

ANNUAL REPORT

2018 - 2019

David Lloyd
Police and Crime Commissioner
for Hertfordshire

Contents

Foreword by David Lloyd	1
Year in Focus	4
Delivering the Community Safety and Criminal Justice Plan in 2018/19	8
Building on Success	8
Putting Victims at the Centre	14
Public Focus	19
Offender Pays	23
Business Sense	25
Holding the Chief Constable to account	29
Holding Me to Account	32
Focusing on Areas that Matter to You	34
Financial Position and Precept	36
Chief Constable's Report	38
Key Contacts	42

Foreword by David Lloyd[1]



Hertfordshire continues to be a very safe county, with the public having a high regard for its police force. Hertfordshire has the third lowest level of crime within its Most Similar Group (MSG)[2] and is rated 15th nationally when comparing levels of crime per 1000 head of population. This is a significant achievement given the size of the county and its proximity to areas with much higher rates of crime[3].

Levels of public confidence in Hertfordshire Constabulary are the highest in the country. According to the Crime Survey for England and Wales[4], Hertfordshire Constabulary is first in the country, at 83.9 per cent, for 'police doing a good or excellent job'. This is higher than most big corporate companies and should be celebrated. It is positive that many more victims who in the past were reluctant to report crime to police, now have the confidence to come forward and ask for help and get the support they need, but it has been vital to ensure that we have the right capacity and capability to investigate and safeguard vulnerable people. During 2018/19, reported domestic abuse increased by six per cent to just over 11,000 crimes and reports of other offences involving vulnerable victims including stalking and harassment also increased. Like other areas of the country, Hertfordshire has not been immune from the national trends and travelling criminality from London and county lines, which have presented challenges. That is why I took the decision to increase the council tax precept in order to invest even more in our local policing model and to strengthen the proactive crime fighting units that support reductions in anti-social behaviour, burglary and drug dealing.

Putting victims at the centre continued to be central to the work of the office. On 1st April 2018, our new commissioned service Catch-22 came to Beacon, our Victim Care Centre, to deliver a professional case managed service to support victims of crime, whatever their age. Beacon has now become recognised as an expert organisation that seeks to ensure that no victim is left behind and that services are safe, accessible and empowering.

Over the last year I have continued to be at the forefront of pushing for change and greater local oversight of the criminal justice system. A major success during my tenure as Chair of the Association of Police and Crime Commissioners (APCC) was achieving national recognition by the Home Office and Ministry of Justice of the significant role that PCCs have in supporting victims and setting priorities for their local Criminal Justice Board through the publication of the 'Local Protocol'. This has been a vital step forward in supporting improvements and bringing about change to, and oversight of, the criminal justice system. In July 2018, I was delighted to Chair the first Hertfordshire Criminal Justice Board in public, giving local people the opportunity to hear first-hand the challenges in creating an efficient and effective 'system' and to hear their thoughts and experiences.

1 This Annual Report covers the period 1st April 2018 to 31st March 2019 and highlights the significant progress and key achievements made over the last year against the priorities outlined in my Community Safety and Criminal Justice Plan: Everybody's Business (2017 -2022). Given the breadth and extent of work undertaken by my office and those in conjunction with partners, the report does not provide a comprehensive review. Should you wish to find out more, please visit my website: www.hertscommissioner.org

2 Hertfordshire Constabulary's MSG is identified by the Home Office and comprises Avon and Somerset, Hampshire, Leicestershire, Staffordshire, Surrey, Sussex and Thames Valley.

3 Our policing inspectorate Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, (HMICFRS), Value for Money profiles show that recorded crime in Hertfordshire has not risen as much as the national or MSG averages.

4 The Crime survey for England and Wales records a higher number of crimes than police figures because it includes unreported crimes. The Crime Survey also covers new and emerging crimes, fraud and online crime. In addition to measuring crime, the Crime Survey for England and Wales looks at people's attitudes to crime and the criminal justice system, including the police and courts.

Much work has taken place with partners throughout 2018/19 to address the rise in knife crime and serious violence, including the launch of a multi-agency county strategy that seeks to coordinate our joint approach to preventing and tackling serious violence across the county. In support of the strategy, I awarded a grant of £256,675, the largest ever provided to a community safety partnership, to deal with the rise in violent crime amongst young people.

Throughout 2018 there have been significant improvements in how the public are able to engage with and contact the police, including live web chat with the force control room and reporting crime online at a time that suits them. We now have a comprehensive Digital Strategy in place with Bedfordshire and Cambridgeshire that is driven by business need and will look to transform how we invest in new technology over the coming years that will meet and deliver better business outcomes.

Great strides have been made over the last year to improve our response to cybercrime and fraud across the county. Through Beacon, I have continued to look at how we can get the right support in place for victims of fraud and this year have run a successful trial to better help those victims who had reported fraud directly to Action Fraud. I look forward to rolling out this responsive and coordinated approach during 2019/20. In December 2018, I launched a joint strategy with Hertfordshire County Council to be the first in the country to focus on preventing cybercrime rather than just responding to it. This year I invested £25,000 to provide sole traders and small businesses the opportunity to receive free cyber security advice from an expert and, in conjunction with our Independent Business Advisory Group, held a county conference on cyber security to help understand how they can prevent themselves from being victims of cybercrime. I also awarded £130,000 to Hertfordshire Citizens Advice Service to employ three full-time scam advisors to train 600 volunteers to focus on prevention and repeat victimisation.

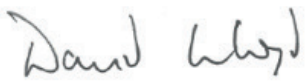
I have continued to look at how we can continue to support the recruitment and retention of Special Constables to Hertfordshire and am pleased to report that Hertfordshire is leading the way in this regard. As a result of the 'Be Extraordinary' campaign and the initial development of the careers pathway for those joining the Constabulary, there is now a wider range of opportunities for Specials to progress across a range of business areas, including Local Response, Rural, Cyber and Safeguarding.

I have continued to apply a business sense approach to policing to ensure that it is as efficient as it can be. Collaboration with our neighbouring forces, Bedfordshire and Cambridgeshire, has enabled on-going gross savings totalling £15m[5] since 2012/13. Her Majesty Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) graded Hertfordshire 'good' in terms of efficiency in its most recent inspection. Through our estates strategy, I have continued to ensure that we make efficient use of our buildings that will save more and provide a more coherent service through co-location with our partners. I am pleased that we are making important inroads in this area through the co-location of the Safer Neighbourhood Teams within the fire stations at Hoddesdon and Ware.

5 Since 2012/13 some £15m of collaborative savings have been achieved; £8.9m in Joint Protective Services and £6.1m in Organisational and Operational Support areas.

Whilst I am disappointed that my vision to change the governance of Hertfordshire Fire & Rescue Services has had to be suspended, we will ensure that the government requirement to investigate collaboration progresses towards closer blue light collaboration without a formal change in governance. I am pleased that we have delivered an agreement with Hertfordshire County Council through a Memorandum of Understanding that outlines a set of shared aims and objectives to improve public safety over the coming year.

I hope this report gives you a good insight into the work that has been achieved over the last year and how Hertfordshire Constabulary is performing. As I always say, it is down to the hard work and commitment of all the local leaders from across the county that many of the key areas of the plan have been progressed and achieved. In the coming year I will be asking everyone to play their part once again as I publish my refreshed Community Safety and Criminal Justice Plan: 'Everybody's Business'.



David Lloyd, Police and Crime Commissioner for Hertfordshire

My Five Key Achievements in 2018 – 2019

Putting Victims First

Continued to put victims at the centre of the criminal justice system with improved services available through Beacon, our victim care centre

Keeping Crime Low

Hertfordshire continues to be one of the safest places in the country

Protecting Local Policing

Maintained and grown local policing teams in every district and borough in the county

Keeping Tax Low

Only charged tax payers what is required to meet the changing operational demands with the 4th lowest council tax rate in the country thanks to efficient use of resources

Increasing Officer Numbers

Invested in local policing and specialist teams to meet the challenges of new and emerging crimes

Year in Focus



May 2018

The Commissioner announced the launch of the third round of his Road Safety Fund, which sees money from those whom have committed driving offences put back into the community to fund new and innovative ways of improving road safety and changing road-users' behaviour. Since 2016, the Commissioner has put £712,000 into the Road Safety Fund and supported 48 road safety initiatives across Hertfordshire.



April 2018

April saw the Commissioner award the largest ever grant of over £250,000 to a Community Safety Partnership to tackle the rise in violent crime and prevent young people being drawn into violent gang activity and knife crime. The Commissioner also welcomed the Government's Serious Violence Strategy in the drive locally and nationally to address the recent rise in violent crime and was appointed to the Government's Serious Violence Taskforce in his capacity as Chair of the Association of Police and Crime Commissioners.



June 2018

The seventh Citizens in Policing Awards took place in front of a packed auditorium at Hertfordshire Constabulary's Police HQ to recognise and celebrate the contribution that volunteers make across the county in support of the Constabulary and OPCC volunteering schemes. This month also saw a focus on rural policing at the first barn meeting held at Hill Farm in Berkhamsted where fly tipping, anti-social behaviour and concerns around dogs chasing livestock were raised as some of the key concerns.



August 2018

As a key pledge of the Commissioner's Offender Pays principle is to ensure that POCA money seized from criminals is used to positive effect. In August, £20,000 was ring-fenced to set up a fly tipping pilot on private land to help landowners and farmers clear up fly tipping by targeting known hot-spots and advising landowners on improved security.



July 2018

The Commissioner chaired the first Hertfordshire Criminal Justice Board meeting in public in St Albans in front of a 70 strong audience to discuss the challenges of working as a criminal justice 'system' and ask questions of those who run the system locally. July also saw the Commissioner launch a new Criminal Justice Innovation Fund as part of his 'Offender Pays' principle which uses cash seized from criminals under the Proceeds of Crime Act (POCA) to make improvements for those who come into contact with the criminal justice system.



September 2018

The Commissioner welcomed the Patron of Catch22, The Princess Royal to Beacon Victim Care Centre to unveil a plaque to officially open the refurbished Lodge in Welwyn Garden City and present certificates for achievements. This included: establishing a restorative justice provision, supporting child victims of crime, and outstanding support for individual victims, including a gang related incident.



November 2018

Following significant investment into frontline policing throughout 2017, the Commissioner welcomed another 56 new recruits to Hertfordshire Constabulary. The Commissioner also released £52,000 of POCA funds from his Criminal Justice Innovation Fund to help train frontline staff around identifying the impact of Adverse Childhood Experiences on 'at risk' individuals and supporting housing provision for those being released from custody.



October 2018

October saw the Commissioner host an event in the Houses of Parliament to publish the county's new Modern Slavery Strategy and Delivery Plan and highlight the need to increase reporting and identify, support and protect individuals. Alongside High Sheriff Suzy Harvey, the Commissioner presented awards to partners for their contributions to joint working and showcased Oaklands College students award winning film 'Break the Chain'.



