness activity taking place in schools for children and young people in relation to hate crime and bullying.



Domestic Abuse

Tacking domestic abuse continues to be a key priority for the Commissioner during 2017/18. This year the Commissioner's office was successful in an application to the Home Office's Violence Against Women and Girls (VWAG) fund securing £436,000 to expand the services available to victims of domestic abuse in Hertfordshire. In partnership with Hertfordshire County Council, local district councils and Hertfordshire Domestic Abuse Helpline, the intention is to develop the Sunflower service so that all victims who are assessed at 'standard' or 'medium' risk have access to local support and advice. The Commissioner's office, on behalf of the Criminal Justice Board, also led on some in-depth research to explore why a number of Hertfordshire victims did not turn up at court on the day of their trial. This not only incurs costs for the criminal justice system, but importantly, does not give the victim the opportunity to have a voice and closure. The research has provided rich data to help the Criminal Justice Board understand why victims disengage with the justice system and has resulted in a number of recommendations that agencies will act upon over the coming year.

Stalking and Harassment

The Victims Commissioning Team has undertaken comprehensive academic research in the area of stalking and harassment and worked with national agencies including The Suzy Lamplugh Trust, Paladin, The National Stalking Helpline and The National Centre for Cyberstalking Research to better understand both the complexities and the impacts of this crime type.

In October 2017 the Victims Commissioning Team was invited to sit on the Constabulary's internal Domestic Abuse Strategic Weekly Meetings in order to advise on stalking and harassment issues arising. Primarily this related to a review of the appropriateness of using the DASH risk assessment in cases of stalking which were not domestic-abuse related. Looking ahead, the Commissioning Team will conduct further research over the coming months in order to better understand the prevalence of stalking in Hertfordshire. These findings will feed into a wider suite of recommendations to include increased training for professionals and greater advocacy within the Criminal Justice System for victims.

increased training for professionals and greater advocacy within the Criminal Justice System for victims.

Victim Information booklet

In 2016, the Victims Commissioning Team developed an information booklet for victims of crime. Following a public consultation it was agreed that victims should receive the desired level of information regarding their rights and entitlements under the Victims Code of Practice and advice on what to expect during their journey through the criminal justice system.

In May 2017, the Victims Commissioning Team worked collaboratively with Safeguarding Command in the Constabulary to develop two additional versions with more specialist information for victims of Sexual Violence. The booklets again were designed to ensure victims of crime had the appropriate amount of information and advice to make informed decisions under difficult circumstances.

A further 'easy to read' version of the information booklet was commissioned and published in August 2017. All versions of the booklet were used in a grant funded community engagement project running from October 2017 to April 2018. To download a copy, please visit: www.hertscommissioner.org/beacon

Case Study: Beacon Film Festival

The Victims Commissioning Team collaborated with Oaklands College for a second year to deliver a Film Festival to raise awareness of Beacon - Hertfordshire's Victim Care Centre and the impacts of crime. The Hertfordshire film festival took place in February 2018 across a period of three days during which a series of workshops were also held informing both students and the public in areas such as cyber-stalking and modern slavery.

Over 100 students, aged 16+ from Oakland's BTEC Creative Media and Foundation Degree courses produced films which were shown to an audience of 300 people and a panel of judges.

Although the festival is an opportunity to champion the rights of victims to a large and captive audience and raise awareness of Beacon – Hertfordshire's Victim Care Centre, it is also presents a rather more unique opportunity; that is to truly engage with young people about their concerns around crime and how crime affects them. This interaction takes place over several months, during which the students research, pitch and develop their film concepts which quite often relay personal stories and certainly present unique insights.

The winners of the Level 4&5 category were awarded a grant of up to £1,000 from the Police and Crime Commissioner to make a film about modern slavery. The film will be used to inform the public of how this crime impacts our communities and society.



Reforming the Criminal Justice System in Hertfordshire

Improving the criminal justice system locally remains at the core of the Commissioner's five year Plan. The Plan recognises that the current system lets victims and witnesses down and fails to take into account their entire journey from the crime being committed to the court case and after care support. The current system functions as a coalition of competing interests which lacks transparency, accountability and democratic oversight.

In 2017, the Commissioner became Chair of the Association of Police and Crime Commissioners and leads on the criminal justice system portfolio that seeks to push for greater local oversight of criminal justice that would lead to high quality justice and improvement in the experience for victims, offenders and those accused. This year, the Commissioner gave evidence to the Justice Select Committee on the current challenges facing the probation service and what more needs to be done in the short term to improve the probation system.



Locally, much work has taken place during 2017/18 following the review of the Hertfordshire Criminal Justice Board (HCJB) in September 2016 and the Commissioner's appointment as Chair of the Board. The Board now has a clear set of strategic priorities for the next three years and this is reflected in the new governance structure based on its subgroups together with a clear understanding of the costs, performance and demands in the system locally.

A new interactive performance dashboard was commissioned in June 2017 to drive greater levels of transparency and accountability in the system. In July this year, the HCJB will hold its first Board meeting in public to enable the public to hear first-hand some of the challenges the Board are working through, and for Board members to hear what is working well and less well for those who have come into contact with the criminal justice system. In June, the Commissioner will be launching a one year £150,000 Criminal Justice Innovation Fund that will give criminal justice agencies and community safety partners together with the voluntary and community sectors the opportunity to bid for funds to support change and improvement. For more information about the work of the HCJB, the public meeting and Criminal Justice Innovation Fund visit: www.hertscommissioner.org/herts-cjb

Using Technology to manage Offenders

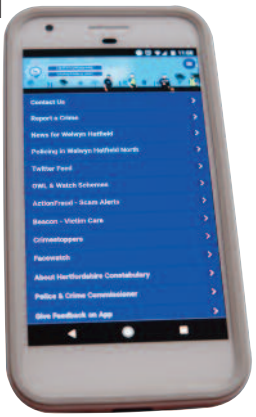
In 2016 Hertfordshire Constabulary together with Bedfordshire, Northamptonshire and Cambridgeshire (BeNCH) were successful in a £1.751m bid to the Police Transformation Fund to be part of a 12 month Ministry of Justice (MoJ) GPS tagging pilot. This helps to monitor the movement of offenders who have qualified for early release from prison, been released on licence, or those who are considered for re-release following recall from prison. The pilot provided an opportunity to: understand how the GPS tagging conditions can serve as an alternative to custody; test the behaviours of decision makers and wearers of the tag; and the policies and processes required to rollout GPS tagging nationally. In total, 147 tags were fitted across the BeNCH area, 35 of those people lived in Hertfordshire. The pilot was shown to have a significant impact on the future direction of tagging policy and showed clear evidence of the management and rehabilitation of offenders. The national rollout of GPS tagging will be rolled out in 2019 across all 43 forces in England and Wales.

Public Focus

Providing opportunities for the public to volunteer in their own communities and utilising all available technology to give the public a say in how they would like to contact the police and report crime, continues to be a key focus for the Commissioner during 2017/18.

Improving Public Contact

A range of innovative online crime reporting and digital contact options developed during 2017/18 has shown to significantly improve engagement and enhance service quality to the public. The use of multiple channels to report non-urgent crimes online as well as give information about crime in the community via the Hertfordshire Police App, Online reporting forms and live web-chat with police staff in the Force Control Room, now offers victims more choice in how they want to contact the police. Over a four month period between October 2017 and January 2018 the Constabulary engaged with an average of 61 web chats per day and received 12 Online reports a day. As a result of further developments throughout 2017/18, the public now have the option of reporting anti-social and careless driving and damage only and fail-to-stop traffic collisions online www.herts.police.uk . Funding has also been approved and the software in development to enable members of the public to submit dash cam footage to the Constabulary and will be rolled out over the coming months.



