David Lloyd
Police and Crime Commissioner
for Hertfordshire

ANNUAL REPORT

2020/2021



STAY IN TOUCH

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Contents

SECTION		PAGE
1	**Foreword by David Lloyd**	4
2	**A Year in Focus: Progress made against the Community Safety and Criminal Justice Plan priorities**	
2a	*Building on Success*	10
2b	*Putting Victims at the Centre*	16
2c	*Public Focus*	28
2d	*Business Sense*	40
3	**Managing Resources**	45
4	**Chief Constable's Report**	52

*** All photography in this Annual Report complies with any Covid-19 restrictions in place at the time**

David Lloyd
Police and Crime Commissioner
for Hertfordshire

1 Foreword by David Lloyd



The entire period covered by this Annual Report - from 1 April 2020 to 31 March 2021 - took place against the backdrop of the worldwide Covid-19 pandemic. During what has been an incredibly challenging time, progress has been made against all priorities in my Community Safety and Criminal Justice Plan 2019-2024 (CSCJ Plan). This report highlights the key progress and achievements during the year, and the pandemic inevitably is a running theme throughout. For a full account of activity against my CSCJ Plan priorities, please read my Annual Delivery Plan which can be found on my website: https://www.hertscommissioner.org/police-and-crime-plan-herts-pcc.

2020/21 has been an extraordinarily difficult year for people across Hertfordshire and throughout the country. For many, the year will have been shaped by personal challenges as people adapted to a reduction in their freedoms and dealt with personal loss.

Throughout the crisis, Hertfordshire Constabulary effectively and efficiently deployed the '4 Es' approach to policing - engaging, explaining, encouraging and finally enforcing. Through our model of policing by consent, officers enforced measures fairly and

proportionately to maintain public support, explaining the rules and encouraging behaviour change during different stages of national and local lockdowns. The public welcomed this approach, and there was widespread public support for swift enforcement of blatant breaches. The efforts of all officers, particularly those serving on the frontline, helped to slow or reduce the rate of infection at critical points in the crisis and they should be commended.

Whilst 2020/21 was a tough year for us all, it also demonstrated how by pulling together as a community and embracing innovation we can overcome adversity together. The need to adapt during the last year showed us that we can do things better and more efficiently. Remote and digital working are prime examples of that. Similarly, the accelerated use of digital communications channels during the pandemic offers real opportunities to broaden communication between the public and local policing teams. As I enter my third term of office as your Police and Crime Commissioner, I will ensure we take forward all of the positives from the pandemic including the flexibility afforded as a result of digital working to engage with different communities across Hertfordshire.

Like the rest of the country, crime in Hertfordshire reduced significantly during the pandemic (20/21) with total crime down by 13.9%, and reductions in burglary (by 34%) and robbery (38%). Hertfordshire continues to be a very safe place to live and work, with the lowest level of crime within its Most Similar Group (MSG) of forces.[1]

Unavoidably, the volume of crime last year must be viewed through the lens of the pandemic. The restrictions imposed by national and local lockdowns have affected crime rates in a way that makes comparison with previous years very difficult. The key point to bear in

[1] Hertfordshire Constabulary's MSG is identified by the Home Office and comprises Avon and Somerset, Hampshire, Leicestershire, Staffordshire, Surrey, Sussex and Thames Valley. The figures cover the period of 12 months to 31 March 2021.

mind is that, whilst Hertfordshire remains a low crime county, even one victim of crime is too many.

That is why over the last year I continued to support the Constabulary's move to a 'Prevention First' approach to policing that prioritises upstream investment in measures to prevent victimisation and repeat victimisation. There are many approaches required to deliver effective crime prevention, including early interventions, deterrence measures, target hardening and rehabilitation. The fundamental approach must be a straightforward "what works" approach based on the principles of evidence-based policing.