December 2018

Over 65 partners from across the county joined the Commissioner at a special event to formally launch the consultation process on the refresh of his Community Safety and Criminal Justice Plan and hear their views on the challenges ahead. In the same month, the Commissioner attended the annual barn meet in East Hertfordshire which brought together over 100 residents including local landowners, farmers, local councillors and rural businesses to put forward their concerns and discuss how the police are tackling rural crime.



February 2019

The Commissioner's District Day to East Herts gave the latest recruits from Hillmead Primary School in Bishop Stortford an opportunity to quiz the Commissioner first-hand about crime and policing as part of the PCC funded Mini Police Scheme. This month also saw the Commissioner welcoming the government's decision to extend the Ministry of Justice's GPS Tagging Scheme following a successful 18 month pilot in Hertfordshire. The GPS Tags use satellites to pinpoint the location of those on court bail, subject to a detention curfew or serving community or suspended sentences instead of jail and will help to better protect victims.



January 2019

The Commissioner's budget proposal for a rise equating to £2.00 per month on the average house was approved by the Police and Crime Panel. The additional £10.7m raised for policing in Hertfordshire in 2019/20 will be used to invest in an additional 75 frontline police officers and build capacity to meet new challenges around serious violence and cybercrime.



March 2019

Following the formal agreement between the Commissioner and Hertfordshire's County Council Leader that the emergency services will work closer together, they, together with the Chief Constable and Chief Fire Officer, toured the new JESIP (Joint Emergency Services Interoperability Principles) Academy training facilities in Stevenage. As one of only a few in the UK, the centre will focus on the blue light services working even closer together to improve performance for the public.

Success and Progress in Delivering the Community Safety and Criminal Justice Plan in 2018/19

Building on Success

Hertfordshire is a very safe county, served by a high performing value for money police force that is, by and large, trusted and respected by the communities it serves. It is a county with low crime, despite its proximity to the capital. It is against this backdrop that the Commissioner's Community Safety and Criminal Justice Plan was set, seeking to build on these strong foundations and developing partnerships, so that all organisations involved in community safety and criminal justice play their part – not just the police. This report details the progress and key achievements made against the priorities outlined in the Plan over the period 1st April 2018 – 31st March 2019.

Protecting Local Policing



Hertfordshire's local policing model is the foundation of its success and one which is greatly valued by the public. It is something that few forces have been able to maintain and many are still witnessing the impact of changing their model and reducing frontline officers to meet savings targets to the detriment of maintaining a preventative capacity and engaging with communities. This year has not only seen a preservation of the local policing model in Hertfordshire, but also its significant growth across each of the districts and boroughs. It has remained a key priority for the Commissioner throughout the year and was a focus of investment in the 2018/19 budget and most recently 2019/20.

In 2018/19 the number of actual police officers[6] in Hertfordshire rose from 1914.23 to 1980.73 FTE[7]. This represented a 3.5 percent increase. Frontline policing continues to be the biggest area of spend in Hertfordshire at £80m, constituting 42.1 per cent of the policing budget. This proportion of spend on frontline policing is 4.5 per cent above the national average and 17.3 per cent above the Most Similar Group (MSG) level, with Hertfordshire 7th of all the forces across the country. This greater level of spend was acknowledged by HMICFRS in their Value for Money profiles (2017), which showed that Hertfordshire spends £5.2m more on 'visible frontline operational policing' when compared to peers[8]. The Commissioner firmly believes that whilst there are cheaper ways to police the county, they are not as efficient or effective and not what the public of Hertfordshire have told him they value.

6 For clarity, the Budgeted Establishment (which is FTE) relates to the 'Post'. Actual Strength (which is FTE) relates to the 'Person'.

7 This figure includes 53.90 FTE Officers posted to the Regional Organised Crime Unit/CTP, but excludes 27.94 FTE Officers on career break and 11.00 FTE on external secondments at the end of March 2019.

8 HMICFRS categorise the following as 'visible operational frontline': Neighbourhood Policing, Incident (response) Management, Specialist Community Liaison, Traffic Units, PCSOs (traffic), Mounted Police, Dogs Section and Firearms Unit.

In order to protect the local policing model and respond to increased pressures on specialist teams, the Commissioner, following advice from the Chief Constable, consulted with the public on the proposal to increase the policing part of the Council Tax for 2018/19 by £1.00 a month (£12 per annum) on the average (Band D) property. The public were overwhelmingly supportive of that additional funding and the rise was endorsed at the Police and Crime Panel at their meeting in February 2018. The increase raised an additional £5.2m for policing the county.

Crime Figures

Levels of recorded crime in Hertfordshire remain very low and this year has seen a levelling off, with a small increase in recorded crime during 2018/19 of 1.4 per cent. Improvements to the accuracy of the crime recording standards will help to give the public greater confidence that all crime reported is being properly recorded. As a result there has been an upward trend in the reporting of offences involving vulnerable people, this includes stalking and harassment, sexual offences, domestic abuse and child sexual exploitation. Despite these increases in recorded crime, Hertfordshire is third lowest in its MSG and 15th lowest nationally when looking at levels of crime per 1000 head of population[9]. This is a significant achievement given the size of the county and its proximity to areas with much higher rates of crime.

This year has seen significant decreases in recorded Anti-Social Behaviour (ASB), which has reduced by 19.9 per cent (6,567 fewer reports) across all three recorded types of ASB (Personal, Nuisance and Environmental). This can be attributed in part to the 'problem solving approach' and ASB toolkit that the Constabulary adopted with partners during 2017, which recognised the need to have a clear focus on prevention, analysis of problems and the choosing of appropriate interventions. In addition to this, the Commissioner has also supported, via the Efficiency and Innovation Fund and Local Partnership Reserve, investment of over £30,000 over the last three years in tackling nuisance and quality of life issues, including ASB and fly tipping.

Tackling Serious Violence

Like other areas of the country, Hertfordshire has not been immune to the increase in serious violence. The Commissioner has ensured that the Constabulary, alongside partners, are focused on tackling this complex issue at an early stage by adopting a whole system approach, from prevention to early intervention and enforcement, working alongside its partners to provide a joint approach through its countywide Serious Violence Crime Strategy and Delivery Plan (2018 – 2021). This innovative approach has seen all of the county's key strategic partners come together to agree how their agencies will respond to this emerging concern and how they will work with others to do so.

Alongside the local work, the Commissioner has also been contributing to the national work being undertaken by government to tackle serious violence. This has included attending two serious violence roundtables with the Prime Minister and Home Secretary and giving evidence to the Home Affairs Select Committee in relation to the escalating national problem. The Commissioner also appeared on national and local news raising the issue around the relationship between knife crime and county lines and raising the challenge around the use of drugs by the middle classes who do not appreciate that their drug use is not a victimless crime and how organised crime groups are using violence to enforce an unlawful market.

9 12 months to 31st March 2019. 72,841 crimes per 1000 head of population.

Case Study: Broxbourne Youth Crime Intervention Project

Broxbourne Community Safety Partnership was experiencing high numbers of both knife crime and youth crime during 2015-2017, with a marked increase in youth-on-youth robbery. All partners recognised the challenges of young people being drawn into county lines from London and the rise in behaviour issues and disruption in school settings. In support of the strategy, a substantial investment of £256,675 was awarded from the Commissioner's Community Safety Fund to launch a Youth Crime Intervention project that seeks to deliver multi-agency initiatives to tackle emerging crime issues and safeguard young people through a mix of education and youth diversionary activities.

Through joint working between local and county councils, schools, the police and St Giles Trust charity, two schools set up a new Joint Action Group to help identify and manage students who are risk of becoming involve in youth crime. This was achieved through the use of a mapping toolkit which tracks various behaviours and characteristics which may indicate a risk. This was complemented with a dedicated support worker from St. Giles Trust and an education programme to raise awareness around gangs and youth crime for students, parents and professionals.

Following the success of the pilot scheme, the Commissioner committed a further £140,000 to expand the scheme across the county which included employing Youth Project workers, from the St. Giles Trust to enable multi-agency local crime panels to be set up across the county that will educate young people, their parents and teachers about the consequences and effects of crime and assist them to identify any safeguarding issues at an early stage.

Tackling Cybercrime and Fraud

A key aim of the Commissioner's Plan has been to ensure that all partners have a concerted and coordinated approach to tackling the growing scourge of cybercrime. This year has seen a successful trial through Beacon in supporting victims of fraud who had reported directly to Action Fraud. The Commissioner has now agreed to develop this responsive and coordinated approach in helping those targeted by fraud. Two countywide strategies were published over the course of the year, the first focusing on co-ordinating partners' approaches to preventing cybercrime, and the second focusing on preventing businesses from becoming a victim. 2018/19 also saw the Commissioner investing in two related cybercrime projects from his Community Safety Fund. £130,000 was awarded to Hertfordshire Citizens Advice Service to employ three full-time scam advisors to train 600 volunteers to focus on prevention and repeat victimisation. And £25,000 was awarded to the County Community Safety Unit to roll out a cyber-essentials project that sees sole traders and small businesses given the opportunity to receive free cyber security advice from an expert. In support of this, the Commissioner together with the Independent Business Advisory Group, held its first countywide seminar in September 2018 on cyber security to help businesses understand how they can prevent themselves from being victims of cybercrime.



Case Study: Hertfordshire's Scams Support and Prevention Project

£130,000 was awarded through the Commissioner's Community Safety Fund to the Herts Scams Support and Prevention Project in relation to cybercrime and fraud. The project will be run by Hertfordshire Citizens Advice Service and funding will be used to employ three full-time scam advisors who will train 600 volunteers and other workers across the county to focus on fraud prevention and repeat victimisation.

Advisors and workers in the scheme will be trained to spot the signs of scam victims and offer face-to-face support for those who are being targeted. They will also work with partners across the county to raise awareness and help prevent people becoming victims. They aim to reach at least 2,000 over the three year period and help them recover any losses.
Statistics from Action Fraud reported that in 2018, over six months, 6,272 frauds were reported in Hertfordshire, costing victims £12.9m.

The grant follows a successful pilot last year in Three Rivers, where over 400 people were supported and helped to avoid having money fraudulently taken. Types of crimes they dealt with included internet pop up scams for diet pills, a pop-up stall at a supermarket selling kitchens which never arrived and cold callers on the telephone asking for money.

Tackling Modern Day Slavery and Human Trafficking

HERTFORDSHIRE Modern Slavery Partnership

In October 2018, the Commissioner hosted an event in Parliament to formally launch the county's strategy on modern slavery – 'Tackling Modern Day Slavery Together in Hertfordshire'. The event recognised the need to find ways to increase reporting of suspected modern slavery and identify, support and protect victims. The success of the work on Modern Day Slavery resulted in the creation of a dedicated Modern Day Slavery Partnership Co-ordinator post, part funded by the PCC in collaboration with the Shiva Foundation. This year also saw the Commissioner's office, with the support of the PCC's Independent Business Advisory Group and Modern Slavery Partnership, host a seminar to raise awareness of modern slavery to Hertfordshire's businesses and help businesses understand the new legislative requirements under the Modern Slavery Act 2015.