These new reporting systems provide an improved level of customer service, giving victims 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. This is in addition to the normal routes by calling or making an appointment to see a police officer at a police station or have a visit made at home or work. Over the coming year the Commissioner will be asking the Chief Constable to reassess the impact of closing police station front counters to ensure that we continue to provide all available routes to listen to the public and provide services attuned to their needs.

Involving the Public in Policing and Community Safety

Special Constabulary

This year has seen a significant focus on reshaping the Special Constabulary as part of the 'Vision 2020' to ensure the development of active, engaged and highly skilled Special Constables using tailored recruitment, retention and integration plans. Following the review commissioned by the PCC in October 2016 by the Institute for Public Safety, Crime and Justice at The University of Northampton, the recommendations are being implemented and embedded to bring about a more comprehensive approach to recruiting and retaining Specials. The changes will give Special Constables a greater say in how they want to volunteer and provide tailored pathways of support and development.

The number of bespoke Special Constable roles across key business areas including the investigation of child sexual exploitation, domestic abuse, cybercrime and prisoner processing has increased. Hertfordshire Specials have been the first across the country to have completed specialist training in chemical, biological,

radiological and nuclear skills (CBRN) training and were paramount in assisting Hertfordshire Constabulary's Cyber Crime unit and the NHS during last summer's cyber-attack where systems at the Lister Hospital were severely compromised. This year has seen a 6 per cent increase in the number of hours worked by Specials rising to over 62,000 hours and since September 2017 385 new applications were made to join the Special Constabulary following the launch of a marketing campaign using digital and radio advertising, alongside a dedicated website: www.hertspolicespecials.co.uk



Employer Supported Policing

Employer Supported Policing (ESP) continues to grow and be supported by businesses and local organisations across Hertfordshire. In September 2017, the Commissioner's office hosted an event for over 65 businesses to learn about the benefits of ESP and the ways in which employees skills can be utilised within the workplace and the benefits it brings to policing in Hertfordshire. Over the year, new businesses have signed up to support the scheme including BT, Tesco, and local district and borough councils. This is in addition to a range of organisations already benefitting from being part of the scheme. The Commissioner's office has also published a new information pack for prospective employers outlining many of the reasons why businesses should consider joining the scheme including the evidence from Accenture's 2015 volunteering survey on ESP which shows that employees report have increased job satisfaction, greater pride in the company and developed core work skills. During 2017 the Commissioner's office was successful in their bid to the College of Policing for Police Transformation funding to test new models of attraction and delivery and ESP expansion beyond its traditional base of the Special Constabulary. For more information, visit: www.ipscj.org/national-citizens-policing-piloting-project/

Volunteer Police Cadets (VPC)

The Police Cadet programme continues to grow and develop with over 260 Cadets aged 14 to 18 representing all districts across the county and further new groups in development. Building on the success of the new twin-track process last year that enabled Cadet Leaders to become Special Constables through a 'fast-track' process, 2017/18 has seen the development of a new 18+ Young Cadet Leader Scheme. The scheme offers those Cadets who are not ready to join the Special Constabulary the opportunity to receive additional support and development opportunities, gain new skills and build confidence.

During 2017/18 work has been underway to develop a 'Mini-Police' scheme for children aged between 9 and 11, to support their local force priorities through participation in community engagement events. Based on the original programme in Durham, the scheme aims to build trust with communities, promoting responsible citizenship to help young people establish an interest and understanding of policing and community safety. Currently an eight week pilot is underway in St Albans, utilising the skills of Police Cadets, volunteers and SNT officers to help deliver the programme.



Community DriveSafe

DriveSafe continues to be well supported by the communities of Hertfordshire with 52 active groups across the county. During 2017/18 DriveSafe groups undertook approximately 185 roadside monitoring sessions issuing approximately 3,300 advisory letters to drivers observed to be speeding in excess of 30mph by the volunteers using a Speed Indicator Device (SID). DriveSafe has continued to provide an evidence base on current levels of speeding across the county, enabling groups to use data sets to support a bid to the Commissioner's Road Safety Fund (see page 16 for more details) with a view to securing more permanent and sustainable road safety solutions where a need has been identified. The Annual DriveSafe event was held in November 2017 bringing together all lead volunteers to hear their views and opinions on the scheme, provide an update on roads policing activity and discuss new developments.



Neighbourhood Watch

Neighbourhood Watch is one of the best examples of the community coming together to prevent crime. A review by the College of Policing showed strong evidence that Neighbourhood Watch decreases crime – for every 100 crimes taking place in the UK in an area covered by Neighbourhood Watch, an average of 15 crimes are prevented. Hertfordshire's Neighbourhood Watch continues to be one of the strongest across the country and the Online WatchLink (OWL) system provides an effective way for the police to disseminate targeted crime prevention messages to the public about a range of topics. 2017/18 has been a successful year with an additional 16,319 new members joining the scheme. 135,069 households in Hertfordshire are signed up to Neighbourhood Watch, accounting for 30 per cent of all residents in the county. To join Neighbourhood Watch and sign up for alerts, visit: www.owl.co.uk From the £5,000 granted by the Commissioner to HertsWatch during 2017/18, a range of materials have been purchased to support all 10 districts including Neighbourhood Watch stickers for the 25,000 welcome packs, security equipment and new street signage.



Citizens' Academy Website

The Commissioner's online crime prevention website Citizens' Academy (www.hertscitizensacademy.org/) has continued to expand throughout 2017/18 to reflect the desire from the public to better understand key areas of business. In November 2017, a new Stop and Search module was launched providing easy to read information on stop and search legislation, the Best use of Stop and Search Scheme and individuals rights and entitlements. In the first six months of the module being launched, over 100 people had completed the module. Current modules including burglary and fraud and cybercrime continue to be the top three most visited with over 1,786 page views. Over the coming year the Commissioner is looking to develop new modules that relate to areas of vulnerability including modern slavery and to reach out further to young people by utilising the Police Cadets in the designing of modules.

Offender Pays

Ensuring that offenders pay back to victims and communities and put right the harm they have caused has remained a strong principle throughout 2017/18. The Commissioner is clear that those who are responsible for crime should bear the costs, not the law abiding citizen. 2017/18 has seen a range of ways in which funds from confiscations and forfeitures through POCA are being utilised to support new initiatives for victims and communities.

Using Revenue paid for by offenders: Road Safety Fund

2017/18 has seen another year of funds directed towards initiatives that help address community concerns across the county, supporting efforts to change drivers' attitudes and behaviours. Over £600,000 generated from motorists who have committed driving offences and have been ordered to pay court costs following prosecution was allocated to the Road Safety Fund to help pay for educational, engineering and enforcement solutions.

Over 40 bids were approved during 2017/18 relating to supporting improvements in speed compliance and anti-social road use including inconsiderate parking, particularly outside schools. Over 50 Speed Indicator Devices have been funded through the Road Safety Fund and 11 feasibility surveys to help local communities better understand the issue and possible solutions, recommending works to the Highways during 2018 and beyond. The next funding round will open in Autumn 2018 and will invite bids that seek to support and encourage behaviour change and those areas identified in the Hertfordshire Road Safety Strategic Assessment around prevention, early intervention and innovation. More information about the Road Safety Fund including how to apply can be found here: www.hertscommissioner.org/road-safety-fund



Using Proceeds of Crime Act - Local Partnership Fund

The Commissioner continues to make best use of the proceeds from offenders' crimes to fund local crime priorities that benefit the community. Through the Eastern Regions Special Operations Unit (ERSOU) Hertfordshire has benefitted from large value confiscations and cash forfeitures. For the 2017/18 financial year, Hertfordshire seized over £2.1m in confiscations and £370,000 in forfeitures with over £1.1m compensation paid back to victims of crime.