During 2020/21, I continued to support Hertfordshire's local policing model and further increase recruitment of new officers. I used the extra money raised from the police precept, combined with the Government's officer uplift programme, to increase the total force strength by 91 to over 2,100 officers, delivering the extra officers that residents have consistently told me they want to see. In some parts of the country, the Government's transformational settlement for investment in policing is being used to return officer numbers to where they were eight years ago. That is not the case in Hertfordshire, where I have protected and increased officer numbers.

This is a momentous time for Hertfordshire as the boost in local funding, combined with the uplift programme, mean that by the end of 2022 167 extra officers will be recruited to give Hertfordshire its largest ever police force. These record officer numbers will provide the investment needed to deliver the proactive 'Prevention First' model of policing that works closely with our communities to identify and tackle the root causes of crime.

Whilst last year saw decreases in most types of crime in Hertfordshire, some bucked that trend. In 2020/21, domestic abuse increased by 2% across the county. Providing the best possible support to victims was an absolute priority last year, and will remain so in the years to come.

Last year, I built on the success of Beacon, Hertfordshire's victim care centre, which marked its fifth anniversary and has provided support to thousands of victims of crime, funded from the victim surcharge that offenders pay in court.

The Beacon Safeguarding Hub was established to ensure all 'medium' risk victims of domestic abuse can access the same high quality of support available to 'high' risk victims. This has resulted in greater levels of engagement with the criminal justice system, with successful trials now at the highest levels for some years. I will continue to invest further to expand the quality, range and remit of Beacon services so that in Hertfordshire victims of crime can expect not just emotional support, but practical help and advocacy.

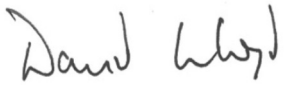
Despite this success story for victim support in Hertfordshire, I recognise that the wider national criminal justice system is currently serving neither the accused/defendant nor complainant/victim as it should do. This is characterised by the backlog of cases and high rates of victim and witness attrition, a situation that has been exacerbated by the pandemic.

As Chair of the Hertfordshire Criminal Justice Board, I have convened regular meetings of the Board throughout the pandemic to work with partners across criminal justice to identify issues and resolve them collaboratively. In response to the work of the Board, HM Courts & Tribunals Service (HMCTS) offered to set up a Hertfordshire courts recovery group in response to the backlog of court cases locally. I will continue to make the case for wider reforms to the criminal justice system to ensure the needs of victims are better served.

None of the programmes and success stories described in this report were possible without the expertise and dedication of my staff and all Constabulary officers and staff, and the enthusiasm and commitment of our partners and volunteers throughout Hertfordshire, all of whom adapted admirably to uncertain and ever-changing circumstances to

continue delivering for the people of Hertfordshire over the course of last year.

As we reflect on what has been such a challenging time and move forward together, I look forward to continuing the conversation with you all and working in partnership to keep Hertfordshire the safe county it is today.



David Lloyd
Hertfordshire Police and Crime Commissioner

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Police and Crime Commissioner
for Hertfordshire

2
A YEAR IN FOCUS:
PROGRESS MADE AGAINST THE COMMUNITY SAFETY AND CRIMINAL JUSTICE PLAN PRIORITIES



2a
A YEAR IN FOCUS:
BUILDING ON SUCCESS

- Protecting local policing and increasing frontline police officer numbers
- Focusing on prevention and early intervention to reduce crime and create fewer victims
- Working collaboratively to eradicate exploitation and disrupt criminal activity
- Holding the Constabulary to account to ensure an effective and efficient service



MAINTAINING THE LOCAL POLICING MODEL *(Priorities 1 & 2)*

Last year, the Government announced a transformational settlement for policing which represented the biggest investment in policing in a decade.

In some parts of the country, this has largely been seen as returning officer numbers to where they were almost a decade ago. That is not the case in Hertfordshire, where the Police and Crime Commissioner has protected officer numbers.

In 2020/21, the Police and Crime Commissioner continued to strengthen Hertfordshire's successful and publicly supported local policing model, using the funding provided by the Government's officer uplift programme to increase the total force strength by 91 to over 2,100 officers.