Working with our Community Safety Partners

The Commissioner awarded over £1.1m[10] of funds through the Community Safety Fund during 2018/19 that support activities which focus on the needs of the public, particularly victims of crime. The fund gives community safety partners, district councils and departments within Hertfordshire County Council the opportunity to apply for funding up to three years. This year funding has supported a range of projects relating to key crime types, including domestic abuse, gangs, safeguarding and exploitation. The funds also provided much needed targeted support for victims of crime with mental health and drug and alcohol issues. The fund encourages partners to work together on a problem solving basis to find long term sustainable solutions to local problems. Table 1 below outlines those applications that were successfully awarded funding during 2018/19 for up to three years.

10 This is an indicative total for funding allocation. Some funding is allocated for division across a two or three year period. Spend allocated during 2018/19 is £628,987 (with a further £608,797 allocated for projects in their second year and £335,404 added for projects in their third year).

Table 1: Community Safety Fund Recipients 2018/19

Community Safety Funds Recipients	Total Grant	2018/19	2019/20	2020/21
Agreed 2019/20 Bids				
Herts Scams Support & Prevention Project Stevenage CSP / Herts Citizens Advice Service	260,000		130,000	130,000
SOS – Drawing the lines Three Rivers CSP / St Giles Trust	140,000		140,000	
Herts Modern Slavery Partnership Coordinator Hertsmere CSP / Shiva Foundation	14,000		14,000	
Agreed 2018/19 Bids				
Broxbourne Youth Intervention Programme Broxbourne CSP	256,975	85,658	85,658	85,658
Cherished Support Group for DA Victims Dacorum CSP / Cherished	30,000	30,000		
Herts Youth Justice Development Herts Youth Justice	187,000	96,000	91,000	
Be Fearless Against Abuse Hertsmere CSP / Crimestoppers	29,613	8,470	21,143	
Safer Minds Hertsmere CSP	16,000	8,000	8,000	
Community Support Service Three Rivers CSP	24,000	8,000	8,000	8,000
ID Scan System East Herts CSP	18,000	6,000	6,000	6,000
Positive Pathways Welwyn / Hatfield CSP	26,000	26,000		
Criminal Justice Interventions County Community Safety Unit (HCC)	200,000	200,000		
Family Safeguarding Intervention Family Safeguarding Team HCC	295,038	98,346	98,346	98,346
Domestic Homicide Review Herts Domestic Abuse Exec Board	30,000	30,000		
Child Sexual Exploitation Prevention Three Rivers CSP	21,000	6,950	6,650	7,400
Mini Police Uniforms Herts Constabulary	8,663	8,663		
Modern Slavery Files	1,000	1,000		
Police Research Foundation	15,000	15,000		
Total Community Safety Fund	**£1,572,289**	**£628,087**	**£608,797**	**£335,404**

Case Study: The Fearless Project

£29,613 was awarded through the Commissioner's Community Safety Fund to Crimestoppers to run a project called 'Fearless'. The project seeks to educate young people about child sexual exploitation, online grooming and serious violence, with a focus on Hertsmere schools during 2018/19. In the second year a Fearless Outreach worker has been employed to engage with school pupils and parents in other parts of the county.



Commissioner's Action Fund

The Commissioner's Action Fund has continued to be hugely popular during 2018/19, with £135,000 awarded to community and voluntary groups, charitable and non-profit organisations and local Councils in support of local initiatives, equipment and projects up to the value of £5,000. Using funds from POCA, the Action Fund has supported a range of activities that support efforts around early intervention, reductions in reoffending and support to victims of crime. This has included 1:1 support and activities for young people, family and community mediation, restorative justice work for ex-offenders, counselling for drug users and crime prevention events for vulnerable people. A full list of the successful applications can be found on the Commissioner's website on the following webpage: http://www.hertscommissioner.org/community-safety-grants-allocation-2018-19

Mental Health and Street Triage

Work continues to progress in relation to the Commissioner's commitment to the Mental Health Crisis Care Concordat, which is aimed at improving the end-to-end treatment and services for those in mental health crisis. This agreement brings together key partners, both statutory and voluntary, across the county to provide a professional and coordinated response underpinned by a multi-agency action plan.

The Commissioner also committed funding this year to a Serenity Integrated Mentoring Project, which provides the best service for those in mental health crisis by combining the clinical expertise of a mental health professional with the boundary setting skills of a police officer where service users can start to change their key crises decisions and consider healthier and safer responses to often highly complex emotions. The Mental Health Street Triage scheme in Hertfordshire continues to provide a highly effective model to respond to persons in mental health crisis. The Commissioner and Chief Constable are continuing to have discussions with the Ambulance Service to look at how to ensure those in crisis receive care from the right individuals and are transported to a place of safety in the most appropriate vehicle, rather than a police car.

Putting Victims at the Centre

Beacon – Hertfordshire's Victim Care Centre

Beacon, Hertfordshire's Victim Care Centre, continues to make great strides in the emotional and practical support it provides to victims, offering a complete support plan for vulnerable or persistently targeted victims identified early on for an enhanced care package. 1st April 2018 saw the commissioning and appointment of Catch-22 to deliver a professionalised case managed service to support victims of crime, whatever their age: victims supported have ranged from age 4 to 97. This has enabled Beacon to aspire to the three core aims and objectives set out by the Commissioner, namely;

- That no one victim is left behind.
- That services are safe, accessible and empowering.
- Beacon as an expert organisation.

Catch 22 are able to support victims of crime confidentially whether or not they report matters to the police and as such there has been a threefold increase in the number of victims self-referring into Beacon. These have included cases of Child Sexual Abuse, Domestic Abuse, Sexual Assault and Modern Day Slavery. The service is supportive, non-judgemental and victim led and as a result, a number of victims have felt confident and empowered to formally report the crimes to police. Beacon has its own website to provide information for victims: http://www.hertfordshirebeacon.org/

Case Study: Domestic abuse survivor

"I was nervous and embarrassed talking about what I had been through. It was no longer about the night my partner tried to murder me. My head was filling up with numerous other occasions where my partner had abused me, controlled me, deceived me and beaten me. If I didn't talk about it, I would have lost my mind and eventually killed myself. Trauma makes you awfully blinkered. You see the world through very dark eyes. Jackie was what I needed. Non-judgemental. Listening. Calm. Reassuring.

Jackie gave me the help and support I needed. Jackie listened without prejudice. I told Jackie of the awful night that my partner tried to kill me. I told Jackie of all of the other times where I was abused. It was through talking with Jackie I realised that I could actually report the historic abuse to the police. I no longer feel scarred and scared."

Restorative Justice

Restorative justice is a service that aims to repair the harm caused from a crime and enables the offenders to understand the impact of their crime. The Commissioner was keen to ensure that all case managers were trained and accredited Restorative Justice Practitioners. This allows informed restorative conversations to take place and where victims can chose, if they so wish, to request a face to face meeting with the person who was responsible for their crime. To ensure that a safe and

welcoming environment is available to allow such conversations to take place, the Commissioner has provided funding to refurbish The Lodge, a house situated at Hertfordshire Police Headquarters. In September, the Commissioner was pleased to host a visit by Her Royal Highness, The Princess Royal, who formally opened the Beacon Mediation and Support centre. During the visit, the Princess Royal learned about the work of the Case Managers, presented certificates to staff who had provided exceptional support to victims and met with a survivor of domestic abuse.

Support to Victims of Fraud

Victims of fraud in Hertfordshire are asked to report their crime via Action Fraud – a national centre, which provides a single point of contact for reporting all types of fraud. To ensure that victims of fraud in Hertfordshire are supported Beacon trialled a pro-active approach to supporting victims who had reported fraud directly to agencies such as Action Fraud. Following promising feedback, the Commissioner has now agreed to develop this responsive and coordinated approach in helping those targeted by fraud and which will be evaluated over the coming 12 months. While the investigation and any subsequent prosecutions in relation to the fraud are the concern of other criminal justice agencies, the Commissioner is committed to ensuring that residents of Hertfordshire will have access to the best advice and support.

Case Study: Victim receives money back after timeshare scam

An elderly victim had invested approximately £20,000 in a timeshare through a company who became subject of an on-going criminal investigation concerning suspected misuse of invested funds.

The victim self-referred to Beacon for support, stating she felt helpless and did not know where to turn. She was also being plagued with unwanted calls from the company under investigation. A Beacon victim case manager supported the victim to keep in regular contact by telephone to provide on-going emotional support. The case manager referred her case to Herts Trading Standards and helped with the exchange of information between the victim and Trading Standards. Trading Standards visited the victim and installed a call blocker and arranged for the money to be returned.

The victim said that the case manager's regular phone calls providing reassurance and information made her feel she was no longer alone. She also said she had no doubt that without the case manager's direct input and work to involve Hertfordshire's Trading Standards she would not have received a penny back.

Victims First

The charity 'Supporting Justice' undertook a review of Beacon to evaluate how well it supports victims of crime following the introduction of a quality assurance framework as part of their 'Victim First' campaign which aspires to ensure that victims receive a high quality service wherever they live in the country. The initial assessment has provided a high level of assurance for the service provided by Beacon and it is expected the service will be awarded a Victim First Quality Mark once a more detailed assessment has taken place later in 2019.

Feedback from victims

"I felt at ease talking to my case manager. She really helped put my mental health back in order and I am really happy where I am now. It was like she waved a magic wand, she was my fairy godmother. Without my case manager I wouldn't be here."

"Beacon helped me realise the crime wasn't my fault and I was a victim, this helped improve my mental state. I got a lot of support from my case manager. She was with me in the hectic few months after the crime."

"An understanding voice. Beacon brings that human aspect and knows where you're coming from. Thank you for your professionalism and care. You treat victims as people, not as victims. You aren't belittling"

"Beacon gave my children someone to talk to when they were going through a really bad situation and felt like they were getting no help. They find it hard to trust people but they opened up to the case manager straight away and trusted her."

Supporting Victims of Sexual Abuse

The psychological and emotional impact of sexual abuse can be life-long and enduring. Counselling is one way to overcome the trauma of the incident and focus on rebuilding a more positive future. Beacon was pleased to introduce a pilot to provide victims access to 'talking therapies' and based on the work undertaken by Hertfordshire Therapies, secured additional funding from NHS England to develop and expand the service. Victims have spoken very positively of the counselling services they have received and more recently, the service is being extended to support under 13 year olds. This is a significant step in providing even higher levels of support for the youngest and most vulnerable victims.

During the year working with partners has continued to review the quality of care for victims of rape and assault through the Hertfordshire Sexual Assault and Referral Centre (SARC). The SARC has provision for self-referrals and referrals from other agencies when the victim does not wish initially to engage with the Police. Further information about the Sexual Assault Referral Centre can be found at: https://www.hertssarc.org/

Promoting compliance with the Code of Practice for Victims of Crime.

The Code of Practice for Victims of Crime sets out key entitlements that following a crime victims are informed about the availability of victim services and referred into the service if that is what the victim chooses to do. The code also establishes 'enhanced' entitlements for victims of crimes that have either been exposed to significant harm or, due to personal circumstances, would be inhibited from engaging fully with the criminal justice system. This might include access to intermediaries or to provide video evidence to avoid the stress of cross-examination in court. This is established by undertaking a more detailed needs assessment and therefore it is vital that early correct screening is provided to determine the appropriate support. The ability to understand the needs of individual victims ensures

that those who have enhanced entitlements can be identified and supported through the criminal justice process.