For the second year, the Commissioner has ring-fenced £100,000 of POCA funds towards the Local Partnership Fund which gives councils the opportunity through matched funding to help support local solutions to address issues such as fly tipping, fly-grazing and anti-social behaviour. In addition to the £82,000 allocated to support fly tipping during 2016/18, over £7,000 was allocated from the Local Partnership Fund to host a series of multi-agency problem-solving training events

across the county. Through these events, a number of problem-solving ambassadors have been identified to work at a local level and embed problem-solving tools to tackle the root causes of crime and ASB/nuisance with partners.

Community Payback and Rehabilitation

Putting something back into the community lies at the heart of the Commissioner's 'Offender Pays' principles. Between 2017/18 close to 50,000 hours of unpaid work took place in Hertfordshire supporting over 50 projects that benefited a range of businesses, public and private companies. These included Age UK, primary schools, youth centres, libraries, charity shops, country parks, town councils, churches and cricket clubs. During 2017/18, projects have been scoped by the Commissioner's office in collaboration with BeNCH Community Rehabilitation Company (CRC) to identify offenders serving community



orders who can undertake some unpaid work on projects that the community and partners have identified locally that provide a key element of rehabilitation. Over the coming months, the Commissioner's office will be working with the CRC to find a range of projects that give offenders the opportunity to 'pay-back'. To find out more, visit www.hertscommissioner.org/community_payback

Business Sense

A key area the Commissioner has pursued throughout 2017/18 is ensuring the 'business' of policing is as efficient as it can be, taking the best from other sectors to improve customer services in relation to accessibility, visibility and responsiveness, whilst making best use of public money. Bringing business sense to bear across policing is about looking at how we can work differently and take the best from the public and private sectors thinking creatively and innovatively. Through the development and use of new mobile data solutions such as tuServ, frontline officers are able to work in a much more flexible and agile way, making more efficient and effective use of their time.

Driving Efficiencies through Collaboration

Collaboration with our neighbouring forces Bedfordshire and Cambridgeshire, as part of the 'BCH Strategic Alliance' across areas of organisational and operational support and Joint Protective Services, have enabled Hertfordshire to realise savings, enabling improved services at lower cost. Since 2012/13 £14.5m of collaborative savings have been achieved - £8.9m in Joint Protective Services and £5.6m in Organisational and Operational Support areas. In the financial year 2017/18, £2.2m of savings were achieved. In their recent report this year, HMICFRS graded Hertfordshire 'good' in terms of Efficiency. Revised governance arrangements across the three forces has helped to ensure that there is a tight focus on the delivery and rationalisation of benefits with the respective Deputy Chief Constables chairing delivery board meetings to hold the heads of department to account for savings. This is also reviewed by the Joint Chief Officer Board and overseen by the three PCCs who hold their Chief Constables to account for delivery of collaborated services.

Over the coming year, the Commissioner will be looking at how to deliver enhanced savings around procurement across the Seven Force Collaboration in order to meet the target set by the Minister of State for Policing and Fire and Rescue Services to purchase across the service and realise savings of £120m. Work is underway to look at the processes and procedures across a range of functions to streamline purchasing, training and delivery.

Making best use of our Estates

Making smarter use of the public sector estate across the county to save money and provide best value to the public has continued to be a key focus for the Commissioner throughout 2017/18. In September 2017 the Commissioner and Chief Constable launched the new police estate strategy which set out the key aims to: develop the co-location of police and other public services where possible; improve the accessibility of operational police to the public and build on the electronic access to police services; and make efficient use of the surplus police estate to generate long term income to help fund policing.

The estates strategy has started to show significant benefits as old, out-dated and operationally less valuable stations are released and capital is reinvested in modern public sector hubs. Following the police and council sharing premises in St Albans, the former police station has been sold to St Albans City and District Council in order to provide a joined-up redevelopment of residential, commercial and public realm to the city. Spare capacity in South Oxhey Police Station has been leased out to the Citizens Advice Bureau to reduce the cost of the police station and to provide accommodation for a not for profit organisation providing essential services to residents.



The former police stations in Borehamwood (Hertsmere) and Hoddesdon (Broxbourne) have been assessed as providing value and are subject to negotiations with local authority partners to deliver revenue or capital receipts as appropriate and to better join up public services in the towns and help fund policing. The safer neighbourhood team in Hoddesdon will be relocated into the fire station making best use of the public sector estate. Work has also begun to look at older, inefficient and costly buildings such as those at Police HQ in Welwyn Garden City, which will be upgraded and redeveloped as a centre of excellence for leadership, collaboration, knowledge sharing and innovation and exploring options for investment, development and income generation.



Blue Light Collaboration: Business Case for Police and Fire Governance

During 2017/18 work has continued on the Police and Fire Governance business case following the introduction of The Policing and Crime Act 2017 which enabled PCCs to explore options around the governance of their local Fire and Rescue Services.

The legislation introduced new powers to deliver a more effective, efficient and economic service, increase transparency and accountability and improve public safety. Following extensive scoping work, the development of an outline business case and an eight week consultation period a full business case was developed with the preferred option for the Commissioner to take on the governance of Hertfordshire Fire and Rescue Service. The full business case and supporting documents have now been published and submitted for assessment by the Home Secretary, and a decision is pending. You can read the full business case here: www.hertscommissioner.org/fire

Investing in technology to maximise efficiencies and reduce crime

The Commissioner's last Annual Report in March 2017, reported on the need to increase the police element of the council tax primarily due to a delay in achieving the expected savings from the regional IT collaboration programme across seven forces. Significant work has been undertaken during 2017/18 to achieve the roll out of the Athena system during 2018. Athena brings about a new integrated policing system that will provide real-time key information across all nine participating forces (Hertfordshire, Bedfordshire, Cambridgeshire, Essex, Norfolk, Suffolk, Kent, Warwickshire and West Mercia) assisting in the management of investigations across business areas, being used for crime, public protection and ASB investigation, and taking these investigations through custody processes and criminal justice where appropriate. By linking people, objects, locations and events within Athena, frontline officers and staff will have access to more detailed and up-to-date information across force borders, in real time allowing them to build a comprehensive picture of suspects, investigations and crime patterns without having to access different systems.

Further work has taken place over 2017/18 to find efficiencies by exploiting technology and enabling officers to maximise the time they have on the frontline. Over the last 12 months the Commissioner has invested in a range of technology including tuServ - a mobile application Hertfordshire designed to support officers and staff in recording, managing and sharing investigation material, savings time in travel and enabling remote access to

systems and supervision. TuServ provides an end to end solution, integrating with command and control systems allowing officers to manage their initial attendance at an incident, through to integration with crime investigation allowing remote updates and information to be accessed. The application, now in use across Hertfordshire and with partners in Bedfordshire, Cambridgeshire and our shared Protective Services, enables officers to access multiple systems from a single app. Running on a variety of devices including desktop, laptop and tablet computers and smartphones, officers can bring data from these systems together and reuse information throughout key processes to drive efficiency and enhance decision making.