Support for Victims of Stalking and Harassment
Investigations relating to stalking and harassment can be linked to some of the most serious crime the police can deal with including murder, sexual offences and domestic abuse. The impact of harassment on victims, families and communities can be devastating. Victims of Stalking and Harassment are now supported by Independent Stalking Advocates following a grant from the Ministry of Housing, Communities and Local Government to Safer Places who are working in partnership with the Constabulary's Domestic Abuse and Investigation Safeguarding Unit with whom they will be co-located. More information about Safer Places can be found on their website: https://www.saferplaces.co.uk/

The Benefits of Local Commissioning of Services
Partnership working and making business sense is a key foundation of the Community Safety and Criminal Justice Plan. Supporting victims is not just about providing support in the immediate aftermath of a crime, but ensuring services are available to provide support through challenging circumstances or where mental or physical health exposes the person to additional harms. Hertfordshire adopts a very positive approach to collaborative and partnership working and the Commissioner thanks those organisations who have either contributed towards or provide services to victims. In relation to the services commissioned through the OPCC the Commissioner has leveraged an additional £2 million of services and support over and above the £1.3 million provided directly by the Ministry of Justice.

There are a number of organisations that provide support for victims (such as trauma informed counselling) and where partners have match funded the service with us (NHS England) or provide a service significantly over the small amounts of grant funding provided to initiate a service. Hertfordshire Constabulary is also a significant contributor to victim services, with Victim Service Team staff costs, premises, heat, light and utilities amounting to £980,000.

Young Victims of Crime
The Commissioner has ensured that there are specialist services available to support children and young people within both Beacon and the SARC.

Hertfordshire Hate Crime Strategy
Following the introduction of the countywide Hate Crime Strategy the Constabulary refreshed hate crime training for all of its frontline officers. Following recommendations from HMICFRS, the Constabulary are in the final stages of producing a risk assessment process for all victims of hate crime which mirrors that seen for domestic assault victims to ensure that victims are given the right support they need. Over 70 young people from schools across the county attended a hate crime awareness event at Police Headquarters to mark National Hate Crime Awareness Week. The event saw students aged 16 to 19 year olds take part in discussions about hate crime. As well as learning about more it, they discussed their own experiences of hate crime and what their expectations are of police in dealing with it.

Reforming the Criminal Justice System in Hertfordshire
This year has seen sustained efforts by the Commissioner to find ways to better 'join up' the criminal justice system for all those who come into contact with it from the commission of a crime to court and thereafter through dedicated care and support for victims and witnesses.

As Chair of the Association of Police and Crime Commissioners (APCC), the Commissioner has been at the forefront of pushing for change and greater local oversight of the criminal justice system to bring about high quality and timely justice for victims. A major success during 2018 has been the national recognition by the Home Office and Ministry of Justice of the significant role that PCCs have in supporting victims through the publication of the Local Protocol. The protocol sets out the role that PCCs have in setting priorities for their local criminal justice board and addressing cross cutting issues.

Using Technology to deliver Better Standards of Care and Speed up Justice
Crime and policing is more than just first contact with offenders and victims. The commissioner is committed to making improvements to the whole journey through the criminal justice system and using technology to make it simpler and faster for everyone involved. Hertfordshire continues to be at the forefront of leading on the use of LiveLink technology which has significantly helped to speed up justice for victims and witnesses. As a result of this, police officers are able to give their evidence remotely saving thousands of hours of police time and giving victims and witnesses the opportunity to give evidence remotely. Vulnerable and intimidated victims, particularly rape victims now have the protection and support they need to take them through the judicial process. Over the last year the Commissioner has sought to review the utilisation of LiveLink across the estate to ensure that it becomes the preferred method of giving evidence for police and what further opportunities exist with partners to support vulnerable victims to give evidence remotely.

Improving Transparency in the Criminal Justice System
Over the last year, the Hertfordshire Criminal Justice Board (HCJB), chaired by the Commissioner has been working with a wide range of criminal justice partners to make improvements to the end to end system. This has included finding ways to prevent people from entering the system through investing upstream in early intervention measures and looking at the use of out of court disposals. In July 2018, the HCJB held its first Board meeting in public. Attended by over 70 people, the meeting enabled the public to hear first-hand some of the challenges the Board are working through and gave the public an opportunity to share their perspectives and thoughts on the challenges as they see it. For more information about the Hertfordshire Criminal Justice Board including its strategic priorities and delivery plan, visit: http://hertscommissioner.org/herts-cjb



Public Focus

Involving the Public in Policing and Community Safety
Strengthening public confidence and satisfaction lies at the heart of creating better customer services for the people of Hertfordshire. Ensuring services are tailored and using technology to enable the public to engage with the police when and how they want, better suiting their needs and preferences has been a key focus for the Commissioner over 2018/19.

Improving Public Contact
This year has seen a significant focus on digital transformation with the launch of a new comprehensive Digital Strategy for Bedfordshire, Cambridgeshire and Hertfordshire (BCH) that is driven by business need and is transformative. The strategy seeks to transform investment in new technology over the coming years that will meet and deliver better business outcomes. This year this has included the launch of the cloud based system evidence.com which enables the digital transfer of CCTV, Body Worn Video and 999 recordings between the police and Crown Prosecution Service. Over the coming years, the Commissioner and Chief Constable will be looking at the role that artificial intelligence, robotics processing, conversation platforms, big data analytics and translation and transcription services can play in transforming the business of policing.

2018/19 has also seen significant improvements in how the public are able to engage with and contact the police. This has included live web-chat[11] with police staff in the force control room and reporting crime online. Over this reporting period, the Constabulary engaged with over 23,000 web-chats and received over 20,000 online reports via the self-service[12] to report: crime, road traffic collisions, community intelligence, business crime and anti-social driving (including the uploading of dash-cam footage). The uptake of these methods has grown significantly over the last year with online self-service reporting increasing by 146 per cent and web-chat by 35 per cent.

These reporting systems provide an improved level of customer service, giving the public greater flexibility to contact the 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 channels by calling or making an appointment to see a police officer at a police station or have a visit made at home or work. At the Commissioner's request, the Chief Constable reassessed the impact of closing front counters at police stations and has launched an appointment system that gives the public an opportunity to attend a police station and speak to an officer, adopting the Commissioner's principle 'if we're in, we're open'.

To complement this, every police station across the county is being fitted with new noticeboards to share information with the public about their Safer Neighbourhood Team for the area including the details of the local Chief Inspector and the local policing priorities. All of the various ways of contacting the Police are also explained, including 999 and 101, web-chat, the outside telephone system and the appointment system as well as details of the local police stations with a front counter service.



During this year, the Commissioner invested £80,000 through his Efficiency and Innovation Fund to roll out 'Echo', a digitally-led innovative platform that will change the way

11 Web-chat enables the reporting of incidents, seeking of advice and requests for police assistance.
12 Visit: https://www.herts.police.uk/Report/Report

the Constabulary requests, gathers and actions the views and opinions of victims and the public using mobile devices to engage, interact and capture data in real-time. As from summer 2019, Echo will enable callers to provide fast feedback via their mobile device about their experience which will help the Constabulary improve their customer service.

Involving the Public in Policing and Community Safety

Special Constabulary



Following a review commissioned by the PCC in October 2016, the Constabulary now have a much more comprehensive approach to recruiting and retaining Special Constables. One of the key ways has been through the introduction of career pathways for Specials across a wide range of areas including Local Response, Rural, Cyber and Safeguarding. Alongside this, the Commissioner made significant investments during 2018 in support of the soap box recruitment campaign for Specials Constables which included the production of a film called 'Be Extraordinary' https://www.hertspolicespecials.co.uk/. These efforts have supported the growth in the number of Special Constables in Hertfordshire during 2018/19 with a 10 per cent increase to 286 officers[13], delivering 71,358 hours of policing in Hertfordshire.

Case study: Becoming a Special Constable - through the eyes of a candidate

Carl Powell, who runs his own business, applied to become a Special Constable after seeing a recruitment stand at a local garden centre.

"From an early age I've had a desire to become a police officer. At that time I wasn't tall enough so life took a different direction which provided me the opportunities within my career to have travelled and worked all over the world gaining vital life experience which has shaped me to become the person I am today. Within the last few years I've settled into married life with a family. I own and run my own company and now I want to give something back into the community that I live in. I believe that more than anything else I have a lot to offer and that Hertfordshire Constabulary as well as my community can benefit from all of that. I own my own project management consultancy company providing professional services to the Media Broadcast and IT Industry. Although this, as well as being a father of two is a full time commitment, becoming a Special has always been something that I've wanted to do. I'm sure there will be some challenges on my time but also have some flexibility which I believe will help also".

Throughout the key stages of his journey to become a Special, Carl has videoed himself talking about the highs and the lows, sharing his advice and tips to help others. You can watch his vlog here: https://www.hertspolicespecials.co.uk/video-blog.php

13 Figures as of 31st March 2018.

Employer Supported Policing

Employer Supported Policing (ESP) has grown this year with a number of new businesses signed up including BT Open Reach, Which? and local district councils. The transferable skills that the Specials bring to the workforce have been invaluable, including assisting the Constabulary's response to critical incidents. Work has also progressed over the last year with partner organisations including the Metropolitan Police to carry out joint recruitment events with businesses, recognising that many firms have regional offices across the country. During 2018, the Commissioner's office also made great strides in delivering on the funding awarded during 2017 from the Police Transformation Fund to better look at how Employer Supported Policing can bolster efforts to improve retention of Special Constables. Findings to date have helped to build a better understanding of the opportunities to improve the experience, contribution and impact of Special Constables in policing and the recommendations will help to shape improvements locally and nationally in building an understanding of the motivations and behaviour of volunteers.

Volunteer Police Cadets



Police cadets are young members of the community, aged 13 to 18, who are involved in a range of activities. As well as learning about police procedures and the law, cadets also work alongside officers to play a vital role in community events, engaging with members of the public and educating them on crime prevention. They also take part in a range of social activities. There are 11 Cadet Units within Hertfordshire two in East Herts, and one in each of the other Policing Divisions. Becoming a Volunteer Police Cadet is often the first step in a policing career, and over the last year 13 Cadets have gone on to be Cadet Leaders. There is a fast track opportunity for Police Cadets to join the Special Constabulary through a reduced application process and 11 Cadets have gone on to become Special Constables. Three Cadets have gone on to join as police officers whilst 10 cadets have gone onto other volunteering roles.

Mini Police

Following a successful trial, the Commissioner provided funding during 2018/19 to roll out 'Mini Police' countywide to 400 children aged 9 to 11 years old. The scheme helps to build relationships between children and the police providing a fun and interactive way to encourage responsible citizenship and help young people establish an interest and understanding in policing and community safety. Through a number of structured lessons, the children have



the opportunity to learn about the law and take part in problem solving local issues including tackling dangerous parking outside schools, water safety during the school holidays and improving run down play areas.