In collaboration with the Home Office, the Constabulary has been at the forefront of developing the latest technology in biometrics to allow officers to remotely access person and fingerprint records. Whilst similar technology has been available to frontline officers for a number of years, this will seek to use tuServ and a new generation of smart phone technology and biometric scanners to speed up processes related to accurate identification. This will help assist in the reduction and need for unnecessary detention and reduce the time spent on unnecessary enquiries. Current trials of the technology are underway and it is expected that the technology will be rolled out late 2018.

Independent Business Advisory Group

The Independent Business Advisory Group (IBAG) continues to be a key forum for the Commissioner and Hertfordshire Constabulary to engage with businesses on issues that may be impacting them. The group is chaired by the Chairman of Hertfordshire's Chamber of Commerce and attended by membership organisations including the Federation of Small Businesses, Hertfordshire Local Economic Partnership, Institute of Directors, and representatives from a number of small, medium and large sized companies including those from the retail, banking and food sectors. This year the group has also been joined by representatives from the insurance sector and the University of Hertfordshire's Cyber Security Centre.

During 2017/18 the group has been discussing two of the biggest concerns for businesses in the UK – cybercrime and fraud with 70 per cent of all fraud in Hertfordshire committed against businesses recognising the significant financial and reputational implications can be huge. Over the coming year the group will be involved in planning themed workshops relating to cybercrime and modern slavery that seek to help businesses understand the nature and extent of the current threat posed and provide question and challenge to the Constabulary.

Tackling Rural Crime: Rural Barn Meets

Rural Barn meetings provide open forums for farmers, landowners and rural business owners to raise any rural crime concerns directly with the Commissioner, Hertfordshire Constabulary and key partners including the local authority and National Farmers Union. They also provide agencies an opportunity to discuss the latest developments in providing solutions and funding opportunities to rural crime problems. At the four annual Barn meetings held in St Albans, North Herts, Hertsmere and East Herts during 2017/18, issues regarding fly tipping, anti-social vehicle use and livestock thefts were raised as areas of concern. The roll out of new technology such as drones to proactively patrol and deter criminals, together with the opportunities presented through the Commissioner's Fly tipping Fund, using income generated from POCA to support landowners with the costs of clearing up fly tipping on private land, are significant steps forward.



Exercise of Functions

Holding the Chief Constable to Account

Ensuring greater transparency and a culture of openness around policing

A key part of the Commissioner's role is 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. This year the Commissioner has continued to ensure that a framework of meetings is adhered to, enabling the Commissioner to ensure robust scrutiny of performance and delivery of the Police and Crime Plan. Each month the Commissioner and Chief Constable meet to discuss key issues that arise nationally, from work with the Constabulary and partners or those raised by the public. During 2017/18 areas discussed included:

- The use of body worn video footage and compliance with the College of Policing guidance
- Using income generated from the Proceeds of Crime Act 2002 to help private landowners dealing with the costs associated with fly tipping
- Understanding the impact of the closure of police station front-counters
- Ensuring that hearings in public relating to Hertfordshire take place in Hertfordshire rather than out of county

In addition, each quarter the Commissioner meets with the Chief Constable to discuss matters relating to force performance arising from the most recent Constabulary Strategic Performance Boards. The topics of these meeting and the notes from the monthly meetings are published on the Commissioner's website: www.hertscommissioner.org/holding-police-to-account-herts-pcc

Oversight and Monitoring of Complaints and Dissatisfactions

Considerable work has taken place throughout 2017/18 to ensure that complaints made against the police are monitored and dealt with promptly and effectively. On a monthly basis the Commissioner, or a representative of his office, undertake dip sampling of files that have come to the notice of the Professional Standards Department (PSD). These are often files that are more serious complaints and those which often result in an appeal including misconduct cases and those referred to the Independent Police Complaints Commission (IPCC). The outcomes of the investigations by PSD are reviewed and any additional enquiries are made by the Commissioner.

The Commissioner's office has also been making further preparations ahead of the Policing and Crime Act 2017 being enacted that will see a strengthening of a PCC's role in police complaints. The new legislation makes it mandatory for PCCs' offices to have a role in holding the Chief

Constable to account for complaint handling functions and acting as an appeal body in place of the Chief Constable. Over the course of the year, the Commissioner's dedicated Customer Response Team have been engaging with other partners with a view to embedding good working practices in readiness for the new legislation through a phased approach to implementation.

Throughout the year, the Customer Response Team have been triaging and responding to dissatisfactions, enquiries and complaints received through official correspondence, online complaint forms and web chats which have totalled to over 2,600 during 2017/18. Of those dissatisfactions and complaints received, the highest amount related to officers' attitude/behaviour, crime investigation, recording and reporting, and a lack of updates. The Commissioner will be using the trend analysis of the complaints to highlight issues to the Chief Constable and assist in the improvement of services delivered to the public.

Using HMICFRS Inspection Reports

The Commissioner has regular meetings with HMICFRS to understand the findings and recommendations from the inspections. The Commissioner uses the reports as a source of evidence to hold the Chief Constable to account and has requested comments from the Chief Constable on each of the PEEL reports with his proposals for action generally, or to address any recommendations or areas for improvement. These comments are sent to the Home Secretary and Police and Crime Panel together with the Commissioner's response to each report and the Constabulary's proposals for action to address any recommendations. The Chief Constable also brings a quarterly progress report to the Commissioner on the actions taken against the recommendations so that they can be tracked. The national reports from HMICFRS in 2017/18 covered:

- Accuracy of crime recording (November 2017)
- Value for Money (November 2017
- PEEL Efficiency (November 2017)
- PEEL Legitimacy (December 2017)
- PEEL Effectiveness (March 2018)

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

Independent Stop and Search Community Scrutiny Panel

Throughout 2017/18, the Stop and Search Community Scrutiny Panel has provided robust public scrutiny and oversight 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. Since 1 April 2017, the Panel have dip sampled over 400 records on stop and searches undertaken across the county and this was expanded in October 2017 to include the scrutiny of body worn video footage of stop and search encounters. Scrutinising a range of data sources has enabled panel members to provide detailed feedback to supervisors that helps officers achieve more intelligence-led stops, a targeting of those engaged in serious criminality and in turn, higher positive outcome rates.

This year, panel members have taken part in a range of other stop and search related activity, which has helped to provide a greater level of openness and transparency around stop and search policies and practices. This has included seeing first-hand how student officers are being trained in stop and search, sharing good practice with Cambridgeshire and Bedfordshire's Community Scrutiny Panels, and attending Hertfordshire Constabulary's Coercive Powers Board to provide updates directly to Chief Officers on the findings of the panel. For the first time this year, a special meeting was held to enable the Community Panel to consider three occasions on which the Constabulary utilised their powers under Section 60 of the Criminal Justice and Public Order Act 1994, to stop and search persons within a limited area and timeframe[5].

[5] The use of the power is rare, but the increasing prevalence of knife possession and knife crime linked to County Lines has led to three occasions of the section 60 being used.

In April 2017, the Independent Panel held their first scrutiny meeting in public which gave members of the public an opportunity to observe the panel at work and hear their discussions on whether they were content that there were sufficient grounds for the stop and search, and that it was proportionate and ethical. In December 2017, the policing inspectorate HMICFRS published their PEEL Legitimacy report which recognised the important function that the community panel performs and recommended that it seeks to bring younger members onto the panel. Over the last six months, a recruitment drive has been underway to recruit new members to the panel, including young people between the ages of 18-30. Over the course of the year, eight new members have been recruited and trained, raising the core membership to 17, bringing new skills, experience and diversity into the panel.