Community DriveSafe

Community DriveSafe continues to give residents and local businesses the opportunity to take an active role in making their communities safer by getting involved in tackling speeding where they live. DriveSafe works differently from previous neighbourhood speed initiatives as it does not rely on the police to take the lead – communities are empowered to come together and take action themselves, supported by their local police.

Playing your part to keep Hertfordshire safe

This year six new groups applied for Community DriveSafe schemes bringing the number to 28 across the county with a total of 337 volunteers. The schemes collectively held 172 monitoring sessions culminating in 4,343 advisory letters to drivers observed to be speeding excess of 30 mph using a Speed Indicator Device (SID). DriveSafe continues to provide an evidence base on current levels of speeding across the county providing data to support a bid to the Commissioner's Road Safety Fund with a view to securing more permanent and sustainable road safety solutions where a need has been identified. In 2018/19, 25 per cent of all applications to the Road Safety Fund were from DriveSafe schemes.

Neighbourhood Watch

Neighbourhood Watch within Hertfordshire has continued to go from strength to strength this past year with membership increasing by 11 per cent to over 150,000 households through OWL (On-line Watch Link), reaching a third of all household receiving vital crime prevention advice and key messages. It is the biggest scheme in the country. For the fourth consecutive year, the Commissioner awarded HertsWatch another £5,000 funding to support the running and development of the scheme. The Commissioner was delighted to see that HertsWatch, the umbrella organisation for Neighbourhood Watch across Hertfordshire, received a Queen's Award for Voluntary Service for "excellence in voluntary activities carried out by groups in the community".

Offender Pays

The principle of 'Offender Pays' continues to resonate and be supported by the residents of Hertfordshire. The message continues to be clear- those who are responsible for crime bear a greater proportion of the costs of dealing with that crime and put right the harm they have caused – crime does not pay. The Commissioner has continued throughout 2018/19 to use the income generated from the Proceeds of Crime Act (POCA) confiscations and forfeitures to give victims a stronger voice in line with the ambitions outlined in the Community Safety and Criminal Justice Plan.

Using Proceeds of Crime Act Funds

The Commissioner continues to make best use of the proceeds from offenders' crimes to fund local priorities that benefit the community. As part of the Eastern Region Special Operations Unit (ERSOU), Hertfordshire has benefitted from large value confiscation orders and cash forfeitures. For 2018/19 financial year, Hertfordshire seized £2.12m in confiscations and £172,000 in cash forfeiture with over £1.32m compensation paid back to victims of crime.

Fly Tipping on Private Land Fund



£20,000 of POCA funds was designated in support of farmers and landowners who have been victims of fly tipping on private land to help support the removal of waste and provide advice to landowners on improving security. The pilot which has been rolled out in the Broxbourne and Three Rivers districts has, to date, compensated landowners £1,975. In Broxbourne, this saw the removal of multiple quantities of mixed waste left including garden waste, asbestos, construction waste and general household waste. In Three Rivers, garden waste was removed which had been discarded by a tipper lorry on a private track blocking the safe access route used by horse riders.

Local Partnership Fund

In October 2016, the Commissioner made £400,000 of POCA funds available over a four year period to address public concerns around nuisance and quality of life issues including, but not limited to, ASB, nuisance parking, litter, speeding and dog fouling, fly grazing and fly tipping. The fund was designed to give councils the opportunity through matched funding to undertake a problem solving approach to target nuisance issues. During 2018/19, £35,000 was spent by local partnerships in support of solutions to address a range of local issues. This included £15,000 for covert cameras in the Harpenden rural area to detect fly tipping and £3,000 for CCTV at The Oval Stevenage to prevent anti-social behaviour. The Local Partnership Fund also supported Anti-Social Behaviour Training across the county for police officers, PCSO's and Community Safety Partners. £2,280 was also spent on a pilot to reduce the fear of crime in Watford through the use of SMARTWATER forensic property marking.

Criminal Justice Innovation Fund

2018/19 saw the first year of the Commissioner's Criminal Justice Innovation Fund to find ways to make improvements in the criminal justice system locally. Seven initiatives and pilots totalling £184,000 were funded through the Criminal Justice Innovation Fund which will help to build insight, an evidence base and new solutions that lead to change and improvements in the experiences and outcomes for

Hertfordshire's victims and witnesses, and support reductions in reoffending.

This included £30,000 to St Mungo's Housing Association to provide initial start-up costs for those being released from HMP The Mount to move into suitable accommodation through a Rent Deposit Scheme. The scheme recognises that many people leaving prison are often homeless which hampers rehabilitation efforts and results in a greater likelihood of reoffending. Following the success of the fund during 2018/19, the Commissioner will be providing £150,000 funding for a second year during 2019/20. A full list of the successful applications can be found here: http://hertscommissioner.org/cj-innovation-fund

Case Study: The Hertfordshire CJS Problem Gambling Programme

£55,047 was awarded to GamCare through the Commissioner's Criminal Justice Innovation Fund to run a year long pilot programme to work across the whole Criminal Justice System (CJS) on the issue of problem gambling. The programme seeks to up skill frontline staff working in the CJS in Hertfordshire about problem gambling and how it affects both perpetrators and victims of crime and introduce screening into the system to ensure that more people who could use support can receive it.

Since starting the pilot in October 2018, GamCare have built up local relationships with 16 key organisational partners, such as the National Probation Service in Hertfordshire, The BeNCH CRC, Hertfordshire Constabulary, and HMP The Mount. To date, GamCare have trained 295 frontline staff on the issue of problem gambling, including increasing understanding of how it is a hidden addiction, the drivers, signs and triggers for problematic behaviour and increasing awareness of treatment and support options available. A wide range of screening cards, self-help workbooks, and leaflets and posters to promote support options has also been distributed. Most recently, the project has started to see an increase in referrals coming through and is developing some important learning for the whole criminal justice system and gambling treatment support.

The programme is helping to support delivery of key aspects of the Commissioner's Community Safety and Criminal Justice Plan which includes ensuring pathways are in place to reduce reoffending.

Using Revenue Paid for by Offenders: Road Safety Fund

During 2018/19 the Commissioner has continued to fund initiatives through the Road Safety Fund. Over £560,000 generated from motorists who have committed driving offences and have been ordered to pay court costs following prosecution was allocated to the fund over the last year to help pay for educational, engineering and enforcement solutions across the county that address residents' concerns and change drivers' behaviour.

HERTFORDSHIRE
ROAD SAFETY PARTNERSHIP

Over 20 bids were approved for further scoping in 2018/19 relating to supporting improvements in speed compliance, anti-social road use and educational projects. This includes commissioning of a number of feasibility surveys to help local communities better understand the issue and possible solutions, recommending works to the Highways during 2019 and beyond. A further 10 Speed Indicator Devices were approved for funding this year bringing the total to 50 since 2016. In October 2018, the Commissioner's office also held a Road Safety Fund awareness event with prospective applicants to share learning from previous bidding rounds with applicants and provide guidance with regards to bid writing and sharing good practice. The next funding round will open in autumn 2019 and will invite bids that seek to support and encourage behaviour change and those identified in the Hertfordshire Road Safety Strategic Assessment as requiring specific focus around prevention, early intervention and innovation. Further information about the Road Safety Fund including how to apply can be found here: http://www.hertscommissioner.org/road-safety-fund

Business Sense

The Commissioner is committed to ensuring that the 'business' of policing is as efficient as it can be, learning from other sectors to improve accessibility, visibility and responsiveness, whilst making best use of public money. Seeking to understand what works in the private sector and other aspects of the public sector and how that can be applied to policing in order to foster a culture of continuous improvement and innovation in service delivery.

Blue Light Collaboration: Business Case for Police and Fire Governance



The Policing and Crime Act 2017 places a duty on police, fire and ambulance services to work together. Further to this, and inaccordance with the Act, the PCC commissioned a Local Business Case to explore options around the governance of Hertfordshire Fire and Rescue Services. The business case demonstrated the potential benefits of the Commissioner taking on the governance of Hertfordshire Fire and Rescue Service. In September 2018, the Commissioner decided to pause that process in favour of seeking to pursue collaboration within the existing governance structure, where Hertfordshire County Council retains the governance of fire and rescue.

To that end, the Commissioner and Hertfordshire County Council agreed a Memorandum of Understanding (MOU) to deliver a shared set of aims and objectives to improve public safety and drive through collaboration opportunities identified in the Commissioner's business case and the Fire Service Integrated Risk Management Plan. To deliver the MOU and facilitate joint working a new Hertfordshire Emergency Services Collaboration Board was established in January.

A Joint Emergency Services Interoperability Principles (JESIP) Academy, providing training for both police and fire and rescue, has opened as part of the blue light collaboration commitment. The Academy, has already seen the initial police training of over 150 recruits as well as joint emergency services training ensuring a joined up approach for the public.

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 (JPS), has enabled Hertfordshire to realise savings, enabling improved services at lower cost. These savings build on Hertfordshire's good track record of financial management, with on-going gross savings totalling £15m[14] since 2012/13. In its most recent inspection HMICFRS graded Hertfordshire 'good' in terms of efficiency. The three Commissioners have started a review of the governance arrangements across the three forces designed to ensure that there is a clear focus on benefits realisation, driving out efficiencies, and continually improving frontline delivery.

14 Some £15m of this relates to Bedfordshire, Cambridgeshire and Hertfordshire (BCH) collaborative savings with £8.9m achieved in Joint Protective Services (led by Bedfordshire and including Armed Policing, Dog Units, Major Crime Unit, and Roads Policing) and £6.1m in Organisational Support (led by Cambridgeshire) and Operational Support areas (led by Hertfordshire).

Eastern Region Procurement
Regional collaboration within the 7 force area comprises Hertfordshire, Bedfordshire, Cambridgeshire, Norfolk, Suffolk, Essex and Kent. This year has seen the approval of new joint procurement arrangements, creating the second largest police procurement area after the Metropolitan Police to deliver more efficiencies and savings.

This allows economies of scale and buying power to be improved to achieve even greater effectiveness. The different financial regulations, purchasing processes and procurement principles have been aligned, a single regional head of strategic procurement employed and contracts aligned resulting in a target for savings of around £10m across the 7 forces over the next four years. This work also aligns with the National Commercial Board work to improve and reduce the cost of police procurement nationally. Other 7 force work has included development of a regional vetting function, regional chief firearms instructor and aligned training and procedures to improve effectiveness as well as value for money, and a joint response to national specialist capabilities work to ensure the voices of the 7 forces is heard nationally.

Making the best use of our Estates
The Commissioner is responsible for Hertfordshire Constabulary's police estate and as the landlord has developed an Estates Strategy to enable the effective governance of all land and property. The Commissioner has continued to oversee the estates strategy during 2018/19 to ensure that as a key element of the capital programme, property used for policing is in the right place, is fit for purpose and is efficient. The strategy is transforming the estate, freeing up resources and disposing of or redeveloping properties that will generate capital receipts, in line with this and the Commissioner's principle of moving towards 'one public sector estate'.

Working with the Chief Constable, the Commissioner has ensured that the estate is well designed and well located, recognising the role that technology plays, and ensuring that it gives the community of Hertfordshire confidence through the location of at least one major police station in each of the 10 districts and boroughs. This year has seen work take place with Watford Borough Council to re-develop the police station at Shady Lane and the refurbishment of Hemel Hempstead Police Station which is due to be completed in September 2019. Work is also underway to redevelop the old, inefficient and costly buildings at Police Headquarters in Welwyn Garden City to transform the site into a community safety hub that includes partners such as the Fire and Rescue Service and becomes a centre of excellence for leadership, collaboration, knowledge sharing and innovation. The Commissioner was also pleased this year to see Her Royal Highness the Princess Royal officially open the new shared accommodation at South Oxhey police station with Citizens Advice Bureau.

Investing in Technology to Maximise Efficiencies and Reduce Crime
Further work has taken place over 2018/19 to find efficiencies by exploiting technology and enabling officers to maximise the time they have on the frontline and so additional work has been undertaken to embed the new integrated policing system, Athena, which provides real-time key information across all nine participating forces (Hertfordshire, Bedfordshire, Cambridgeshire, Essex, Norfolk, Suffolk, Kent, Warwickshire and West Mercia). It replaces a number of obsolete and costly systems and facilitates information sharing across those forces. Frontline officers and staff 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.

Over the last 12 months, the Commissioner has invested both hardware, through a replacement programme for smartphones, laptops and tablets, and software, by moving toward cloud solutions; including signing up to 'Single Online Home' which adopts a nationally consistent public contact platform that will improve digital contact. This year has also seen the Commissioner investing £500,000 into an Efficiency and Innovation Fund, to support developments and new initiatives across policing. This has included £30,000 for a digital app for mobile devices that officers can use to ensure they collect relevant information and evidence from a crime scene.

Independent Business Advisory Group

The Independent Business Advisory Group (IBAG) provides an important sounding board for the Commissioner and Constabulary on proposals to prevent and tackle business crime, and hear from local businesses about the issues that may be impacting them. The group consists of key representatives across the sectors including those membership bodies such as the Chamber of Commerce, Federation of Small Businesses, Local Economic Partnership and Institute of Directors. This year, the group has been joined by representatives from Bulletproof, a cyber-security business, Hertfordshire Growth Hub and 'We Do Stories' a digital marketing and PA agency. During 2018, the group ran two successful seminars throughout the year called 'Cyber security – Is your business protected?', and 'Unchaining Modern Slavery in your Business'. These workshops, attended by over 80 companies have ensured businesses better understand the nature and prevalence of these crime types and provided helpful challenge to everyone around what part they can play to keep themselves safe.

Tacking Rural Crime: Rural Barn Meetings

Rural Barn meetings continue to be a key engagement forum for the Commissioner to hear first-hand any concerns farmers, landowners and rural business owners have in regards to rural criminality. During these meetings, local residents have the opportunity to raise concerns with the Commissioner, Chief Constable and key partners including the National Farmers Union and District Councils. These meetings provide key insights which feed into the Commissioner's strategic plans and Constabulary's operational practices. During 2018/19 the locations the Barn meetings expanded to include Dacorum and Welwyn Hatfield in addition to those in North Herts, East Herts and St Albans.

In response to concerns raised by farmers and landowners regarding police response times to rural locations, the Commissioner supported the rolling out of What3Words application into the force control room software. This has enabled police officers across Hertfordshire, Bedfordshire and Cambridgeshire to pinpoint exact locations using a unique three words address within a 3m x 3m square enabling the better identification and response times to rural parts of the county. More information on the new technology can be viewed at https://youtu.be/HNA4ImoCJN4

Exercise of Functions Holding the Chief Constable to account

Ensuring greater transparency and culture of openness around policing by holding the Chief Constable to account

The Commissioner is responsible for appointing the Chief Constable and holding them to account for the discharge of their functions and those of the officers and staff under their direction and control. The Commissioner does this through a variety of different methods. He meets with the Chief Constable informally on a weekly basis and monthly on a formal basis to discuss priorities and matters of concern.

Matters that have been discussed in this report year include:

- Performance of the Constabulary including call waiting times in the force control room, demand on the vetting unit and criminal justice outcomes rates.
- Existing and new priorities for the Commissioner's Community Safety and Criminal Justice Plan including those relating to fly tipping on private land and serious violence.
- Services and support for victims including resourcing of the Victim Services Team, uptake of restorative justice and the roll out of a new two tier out of court disposal system that recognises Community Resolution as an important part of criminal justice reforms.
- Trend analysis of the complaints arising from those dealt with by the Commissioner's Customer Response Team to assist in improvements of services delivered to the public.
- HMICFRS inspection outcomes and implementation of recommendations.
- Bedfordshire, Cambridgeshire and Hertfordshire (BCH) collaboration and 7 force regional collaboration.
- The police estates strategy and the redevelopment of Police Headquarters.

Senior members of the Commissioner's office also attend the Constabulary's monthly Force Performance meetings to ensure transparency on performance and identification of areas for improvement; the Commissioner attends them every three months.

Records of these meetings are published so that the public can see the subjects that are discussed and to ensure the holding to account function is as transparent as it can be. The Strategic Executive Board, comprising the Commissioner, the Chief Constable and their Executive Teams meets monthly. It is the forum for issues related to the effectiveness and efficiency of the policing service delivered in Hertfordshire that is discussed and decisions are made that require both parties to agree in accordance with the scheme of governance and the respective duties of each holder of office. For copies of the agenda and minutes, please visit: http://www.hertscommissioner.org/holding-police-to-account-herts-pcc

Oversight and monitoring of complaints and dissatisfaction

The oversight and monitoring of police complaints is a useful temperature check of how our communities feel about the service they have received from the police. The Commissioner's role in police complaints has been strengthened in that the legislation now makes it mandatory for Commissioners to have a role in holding Chief Constables to account for complaint handling. On a

monthly basis the Commissioner[15] undertakes dip sampling files that have come to the attention of the Professional Standards Department (PSD)[16] who are responsible for the management of conduct and discipline matters for the Force. The Commissioner holds the Chief Constable for account in relation to any trends identified in causes of complaints so that the Chief Constable can improve the service delivered to the public.

Misconduct hearings are now being held in public and this year saw four such hearings held which gave the public the opportunity to attend. This transparency assists in giving the public confidence in the oversight and monitoring of complaints and lessons learned from the hearings are then used to address any identified areas for improvement.

The Commissioner's Customer Response Team (CRT) have continued to provide a prompt and efficient response to service failures at the earliest opportunity. Through effective triaging, the team have dealt with and addressed low level dissatisfactions, enquiries, complaints and compliments regarding Hertfordshire Constabulary received through official correspondence, online forms and web chats. Since setting up in 2017, the team have reviewed approximately 5,000 records, resolving approximately a quarter (with the rest passed to the Constabulary for resolution) with a satisfaction rate of 91 per cent. Of those dissatisfactions and complaints received, the highest related to officers' attitude and behaviour, compliance with the Victims Code of Practice and updating the public. The Commissioner has brought these issues to the attention of the Chief Constable to improve the services delivered to the public. The CRT have also highlighted any common issues arising from complaints to the Force Control Room which have used the learning to feed into training days to improve staff knowledge and awareness. For more information about complaints please visit the Commissioner's website: http://www.hertscommissioner.org/make-a-complaint

Using HMICFRS Inspection reports

The role of HMICFRS is to report on the efficiency and effectiveness of police services in England and Wales. They do this through independent assessment and reporting. The use of HMICFRS reports has developed in 2018/19 and the Commissioner now receives a quarterly progress report outlining recommendations and Areas for Improvement (AFIs) identified in the reports immediately after they have been considered by the Deputy Chief Constable. This enables the Commissioner to consider whether any action is required by him, either in the form of budget setting or consideration of priorities in his Plan. In 2018, Hertfordshire Constabulary received a 'good' in relation to all three pillars of the PEEL inspection. Each pillar of the inspection methodology: Efficiency, Effectiveness and Legitimacy is being worked through and reported on.

The method of inspection for the annual PEEL reports changed during this year. Forces now submit a Force Management Statement (FMS), which sets out in a template developed by HMICFRS the current and future demand of the police force. The FMS is the Chief Constable's statement, but the Commissioner is consulted during its development and uses it to influence his budget and will use it to inform the refresh of his Plan this year.

15 Or a senior representative from his office.

16 PSD are responsible for the more serious of cases including those that involve the Independent Office of Police Conduct

Because of this change in the inspection regime, HMICFRS has not carried out the usual set of inspections this year, but moved to an integrated PEEL inspection, involving more provision of information in advance and reduced field work in the force. As such, the Hertfordshire report will not be published until later this year. The reports published by HMICFRS during this year do not relate to specific inspections of Hertfordshire Constabulary, but are thematic national reports. The Commissioner receives reports on the issues identified and where Hertfordshire sits with regard to each recommendation and areas for improvement. The reports to the Commissioner and his response to those requiring a response can be found here: http://www.hertscommissioner.org/holding-police-to-account-herts-pcc

Independent Stop and Search Community Scrutiny Panel

The Stop and Search Community Scrutiny Panel provides a valuable check and balance to ensure that there is independent and robust public scrutiny and oversight of the Constabulary's use of coercive powers and 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 2018, 388 dip samples of stop and search records for Hertfordshire have been assessed out of a possible 7,103 (5.4 per cent) searches. Of those records scrutinised, the Panel were confident in 82.5 per cent of records with 17.2 per cent marked as not confident and 0.3 per cent classified as unsure. This represents a 6.5 per cent increase in the confidence levels compared to 2017/2018 when confidence was at 76 per cent. The introduction of the review of Body-Worn Video into meetings has given confidence to the Panel that the grounds, scrutinised through the random-sampling of stop and search records, are an accurate account of events.

Expansion of the Panel's scrutiny activity has evolved to include the review of Section 60 Criminal Justice and Public Order Act 1994 authorisations since April 2018. These searches are undertaken in anticipation of serious violence and scrutiny of these is extremely important as the requirement for suspicion prior to searching is removed. The work of the Panel was highlighted by the Criminal Justice Alliance as an example of best practice in a report focusing on stop and search community scrutiny panels across the country. The Hertfordshire Panel was recognised for its transparency,

The Panel held their second Public Meeting in April 2018 at the University of Hertfordshire. The meeting provided members of the public with the opportunity to observe the work of the Panel, listened to how the Panel determine whether the police have used sufficient grounds to search an individual and whether it was proportionate and ethical to do so. Further recruitment is planned for 2019/20, to ensure that the demographics of the membership as far as practicable reflect the population of Hertfordshire, particularly those from BAME groups and aged between 18 and 30. The Panel plans to increase its public profile through effective engagement with community groups across the county. A copy of the full Stop and Search report can be found here: http://www.hertscommissioner.org/stopsearch

Exercise of Functions Holding Me to Account

Hertfordshire's Police and Crime Panel

The Police and Crime Panel[17] provides an important function in scrutinising and supporting the work of the Commissioner. The Commissioner is required to consult with the Panel on his plans for policing, proposals in relation to the police element of the council tax precept and on significant decisions such as finance and senior appointments to the Commissioner's office.