Members from the Independent Stop and Search Community scrutiny Panel at Hertfordshire's Countywide Community Stop and Search Scrutiny Panel meeting in May 2017.

Exercise of Functions

Holding Me to Account

Hertfordshire's Police and Crime Panel

The Police and Crime Panel[6] was established to scrutinise and support the work of the Commissioner. The Commissioner is required to consult with the Police and Crime Panel on his plans for policing, proposals in relation to the police element of the council tax precept and on big decisions such as finance and senior appointments to the Commissioner's office. Between 1st April 2017 and 31st March 2018, the Commissioner met with the Police and Crime Panel at each of their three public meetings. At those meetings, the Panel approved the following strategic documents:

- The Annual Report for 2016/17 including the separate reports on the Independent Custody Visiting Scheme and Independent Dog Welfare Scheme
- The countywide Community Stop and Search Scrutiny Panel Annual Report
- Proposal to increase the 2018/19 police precept for Council Tax

The reviews and recommendations that the Panel make to the Commissioner are published on the Panel's website. For copies of the reports and more information about the Police and Crime Panel and how to attend a public meeting, visit: www.hertspcp.org.uk

Improving Transparency



For the third consecutive year, the Commissioner received the 'Transparency Quality Mark' from CoPaCC[7] for public transparency. The 'Quality Mark' recognises the Commissioner's commitment to transparency and is a clear sign that information about what the Commissioner does and how he goes about his work, is easy to find and correct. As someone who is elected to ensure the police do a good job on behalf of the public, it is important that the public and others with an interest in the Commissioner's work have ready access to the decisions he makes on their behalf. This includes the money he raises and spends, the way he scrutinises the police service, and how he understand the needs of the public in Hertfordshire. All information required by the Elected Local Policing Bodies (Specified Information) Order 2011 is available on the Police and Crime Commissioner's website: www.hertscommissioner.org/holding-me-to-account-overview

[6] The Police and Crime Panel consists of 14 members; one elected member from each local authority and three further members who ensure that the panel has political balance and a broad range of skills.

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

Independent Joint Audit Committee

The Committee's role is to provide independent scrutiny and assurance on the adequacy of the corporate governance and risk management frameworks and the associated control environment. It also shares advice according to good governance principles and proper practices and oversees the financial reporting processes. The Committee is a joint body made up of a Chair and four other independent members who advise both the Police and Crime Commissioner for Hertfordshire and the Chief Constable. During 2017/18 a new Chair of the JAC was appointed. The papers and the minutes of the committee, together with the terms of reference and membership can be found at: www.hertscommissioner.org/my-work-herts-pcc

Independent Custody Visiting Scheme

The Independent Custody Visiting Scheme has continued to provide robust public scrutiny of conditions in police custody and the monitoring of the well-being and rights of detainees. Over the course of 2017/18, the 41 Independent Custody Visitors (ICVs) made 164 unannounced visits in the two custody suites in Stevenage and Hatfield. Over this time 2003 people were detained in custody, and of those 996 detainees accepted a visit by an ICV and had the opportunity to raise any issues or concerns they had. A full report outlining the key findings from the ICVs can be found in a separate report available on the Commissioner's website: www.hertscommissioner.org/ICV Further recruitment of ICVs has taken place throughout the year with three new members successfully appointed. Further applications are welcome. You can find an application pack on the same webpage. Looking ahead, the Commissioner's office will seek to provide targeted training for all ICVs and produce a 'one stop shop' guidance document to assist with Independent Custody Visiting and quality assurance accreditation with ICVA.

Independent Dog Welfare Scheme

The joint Hertfordshire, Bedfordshire and Cambridgeshire Independent Dog Welfare Visiting Scheme administered by the Commissioner's office has been very active throughout the year undertaking 36 visits to police dogs across the three counties. Volunteers have performed 217 checks on the welfare of dogs in police care reporting on the conditions under which police dogs are trained, transported, deployed and cared for. Four additional volunteers have been recruited to work alongside the existing four volunteers and have started their programme of training. Each volunteer will be required to complete a six month probationary period before they are accredited to carry out visits. For more information visit: http://www.hertscommissioner.org/dogs



Working Together

Focusing on Areas that Matter to You

Listening and engaging with the public, being responsive to the concerns raised and delivering the type of policing that the public wants is a fundamental part of the Commissioner's role. Through attendance at Barn meetings, community events and District Days, in addition to correspondence that that comes into his office, the Commissioner is able to receive direct feedback from different communities about how they feel about policing and community safety, but also what is working for them and where more can be done.

County-wide campaign to tackle Fly tipping

Tackling fly tipping has remained an area of focus for the Commissioner during 2017/18. The multi-agency Hertfordshire Fly tipping Group which includes representatives from district and borough councils, Hertfordshire County Council, Hertfordshire Constabulary, Hertfordshire Fire and Rescue Service, the Environment Agency, the National Farmers' Union and PCC's office have undertaken significant activity to support an increase in reporting and fund targeted activity.



During 2017/18, the Commissioner allocated £50,042 from his £100,000 a year ring-fenced Partnership Fund to support a range of targeted activity to prevent fly tipping and enforce prosecutions. This included new covert and ANPR cameras, bin sensors at recycling banks and a countywide awareness campaign encouraging Hertfordshire's residents and businesses to recognise their duty of care in relation to the disposal of their waste. A short film was produced during 2017/18 by Hertfordshire's Fly tipping Group showing a vehicle that had been used in fly tipping, crushed. Visit: www.hertscommissioner.org/2017-09-commissioner-welcomes-15-fly-tipping-reduction-in-hertfordshire

This targeted activity has seen a 16 per cent reduction in the number of fly tipping incidents recorded across the county during 2017/18 and the enforcement of 36 prosecutions in the last 12 months with more pending. In April 2018, the Hertfordshire Fly tipping group was singled out by the Environment Minister Therese Coffey during a parliamentary debate on fly tipping who praised the multiagency group for excelling in the work around fly tipping and the results that are being seen. Following this positive work, the Commissioner has pledged to provide another £100,000 for use in 2018/19 to support further work on fly tipping in addition to launching a new fly tipping fund that will compensate private landowners who are faced with the clean-up bill for items fly tipped on their land. The pilot, initially in two districts, is expected to be rolled out in June 2018.

Supporting reductions in Fly-Grazing

Tackling fly-grazing, loose and abandoned horses in Hertfordshire has been an area of focus for the Commissioner's office, Constabulary, Fire and Rescue Service and British Horse Society for several years. Funding from the Commissioner's ring-fenced Partnership Fund was used to host a training event at Oaklands College for local authority enforcement officers and Safer Neighbourhood Teams across the county. This highlighted the powers available to landowners using the Control of Horses Act 2015, as well as providing a practical training element at the Equestrian Centre to teach attendees how to handle and lead horses should they have the need.

Keeping residents informed

Listening and understanding the needs and views of local people across Hertfordshire, being a voice of the public and keeping residents informed of strategic plans and progress made to deliver on key areas of business is central to the Commissioner's role. During 2017/18, the Commissioner utilised the following engagement channels:

- Consultations on: the proposed level of the police element of council tax precept, the proposal for a change in fire governance, and the needs of male victims and survivors of sexual violence and abuse
- Social Media through Twitter (@hertspcc), Facebook (www.facebook.com/hertspcc), and You Tube clips on fly tipping
- Articles and columns published in the local Hertfordshire newspapers and Commissioner's website
- Public meetings including the Police and Crime Panel meetings and Annual Barn meetings
- District Days to each of the 10 Districts and Boroughs once a year to understand local priorities
- Open Letters on the level of the police element of council tax precept for 2017/18
- Leaflets, newsletters and magazines - giving updates on local crime information, police activity to address local priorities and the police precept for 2017/18
- Radio and television interviews on crime recording and serious violence
- Reports published on key areas of business, including the Annual Report setting out the progress and main achievements made in delivering the five year plan; Independent Dog Welfare Scheme and Independent Custody Visiting Scheme.