Between 1st April 2018 and 31st March 2019, the Commissioner met with the Police and Crime Panel at each of their three public meetings. At those meetings, the Panel approved or noted the following strategic documents:

- The Annual Report for 2017/18 including the separate reports on the Independent Custody Visiting Scheme and the Independent Dog Welfare Scheme
- The countywide Independent Community Stop and Search Scrutiny Panel Annual Report
- Proposal to increase the 2019/20 police element of Council Tax precept

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

One of the key roles of the Commissioner is to scrutinise the work of the police and transparency in his own role is key to ensuring he has the confidence of the public to perform that role. For the fourth consecutive year running the Commissioner has received the 'Transparency Quality Mark' from CoPaCC an organisation that scrutinises and monitor's Police and Crime Commissioners themselves. The Commissioner welcomes the awarding of the Quality Mark as independent, consistent and clear examination of the performance and activities of his office as transparency is key to confidence.

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 advise both the Police and Crime Commissioner for Hertfordshire and the Chief Constable. 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

It is a statutory duty of the Police and Crime Commissioner to administer and monitor the Independent Custody Visiting Scheme in order to provide robust and independent public scrutiny of those persons detained in police custody. In 2018/19, 146 unannounced visits were made in the two custody suites in Stevenage and Hatfield. Over this time, 777 detainees accepted a visit by an ICV and had an opportunity to raise any issues or concerns they had. This year, the Independent Custody Visitors Association

17 The Police and Crime Panel comprises 11 elected members, one from each local authority in Hertfordshire, with an additional representative from the Hertfordshire Labour Party to ensure political balance, and two independent members.

(ICVA) awarded Hertfordshire's Independent Custody Visiting Scheme a silver level in their Quality Assurance Framework for the standards by which they monitor. For a full report outlining the key findings is available in a separate report on the Commissioner's website at http://www.hertscommissioner.org/ICV. Recruitment of Independent Custody Visitors continues on a rolling basis and applications are welcome.



Independent Dog Welfare Visiting Scheme

The joint Hertfordshire, Cambridgeshire and Bedfordshire Independent Dog Welfare Visiting Scheme administered by the Hertfordshire Commissioner's office has been active throughout 2018/19 undertaking 45 visits across the three forces, performing 194 checks on the welfare of dogs in police care and reporting on the conditions under which police dogs are trained, transported and cared for. The scheme ensures that all police dogs are visited in a six month period to ensure that any areas of concern can be raised in a timely fashion. For a full report outlining the findings of the visits is available in a separate report on the Commissioner's website: http://hertscommissioner.org/dogs

Focusing on Areas that Matter to You

Keeping Residents informed
A key part of the Commissioner's role is listening and understanding the publics' views and needs across Hertfordshire about the style of policing that the public want, giving them an opportunity to share their experiences around community safety and criminal justice and being responsive to any concerns. Through a range of forums, including barn meetings, the Police and Crime Panel, school visits and district community meetings, the public have an opportunity to meet with the Commissioner, receive direct feedback and hear about the work undertaken by the office to deliver the objectives outlined in the Commissioner's Plan.

During 2018/19, the Commissioner used the following engagement channels:

- Consultations on the proposed level of the police element of the Council Tax precept via a detailed Open Letter circulated through a variety of channels including OWL (Online Watch Link), social media (Twitter @hertspcc and Facebook: www.facebook.com/hertspcc) and print.
- Police and Crime Panel public meetings (June 2018, November 2018, January 2019 and April 2019).
- Commissioner's website publishing key news and announcements: www.hertscommissioner.org
- District Days, Barn Meetings and engagement events with members of the public, local government officers, businesses, charities and partner organisations to understand local priorities.
- Regular interviews with regional and local television and radio stations on a range of issues including fly tipping on private land, refresh of the Community Safety and Criminal Justice Plan and digital evidence consent forms.
- Information in leaflets, newsletter and magazines distributed by Hertfordshire Constabulary and District Councils including the Safer Neighbourhood Team newsletters.
- Reports published on key areas of business, including the Annual Report which sets out the progress and main achievements made in delivering the Community Safety and Criminal Justice Plan; Independent Dog Welfare Scheme and Independent Custody Visiting Scheme.
- The Annual Hertfordshire Criminal Justice Board meeting in public 'Justice in Action' – giving the public an opportunity to hear first-hand from those involved in the justice system locally and have a forum to discuss any challenges.
- Youth gang activity and knife crime seminar and problem solving conference.

County-wide campaign to tackle Fly Tipping



The Commissioner recognises that fly tipping is a concern across the county and one that requires a multi-agency response and he is taking action to prevent and reduce the number of fly tipping incidents on public land. Hertfordshire's multi-agency Fly Tipping Group that includes representatives from Boroughs, Districts and County Council as well as the Police, Office of the Police and Crime Commissioner, Hertfordshire Fire & Rescue Service, Environment Agency, National Farmers Union and Keep Britain Tidy have continued to push forward activity to increase reporting, run campaigns and target activity during 2018/19. Over the last three years the Commissioner

has made £100,000 a year available from the Local Partnership Reserve to support a range of targeted activity to prevent fly tipping and enforce prosecutions on public land. This has included the award winning county-wide fly tipping campaign which has received national success and has been adopted by over 80 districts and borough councils across the country. The #SCRAPflytipping campaign[18], which has been simultaneously rolled out by all partners, aims to raise awareness of what constitutes fly tipping, how to dispose of waste correctly and how to report fly tipping. This targeted activity has seen the five year average of recorded fly tipping reported to Hertfordshire's districts and boroughs down seven per cent to 12,687 during 2018/19 with 40 successful prosecutions reclaiming £24,132 from fines.

During 2018/19 the Commissioner supported further work on fly tipping through the launch of a new fly tipping fund that compensates private landowners who are faced with the clean-up bill for items fly tipped on their land. The Commissioner has initially made available £20,000 of POCA funds to roll out the pilot countywide starting with Broxbourne and Three Rivers in August 2018 and followed by Welwyn Hatfield and St Albans in February 2019. The fund seeks to provide funding to remove waste from private land and provide advice to landowners on improved security.

18 SCRAP stands for: Suspect all waste carriers. Don't let them take your rubbish until they provide proof of registration. Note their vehicle's registration plate.
Check that a waste carrier is registered on the "https://environment.data.gov.uk/public-register/view/search-waste-carriers-brokers" Environment Agency's website.
Refuse any unexpected offers to have your rubbish taken away.
Ask how your rubbish will be disposed of - seek evidence of this.
Paperwork must be obtained: a proper invoice, waste transfer note or receipt, including a description of the waste being removed and the waste carrier's contact details.

Financial Position and Precept

The budget for 2018/19 was £208.5 million, an increase of £6.3m or 3.1 per cent on 2017/18, which was largely financed by the increased council tax precept flexibility. Within these figures, the costs of running the Commissioner's office remained at £1.6m.

Ahead of setting the police precept for Council Tax, the Commissioner issued an Open Letter that set out his proposals and sought views on the level of the precept. The Commissioner believed that in order to improve the efficiency and effectiveness of policing, the police need to be properly resourced and equipped, they needed to focus on preventing crime as well as fighting criminals, they need to work with partners and be open and responsive to the needs of the public. The Commissioner advised that collaborating with our neighbouring police forces had enabled us to improve services at lower cost through the sharing of several operational and back office functions. He had been able to keep council tax low and continue to ensure that Hertfordshire residents pay one of the lowest council tax contributions for policing in the country.

The Commissioner's Open Letter proposed an increase the police element of the Council Tax precept by £24.00 per annum (a 14.6 percent increase in the policing element of the precept for an average Band D household). This rise would ensure that taxpayers continue to receive a first class policing service that protects the public from harm and still delivers a service that is value for money. This proposal received overwhelming public support and was agreed by the Police and Crime Panel. 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. In addition, he is exploring the option to generate long-term income from surplus estate assets and promoting greater collaboration between emergency services and the wider public sector.

Total reserves stood at approximately £24.6m as of 31st March 2019 and plans are in place to utilise some of these reserves over the medium-term coming years which will reduce them to around £9.0m by 31st March 2023. The actual level and usage will be reviewed each year as part of the budget setting process and the Commissioner is committed to openness in the use of public resources and remains one of a few PCCs in the country to publish a separate strategy on his website. This can be found here: http://www.hertscommissioner.org/my-budget-herts-pcc.

Tables 2 and 3 show the breakdown of Hertfordshire Constabulary's 2018/19 and 2019/20 budget and spend

Where the money comes from	2018/19 £m	2019/20 £m
Central Government Funding	116.5	118.7
Council Tax Precept	72.4	84.1
Collection Fund	1.3	0.6
Net Budget	190.2	203.4
Fees and Charges	6.8	7.5
Other Government Grants	3.7	4.8
Partners Funding for PCSOs	0.7	0.7
Use of Reserves	7.4	4.7
Gross Budget	208.8	221.1

How the money is spent	2018/19 £m	2019/20 £m
Police Officers and Staff	172.6	184.5
Supplies, Contracted Services, Premises and Vehicles	30.3	31.2
Office of the Police and Crime Commissioner	1.6	1.6
Commissioner Funded Initiatives	4.3	3.8
Total	208.8	221.1

Chief Constable's Report

Nationally, demand on policing continues to change, characterised by increased overall volume, more complexity and greater risk. Whilst Hertfordshire is no different in this respect, I firmly believe that the Constabulary is well placed in understanding, predicting, managing and planning for these changes. Together with sound financial management and our efficient and effective use of resources, this means that the Constabulary has been better able to protect frontline policing services, such as our community based Safer Neighbourhood Teams. We are in a good position relative to many police forces. It also means we have been able to invest additional resources in some areas. For example, we are recruiting an additional 75 police officers this year to take the overall number above 2000.

Of course, challenges remain. Following the national trend, knife related crime and serious violent crime have increased in the county. These rises are, in part, influenced by gangs and county lines drug dealing and both have a disproportionate and serious impact on younger people, whether as victims or offenders. Tragically, the effects have sometimes proved fatal. Making progress is this area is my current number one priority.

Building on Success

In its most recent 'PEEL' assessment of March 2017, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) judged as 'good' the extent to which the Constabulary is effective, efficient and legitimate at keeping people safe and reducing crime. Whilst we await the outcome of our most recent integrated 'PEEL' inspection in March of this year, I believe we have continued to make sound progress, building on our strengths and further developing in areas for improvement. This work is reflected in our annual Force Management Statement (FMS).

Recorded crime was broadly stable last year, increasing by 1.4 per cent to a little over 85,500 individual reports. This follows successive annual increases. This levelling off is, in no small part due to the concerted and successful efforts the Constabulary has made to improve its crime recording accuracy. This means that any gap between what is reported to police and what is subsequently recorded as crime has pretty much closed. It is also reflective of our determination, together with partner agencies, to proactively encourage reporting of crimes that are sometimes 'hidden' from public view. This includes domestic abuse which last year increased by 6 per cent to just over 11000 crimes.