A Year in Focus

It was another busy year for the Commissioner, with a number of high-profile consultations, parliamentary appearances and his election as Chair of the national body representing PCCs. There was also a sharp focus on policing following the horrific terrorist attacks in London and Manchester, which saw Hertfordshire officers seconded to roles helping other forces and placed additional pressure on our resources and demand.

April 2017

Consultation began on the county's Hate Crime strategy, led by the Commissioner, the Constabulary and the county council. The strategy was based around four key areas: prevention, resolution, support and learning and was launched the following October. April also saw the Commissioner attend Operation Stay Alert in Berkhamsted, which is an initiative aimed at reducing fraud and purse dipping targeted at older people. This event was supported by local policing teams, fire and rescue services and high street banks.



May 2017

The ability to report non-emergency crimes online became a reality in May, with the launch of a new portal providing residents with even more options to contact the police. One of the methods was webchat, allowing direct contact with FCR staff via your computer or the Hertfordshire Constabulary app, funding by the Commissioner. It was also announced that police officers had seized over £1.34 million in criminal assets in the last year which will be returned to victims of crime in compensation. The work of our Special Constables was also praised by the Commissioner following their assistance at the Lister Hospital during a cyber-attack on the NHS this month.



June 2017

Proposals to take on the governance of Hertfordshire Fire and Rescue Service were published in June and a two month consultation period launched. The business case set out ways to improve the efficiency and joint working capacity of both police and fire services.

Greater provision for victims of so-called Honour Based Abuse was also announced following a report commissioned by David Lloyd. The Commissioner and Chief Constable attended a barn meeting in North Hertfordshire and heard how fly tipping, hare coursing and anti-social driving were problems for the rural community and set out ways these would be addressed.

July 2017



The Commissioner welcomed Baroness Newlove, the Victims' Commissioner for England and Wales, to the Constabulary headquarters where she saw presentations on the services available to victims in Hertfordshire. In the same month, the Home Office awarded £436,000 in funding for domestic abuse victims following a successful bid from the Commissioner's Victims' Services Commissioning Team. July was also the month which saw the Commissioner elected as chair of the Association of Police and Crime Commissioners. He also remained on the National Criminal Justice Board as portfolio holder for Criminal Justice.

August 2017



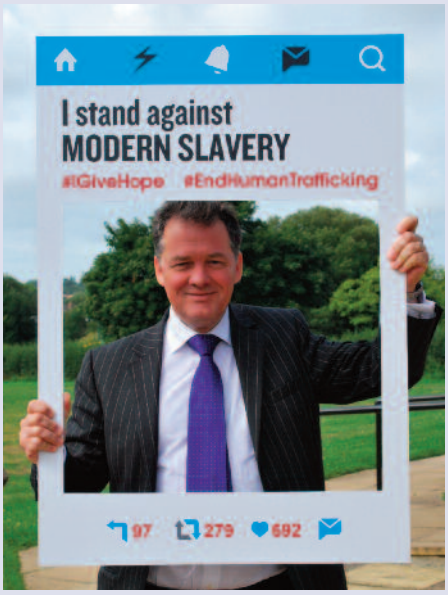
At the annual conference of the National Police Chiefs' Council, the Commissioner called for an overhaul of the criminal justice system, calling it "dysfunctional" and failing victims of crime. He said more local oversight was needed and that PCCs were ideally placed to provide that rigorous challenge to the system. Following a successful trial period in which some motorists were caught at speeds in excess of 130mph, the use of average speed cameras on the A10 in Broxbourne was extended with a grant from the Road Safety Fund. The business case for Fire and Rescue governance was submitted to the Home Office in late August following a substantial consultation which saw the Commissioner on national and local television and radio and in an article for the Telegraph.

September 2017

A major publicity campaign to recruit Special Constables was launched across Hertfordshire with PCC funding and an additional focus on encouraging businesses to support their employees to join up and allow time off to serve in the police. The Commissioner published the Estates Strategy for Hertfordshire Constabulary this month, with the aim of greater co-location of emergency services, improving accessibility to the public and operational police officers. There is also a focus on making the most efficient use of surplus police buildings to generate long-term incomes for the Constabulary.

October 2017

The Hate Crime strategy was launched at a special event where partners from across the county came together to work on the ways it would be implemented. It was attended by the former Watford and England striker Luther Blissett who was the victim of racially motivated abuse as a footballer. The next phase of the Beacon Victim Care centre began, with a call for bids from potential service providers to enable greater access to services and to help more victims of crime. A campaign to help identify victims of modern slavery was launched by the Hertfordshire Modern Slavery Partnership to mark Anti-Slavery Day.



November 2017



The Commissioner appeared in front of the Home Affairs Select Committee on behalf of Police and Crime Commissioners to make the case for a greater degree of responsibility in setting the police budgets. There were also positive inspection reports for the Constabulary by HMICFRS, including a 'Good' rating for the Efficiency strand of the 'PEEL' inspections, and recognition in the Value for Money inspection that the Constabulary spends more on frontline policing than other forces of its size. There was a good turnout at the Hertsmere barn meeting where anti-social riding and fly tipping were picked up as areas for concern amongst the rural community of the area.

December 2017

Following the campaign from the Commissioner on greater flexibility to set budgets, government gave PCCs the power to increase spending on the Constabulary by raising the council tax precept by an average of £1 a month. This would be spent on additional officers, working in specialist Scorpion teams and keeping the neighbourhood policing model which exists in Hertfordshire. A consultation on the proposals began as soon as the decision had been made in late December. The Constabulary also received another 'Good' rating from HMICFRS, this time in the Legitimacy strand of the inspection report.

January 2018



The second Beacon Film Festival took place in conjunction with Oaklands College in Welwyn Garden City. The festival included many films made by students highlighting the issues effecting victims of crime and was held at the Campus West theatre in the town in front of a packed auditorium. The office of the PCC also received the CoPaCC Transparency award for its website for the third year running.

February 2018



The Hertfordshire Police and Crime Panel approved the Commissioner's budget proposals unanimously, enabling an additional £5.3m to be raised for policing in the county. This would be spent on additional staff in the Force Communications Room, taking 999 and 101 calls, and additional investigation staff. It would also provide the ability to recruit police officers, for use in local policing teams and in Operation Scorpion units which specialise in proactive anti-burglary and anti-social behaviour initiatives. The Commissioner's funded Hertfordshire Fly Tipping Group won a national award as the Best Partnership at the Keep Britain Tidy awards and is a great example of partnership working across the county.

March 2018

A range of funding initiatives were announced from PCC grants, including projects targeting child abuse, anti-social behaviour and serious violence concerning young people. It was also announced this month that the nomination of PD Finn, the police dog stabbed and seriously injured in an attack in Stevenage in late 2016, for the PDSA Gold Medal was successful. The Constabulary was also given the 'Good' rating by HMICFRS in its Effectiveness inspection, meaning it was now rated as 'Good' in each of the three main pillars of the inspection programme.



Financial Position

The budget for 2017/18 was £202.2 million, an increase of £2.3m or 1.2 per cent on 2016/17. This increase was largely 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 increased from £1.0m to £1.6m. There are several reasons behind this increase:

- The Policing and Crime Act 2017 placed 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 was 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 were 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 Commissioner's office was provided from within the Constabulary. Following a review it was determined that there was a need for independent media and communications support based within the Commissioner's office. As a result two full time posts were transferred from the Constabulary budget to the Commissioner's. This showed as an increase in the Commissioner's budget but did not increase the cost to taxpayers.

The Commissioner will continue to look to the Constabulary to deliver efficiency savings to assist in balancing the budget and to reinvest 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, promoting greater collaboration between emergency services and the wider public sector.

Total reserves stood at approximately £34.5m as at 31st March 2018. This is higher than is necessary in the medium term. Therefore, plans are in place to utilise some of these reserves over the coming years to help underpin the police budget which will reduce them to around £8m by 31st March 2023. The actual level and usage will be reviewed each year as part of the budget setting process. The Commissioner is committed to openness in the use of public resources and was among the first PCCs in the country to publish a separate reserves strategy on his website.

The following table gives a high-level breakdown of the 2017/18 and 2018/19 budgets:

	2017/18 Gross Budget (£'m)	**2018/19 Gross Budget (£'m)**
Local Policing Command & Crime Reduction	96.9	99.6
Protective Services	29.2	28.9
Operational Support	27.3	30.3
Organisational Support	35.5	34.6
Hertfordshire Corporate Budgets	6.3	7.4
Change & Operational Capability Reserves	2.1	2.1
Total Constabulary	**197.3**	**202.9**
Office of the Police and Crime Commissioner	1.6	1.6
Commissioning Budgets	3.3	4.3
Total Office of the PCC	4.9	5.9
Total Revenue Budget	**202.2**	**208.8**

Chief Constable's Report



Evolving Demand

Increasing demands upon policing services and continued evolution of where these demands emanate from remain at the forefront of the challenges I face as Hertfordshire's Chief Constable.

Call demand into our Force Control Room has seen an increase in both emergency (999) calls as well as non-urgent (101) calls over the last year. A key priority has therefore been to focus on how we can most effectively respond to these calls and prioritise those incidents and calls where our community are most at risk. This has included providing other means by which the public can contact us to report incidents and seek advice, for example by introducing a new public facing website, online reporting methods and webchat functionality.

Our calls for service continue to see increased demand related to people suffering from mental health crisis, and we now work more closely than ever with partners from the health service and other agencies to ensure that we collectively ensure the most appropriate response is provided, including a highly effective mobile triage service staffed jointly by police officers, community psychiatric nurses and paramedics.

As with other Police forces, Hertfordshire has also continued to see increases in recorded crime over the last year and this is reflected in a broad upward trend for the last four years. In 2017/18 the Constabulary recorded 82,940 crimes, an increase of 11.8 per cent (8,766) more than the previous year. Although this is below the national average increase of 14 per cent, this still represents a considerable increase in workload for the Constabulary. In contrast the Crime Survey of England and Wales suggests that overall crime levels experienced by the public continues to fall, meaning that the gap between this measure and police recorded crime data is at its smallest ever, suggesting that the confidence in the public to report matters to the police continues to build.

Much of the recorded crime increase continues to be driven by better recording procedures and improved victim confidence in coming forward to report offences such as domestic violence and non-recent sexual abuse. However, a proportion of the increase is undoubtedly reflected in actual increases in committed crime, with notable increase in thefts from (and of) motor vehicles, burglary and, whilst still relatively low numbers, an increase in offences of robbery.

Last year, I outlined that I would be focussing on understanding our current and predicted future demand, to 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. This comprehensive work has moved on considerably and has enabled the Commissioner and I to discuss how we best meet this growing demand and continue to be as effective and efficient as possible in delivering against his Plan "Everybody's Business". As a result of this work we will be investing in an additional 35 police officers, as well as additional call takers to support front line policing in the coming year.



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

Building on Success

I am pleased to be able to say that the Constabulary has made considerable improvements in relation to its HMICFRSFRS assessments. The Constabulary has placed a clear focus on those areas which were identified as requiring improvement and as a result all areas of our performance have improved. This has included ensuring more appropriate risk assessments are conducted on calls made to the Constabulary, getting deployment decisions right and improving information exchange with partner agencies. In real terms this means that the most vulnerable are, and will continue to be, better protected by the Constabulary.

In particular I am very pleased to report that HMICFRS have acknowledged the very positive progress we have made in relation to our work to understand our demand in greater detail. This work will form the foundations for everything that the Constabulary does in the coming years and is therefore critical to ensuring that we get the right resources in the right place at the right time.

Going forward, the HMICFRS are implementing a new regime of inspection which is intended to ensure that forces are effective and efficient, and importantly that they are planning for future changes to demand. The Constabulary is well placed in its preparation for this new inspection regime and I plan to publish our first Force Management Statement in the near future.

A re-invigorated commitment to Problem Solving forms, one of my key strategies for improving the level of service which the Constabulary provides. I am committed to maintaining neighbourhood policing as the cornerstone of service delivery. These teams have been given additional training and resources, including 60 trained problem solving advisors to help identify police-led or multi-agency solutions to crime and anti-social behaviour. These responses will seek to address the root causes of policing and neighbourhood issues and be based on evidence of what works. Ultimately, this renewed way of thinking will allow the Constabulary and its partners to be more effective for the public and use our resources more wisely.

Putting Victims at the Centre

The Constabulary, along with the PCC, is committed to ensuring that Victims of Crime and witnesses receive good service. The Constabulary's compliance with the Victims Code has improved from 65 per cent two years ago to 85 per cent. The launch of ATHENA, a new crime recording system, in May 2018, will assist in even better management of crimes and provision of victim and witness updates.

To support the new ATHENA system, we have invested in a new team of resources, the Investigation Management Unit (IMU), which was successfully launched in December 2017. This has

enabled the Constabulary to identify, at the earliest possible opportunity, crimes that can be resolved quickly and effectively without the need to allocate to a police officer.

The IMU currently resolve and close over 15 per cent (more than 1000 each month) of all crimes recorded, ensuring that victims are kept fully informed. This, in turn, provides police officers with more time to focus on complex crimes committed within the community and ensures victims receive a far more efficient service.

We also recognise that individuals often have different expectations as to how they contact or receive updates from the police. With this in mind we have widened our online offerings, introduced webchat, a diary appointment system whereby officers can visit within a defined time window and will shortly be offering the opportunity to meet an officer at any of our police stations.

Additionally, I am pleased to welcome the charity Catch 22 who have taken over work within the Beacon Victim Care Centre to offer support to victims of crime. The new structure of having a nominated Vulnerable Victim Case Managers (VVCM) for the victim will provide a holistic approach to that individual and their difficulties which will help them to cope and recover. Catch 22 have a strong track record within RJ provisions across the country and I am pleased to have their expertise in this arena. The positive impact of RJ approaches is far reaching for both the victims and the offender.

Public Focus

I am pleased to report that the level and quality of Community Engagement within the Constabulary continues to go from strength to strength.

There are effective and active neighbourhood and other community watches across the county, and I am grateful for the volunteers who work with police and other partners to maintain and develop this. By way of example, there are now over 135,000 households who are members of a local neighbourhood watch, compared to 119, 779 last year. We have also seen significant growth in Twitter followers this year from 50,000 to 114,000 allowing us to extend our reach and communications even further.