Some other crime types increased too, reflecting what I believe is a 'real' increase. This included motor vehicle crime (+13 per cent) and frustratingly we find too many people continue to leave their vehicles insecure. Our work continues with communities, dealers and manufacturers with a view to preventing or 'designing out' both premeditated and opportunist crime.

Other crime types fell, including pleasingly burglary of homes (-12 per cent), reflecting targeted work against offenders and a range of crime prevention initiatives. These have included the use of technology in homes to deter and catch those responsible.

In last year's Annual Report, I referenced a re-invigorated commitment to Problem Solving to improve the level of service which the Constabulary provides. This work has continued apace. The majority of frontline police officers and PCSOs have received bespoke training according to their role and ongoing continuous professional development will maintain this crucial skillset. I was delighted to see many first class examples of partnership problem solving at last year's county Problem Solving Conference, the first such conference in over a decade. With the initial focus of problem solving on quality of life

issues, it is no coincidence that reported incidents of criminal damage and anti-social behaviour have fallen significantly in the past year, by around 9 per cent and 20 per cent respectively. I very much look forward to this year's conference, which will further showcase how problem solving approaches by a range of partner agencies are tackling the root causes of crime and anti-social behaviour.

As I said earlier, knife related crime and serious violent crime are top of the priority list. For these particular crime types it is all the more important that partner agencies and communities work closely together to tackle root causes. No single agency can effectively tackle them alone. I am grateful to the Commissioner for allocating significant additional funding to this issue and to a wide range of partner agencies in helping to shape and now action Hertfordshire's Serious Violence Crime Strategy and Delivery Plan (2018 – 2021). These adopt a whole system approach from prevention to enforcement, with a particular focus on early intervention. Our joint action is exemplified by the Youth Intervention Project work already well advanced in the Borough of Broxbourne, now rolling out across the county; and by a range of local partnership activity, including a dynamic week of action during which 25 test purchase operations took place and 680 knives / bladed articles were surrendered (Operation Sceptre).

In addition, the Commissioner's funding will enable 10 new police officer posts to be dedicated to this issue, together with an additional 5 police officers I have given reallocated priorities. Alongside the enforcement work of my many other teams, they will focus on working with schools across the county to problem solve, prevent and take partnership action against knife related crime and serious violence.

Putting Victims at the Centre

The Constabulary's Victim Service Team focuses on victim care by ensuring that victims receive timely information relating to their experience of crime in accordance with their rights under the Victims' Code of Practice. Over the last year we have developed a close working relationship with the charity Catch22, together operating under the umbrella banner of 'Beacon – Hertfordshire Victim Care Centre'. A needs assessment of victims is carried out and vulnerable or intimidated victims are offered the assistance of a Catch22 Vulnerable Victims Case Manager, who provides emotional and practical support and enables restorative justice approaches for the victims of crime within Hertfordshire.

I have appointed a new Victim Service Hub which has responsibility for contacting every victim of fraud to assess whether bespoke support is needed for that particular individual. In addition to this service, the Constabulary has a dedicated Older Person Liaison Officer (OPLO) based within our Serious Fraud and Cyber Unit. The aim of the OPLO role is to reduce the chances of re-victimisation and to minimise the impact of crime on the health and well-being of elderly victims, who are often left feeling vulnerable following an incident.

The growth of the digital world and new technologies has changed the nature of offending, with the Constabulary seeing more cyber-dependent and cyber-enabled crime across many crime types. Whilst the Constabulary has previously invested in specialist capabilities to support digital investigations, demand in these areas continues to increase. Due to its geography and demography, online fraud in Hertfordshire is at a comparatively high level. As part of our newly formed Serious Fraud and Cyber Unit, I have appointed a dedicated Cyber Prevent Officer to provide additional preventative advice to individuals, businesses and communities. Our Victim Service Team and Catch22 provide additional support given to the victims of these crimes.

In order to safeguard and minimise risks to missing people, including vulnerable children and those suffering from mental health illness, I have invested in a new investigative team called 'Locate'. Launched in February 2018, the team assists frontline officers with missing person investigations, helping to find and safeguard people at the very earliest opportunity. Indeed, since the introduction of this specialist unit, the overall time spent on locating individual missing people has approximately halved, potentially saving life or preventing serious injury. The investment has made us more productive, freeing up frontline officer time which is being reinvested in issues such as customer focus and victim care.

Partnerships across the county continue to focus on domestic abuse as a priority issue. Strategic governance comes from the Domestic Abuse Executive Board, which is chaired by the Director of Children's Services. The Constabulary has continued to evolve its response to tackling domestic abuse. To complement the Domestic Abuse County Strategy, the Constabulary has a well-established Domestic Abuse Investigation and Safeguarding Unit (DAISU). This unit, comprising around eighty officers and staff, professionalises and prioritises the safeguarding of victims and bringing of offenders to justice. In 2018/19, although we saw a 6 per cent increase in recorded domestic abuse crimes compared with the previous year, the overall number of victims contacting us to report an incident saw a slight decrease of 1.5 per cent (19,674 down from 19,973 the previous year). This is largely due to national changes in the way that Stalking and Harassment and Coercive / Control offences are recorded, resulting in an increase in the number of crimes being recorded for each victim.

A new service, provided by Independent Stalking Advocacy Caseworkers has been set up for victims of stalking by the charity 'Safer Places', with funding from central government and sponsorship from Hertfordshire County Council. As well as supporting victims, the new team will work closely with the police, co-locating with the specialist DAISU team.

Public Focus

There are many ways in which the public can contact the Constabulary. They include contact with local officers at local police stations, whether or not there is a front enquiry service. If we're in, we're open. Of course, another primary means is contact via our Force Communications Room. We have continued to open up the way in which people can get in touch with us and this is reflected in the changing profile of contact. Whilst '999' emergency calls have continued to increase slightly, non-emergency '101' calls have sustained a continual decline, attributed to growing alternative means of contact such as digital reporting, web-chat and online self-service.

The range of and involvement in community watch schemes continues to grow. There are now 46 separate schemes, ranging from rural schemes to a much enhanced Business Watch, which supports the commercial sector from retail to farming. In the last year, the core Neighbourhood Watch scheme has grown a further 11 per cent, to over 150,000 households. That's over a third of all homes in the county.

I am particularly grateful to the many volunteers, currently in excess of 1250, who help to keep people safe, reduce crime and catch criminals. This includes DriveSafe and Police Support Volunteers, Police Cadets and an ever increasing number of Special Constables, who are also contributing more hours per person. I am delighted that we have been able to access national funding to assist in opening up a Career Pathways programme for our 291 Special Constables. This will build upon our existing infrastructure, enabling Special Constables to further diversify into a number of specialist roles, such as Roads Policing, Rural Policing, Cybercrime and Case Investigation Teams. In turn, I anticipate this will make being a

Special Constable in Hertfordshire an ever more attractive option, providing an enhanced sense of public duty, interest and an investment in skills that are transferrable to life beyond policing.



I want to further enhance our ability to request, gather, analyse and take action on the views and opinions of victims, communities and our workforce. To this end, we have developed an innovative data analytics platform called 'Echo' which will support the use of digital channels, such as mobile devices, to engage and interact on a new level. For example, it will enable callers to our Force Communications Room to provide fast time feedback about their experience via their mobile devices. This will further support our ethos as a learning organisation, supporting the professional development of staff, and help to spot emerging trends, informing our demand profile.

Offender Pays

The Constabulary continues to deny criminals the use of their assets, wherever possible recovering the proceeds of crime and disrupting and deterring criminality. This is done through our collaborated Regional Organised Crime Unit using confiscation (following criminal conviction) and civil recovery orders (where no conviction has taken place) in the form of cash seizures, cash forfeiture and taxation. Last year, we have restrained a total of £6.8m worth of assets and have been able to give back a total of

£551,500 to victims of crime. This continues to demonstrate the Constabulary's commitment to getting offenders to recompense victims wherever possible.

The Commissioner has also continued to reinvest money via the Road Safety Fund to assist police and partner agencies in making the road network as safe as it can be, with a particular focus on driver and rider education.

Business Sense

The Constabulary has a Net Revenue Budget of £203.4m. We have a good track record of financial management, generating ongoing savings of £37.3m since 2012/13, and enabling £17.5m of these savings to be re-invested in priority areas. Hertfordshire directs a high proportion of its resources to frontline policing, some 72.1 per cent, which is greater than most forces in the country. HMICFRS have graded Hertfordshire as 'good' in terms of Efficiency.

Complementing our annual Force Management Statement, the Constabulary has developed a Demand Management Strategy. Building on our approach to problem solving, this will assist the Constabulary to further develop as a learning organisation through better understanding, predicting, managing and planning for demand.

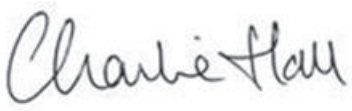


We continue to develop the technology available to our officers, enabling greater efficiency and officer visibility. We have now fully rolled out a new, integrated operational policing system, Athena, which provides real-time intelligence and other key information across a range of participating forces. We have also issued smartphones and laptops to frontline officers enabling more efficient and effective deployment.

The Constabulary continues to collaborate service provision with Bedfordshire Police and Cambridgeshire Constabulary and is further scoping and growing integration of certain services, such as specialist training for our Armed Police Officers, as one of seven police forces in the seven force Eastern Region Collaboration. This is enabling a more resilient and efficient service overall, whilst helping to ensure we can protect local policing services such as our Safer Neighbourhood Teams.

We also continue to collaborate within the county, not least with the Hertfordshire Fire and Rescue Service. Police and fire officers regularly train with one another at the Joint Emergency Services Training Academy in Stevenage, enhancing our individual and joint operational capabilities, and producing overall efficiencies. Further shared use of our estates is being actively scoped. And joint operational deployment protocols, such as use of drones and the response to missing people at high risk of harm, have been developed to provide a more effective service to the public, helping to keep the people of Hertfordshire safe.

As I hope you can see, it has been a busy and productive year. What gives me the most comfort for the future though is the enormous energy, commitment and pride I see day in and day out from the officers, staff and volunteers working for the Constabulary, often in difficult circumstances, to keep the people of Hertfordshire safe.



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

Key Contacts

Hertfordshire Constabulary
Hertfordshire Constabulary Headquarters
Stanborough Road, Welwyn Garden City, Hertfordshire, AL8 6XF Tel: 101 (non-emergency issues) 999 Emergency issues. Email: fcrenquiries@herts.pnn.police.uk (non-emergency issues): www.herts.police.uk

Beacon
Beacon is available to provide practical and emotional support to help deal with the impact of crime. Help and support provided by Beacon is free and available to everyone, whether or not a crime has been reported to the police. Beacon is open from 8am to 8pm Monday to Friday and 9am to 5pm Saturday. You can call the helpline on 0300 011 5555 or visit the website for information and advice at: www.catch-22.org.uk/services/hertfordshire-beacon

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

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