To assist the Constabulary to engage with and understand the many differing communities it serves, we maintain a network of "Key Individuals". These now number over 840 people and provide a hugely important insight into local concerns and issues, as well as providing advice and perspective to the Constabulary. This network is enhanced by the Constabulary's partner, Hertfordshire's Equality Council, who are able to provide further insight and opinion. The Constabulary also has strong working relationships with local authorities, and other stakeholders and statutory partners.

During the last year we have increased the number of Special Constables to 260 whilst other volunteers have increased to 300. This collective increase in resources and social media followers, enables us to connect with our communities in new and differing ways which better reflect the needs of those that we serve.

The Constabulary is mindful that its workforce needs to represent the community which it serves and there are a range of recruitment measures and staff associations to ensure that this is the reality. We have invested resource and effort into developing a more proactive attraction and



recruitment campaign for officers. This has resulted in a significant step change in applications from BME and under-represented groups. Since September 2017, this has already led to 82 applications from BME applicants being shortlisted to attend the national assessment centre. This is a highly encouraging position which I am confident will enable us to better represent our communities in the coming years.

The Constabulary is also active supporters of "Police Now", a programme which targets talented graduates from diverse backgrounds and encourages them into policing. These officers are posted directly to Neighbourhood teams and are set the challenge of improving the service delivered to the communities they work in. Our first cohort of seven officers started in September 2017 and have proved themselves to be highly accomplished. Their work has already seen them working in community based projects related to anti-social behaviour, rough sleeping and drugs misuse. I have been very encouraged by their work and we therefore intend to welcome a further 15 officers onto the programme in 2018.

Offender Pays

For a number of years, the Constabulary has been at the forefront of ensuring that criminals are prevented from benefitting financially from their crimes. As cybercrime continues to evolve and find more inventive methods to commit financially motivated crime, this challenge is becoming more complex.

The capacity to identify criminal assets, to investigate financial crime and support other high risk and serious investigation is provided through both the Constabulary's Cyber and Financial Investigation Unit and through the Regional Organised Crime Unit (ROCU).

Through the proactive use of the Proceeds of Crime Act, the last year has seen an increase in the amount of money recovered from criminals, in particular the amount forfeited in cash.

We have particularly looked to focus efforts on providing monetary restoration to victims by removing such proceeds from offenders. It is pleasing therefore that we have seen a large increase in the value of compensation that has been paid back to victims of crime, rising from £760,000 to £1,131,000. This demonstrates the Constabulary's commitment to recompensing the victim wherever possible.

I am determined to ensure that the Constabulary keeps pace with these evolving challenges over the coming year, and we are therefore investing in new roles. This will ensure that we maintain our ability to tackle the challenges ahead, as well as informing the public about how best to avoid becoming a victim of such crimes. We will also ensure that our officers make full use of the new and powerful tools being provided through the new Criminal Finances Act 2017.

Business Sense

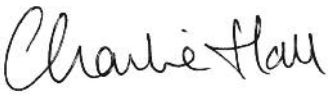
During the 2017/18 financial year, the Constabulary budget totalled £202.2m and achieved in year savings of £2.2m. Against a backdrop of a reduction in grant funding, the 3.5 per cent increase in council tax and effective financial planning, has enabled us to reinvest £1.7m into emerging and growth areas of demand. The Constabulary's approach to Efficiency has also been assessed as 'good' by HMICFRS. Our comprehensive range of local change projects as mentioned above, provide the framework through which we will continue to seek and secure in year savings and reinvestment. This approach is fully embedded as business as usual to ensure that we can optimise the effectiveness of our resources in the coming years as well.

Further collaboration with Bedfordshire Police and Cambridgeshire Constabulary, is delivering a fully merged tri-force ICT department and additional streams of joint working in criminal justice. Further work streams are also being scoped as part of a wider seven force collaboration programme with Eastern Region forces, which additionally includes Norfolk, Suffolk, Essex and Kent.

Our joint working with Hertfordshire Fire and Rescue Service continues to develop, to ensure that both agencies work effectively to improve the safety of our communities. This year has also seen some excellent examples of our resources working together to locate vulnerable missing people, which continues to be a resource intensive area of high demand.

Looking to the future, we also have advanced work in place to develop our estates strategy. With a significant focus upon our ageing Headquarters buildings, we have comprehensive plans in place to develop more effective and cost efficient long term options which will accommodate our future requirements. This will also enable us to take a long term view on a range of other locations around the county to ensure that we get the best value from our buildings as well as reducing annual running costs.

Collectively, I am confident that we have strong and effective partnerships in place to ensure that we work better together and that our financial planning provides us with a solid foundation to work from in the coming year. These vital elements provide us with a strong position from which we can continue to adapt to the ever evolving landscape of policing and the changing nature of the demands we face.



Charlie Hall QPM M.A. (Cantab), M.Sc.
Chief Constable

Key Contacts

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Stanborough Road
Welwyn Garden City
Hertfordshire
AL8 6XF
Tel: For emergencies, please call 999
101 (non-emergency issues)
www.herts.police.uk

Report Crime Online:

www.herts.police.uk/Report/Report
(non-emergency issues)

The Hertfordshire Police App is available on iPhone and Android devices and can be downloaded from the iTunes App Store and Google Play Store

Beacon Hertfordshire's Victim Care Hub

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.

The helpline 03000 11 55 55 is open from Monday to Friday 8am – 8pm and Saturday 9am – 5pm. People can contact the centre direct or visit the website for information and advice at www.hertfordshirebeacon.org

Victims of fraud (including cyber fraud) should report those crimes to Action Fraud at www.actionfraud.police.uk or on 0300 123 2040, however they too can access support services by contacting Beacon direct.

Catch 22

Catch 22 victim services are co-designed with commissioners and partner agencies to meet the local needs of victims, ensuring they receive emotional and practical support by phone and face-to-face meetings in the home and in the community, alongside practical support and crime prevention advice.
www.catch-22.org.uk/offers/victim-services/

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

Herts Sunflower

Herts Sunflower is a domestic abuse service, which provides advice to victims, people who know a victim, and professionals. You can visit: www.hertssunflower.org or call the Herts Domestic Abuse Helpline in confidence on 08088 088088, anytime between 9am to 9pm Monday to Friday and 9am- 4pm weekends.

Our Partners:

Bedfordshire, Northamptonshire, Cambridgeshire & Hertfordshire (BeNCH) Community Rehabilitation Company

www.benchcrc.org.uk

East and North Herts Clinical Commissioning Group

www.enhertsccg.nhs.uk

Health and Wellbeing Board

www.hertfordshire.gov.uk/your-council/hcc/partnerwork/hwb

Hertfordshire County Council

www.hertfordshire.gov.uk

Hertfordshire Fire and Rescue Service

www.hertsfire.go.uk

Hertfordshire Neighbourhood Watch

www.hertswatch.com

Herts Valley Clinical Commissioning Group

http://hertsvalleysccg.nhs.uk/

National Probation Service

www.nationalprobationservice.co.uk

The University of Hertfordshire

www.herts.ac.uk

District and Borough Councils

Broxbourne Borough Council

www.broxbourne.gov.uk

Dacorum Borough Council

www.dacorum.gov.uk

East Herts Council

www.eastherts.gov.uk

Hertsmere Borough Council

www.hertsmere.gov.uk

North Herts District Council

www.north-herts.gov.uk

St Albans City and District Council

www.stalbans.gov.uk

Stevenage Borough Council

www.stevenage.gov.uk

Three Rivers District Council

www.threerivers.gov.uk

Watford Borough Council

www.watford.gov.uk

Welwyn and Hatfield Borough Council

www.welhat.gov.uk

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