167 extra officers will be recruited by the end of 2022, which will give Hertfordshire its largest ever police force.

Continued efforts to strengthen the local policing model will ensure the right investigative capacity and support for victims to safeguard people and businesses across the county.

PCC WELCOMES MORE POLICE OFFICERS

In parallel, work has progressed at pace to deliver on the commitment to make the most efficient use of police buildings and the wider police estate. The Police and Crime Commissioner is committed to ensuring that Hertfordshire's 10 districts continue to have at least one police station where the local police team are based, supplemented by smaller satellite stations.

The Commissioner has also continued to promote efforts to raise public awareness of the option to book appointments

at any one of Hertfordshire's police stations and has ensured that feedback from the public is constantly recorded and reviewed. Anyone who would like to meet an officer at a police station is able to do so by calling ahead to make an appointment.

LAUNCHING PREVENTION FIRST

2020/21 saw the introduction of Prevention First, a new and transformative operating model that will shift the Constabulary's policing focus to a preventive way of working. Hertfordshire is the first police force in England and Wales to adopt this new and innovative approach.

Prevention First is first and foremost about enabling substantial upstream investment in early intervention measures that will prevent victimisation and repeat victimisation, as well as reducing demand failure. It represents a radical shift from a reactive model of policing to a proactive one, with the first of Sir Robert Peel's Principles of Law Enforcement at its heart: "the basic mission for which police exist is to prevent crime and disorder."

The Police and Crime Commissioner's budget will provide the resource, capacity and additional frontline officers to deliver this bold approach to policing in Hertfordshire, ensuring the county remains safe and the drivers of crime are addressed at the earliest opportunity.

ADDRESSING SERIOUS VIOLENCE THROUGH EARLY INTERVENTION AND PREVENTION *(Priority 6)*

The Police and Crime Commissioner delivered a second successive year of funding from his Community Safety Grant totalling £130,000 to employ SOS St Giles Trust youth project workers.

Throughout the year, the project workers focused on early intervention and targeted help for young people at risk of serious violence and criminal exploitation. Despite the challenges of adapting to a virtual delivery model during the pandemic, they provided intensive support to 85 young people referred to the project in 2020/21.

Whilst serious violence remains much lower in Hertfordshire than in many parts of the country, the countywide Serious Violence Strategy continues to take a coordinated, whole systems approach, from prevention and early intervention through to enforcement, to tackling all forms of serious violence.

TACKLING MODERN DAY SLAVERY *(Priorities 8 & 9)*

In support of the focus on eradicating exploitation, the Police and Crime Commissioner provided a further year of funding for the dedicated Modern Day Slavery Partnership Coordinator post.

In 2020/21, this post has helped to test and develop reporting pathways for child and adult victims of modern slavery and increase awareness and reporting of suspected cases of modern slavery through a standardised training package for partner organisations.

IMPROVING POLICE EFFICIENCY, EFFECTIVENESS AND LEGITIMACY

The Police and Crime Commissioner continued to hold the Constabulary to account and build on the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) most recent inspection of Hertfordshire Constabulary in 2019.

That inspection praised Hertfordshire for having an efficient, effective and legitimate force, rating it 'good' and acknowledging its greater level of spend on frontline operational policing in its value for money profiles relative to other forces of its size.

In line with statutory obligations, the Police and Crime Commissioner has continued to respond to the findings of HMICFRS inspections, including most recently on the Constabulary's child protection services and the policing contribution to the Government's Prevent programme.

You can read more here: https://www.hertscommissioner.org/holding-police-to-account- herts-pcc

PERFORMANCE AND ACCOUNTABILITY MEETINGS

The Police and Crime Commissioner continued to use the monthly formal meetings and Strategic Executive Board meetings, together with the Quarterly Performance Meetings, to hold the Chief Constable to account for the performance of Hertfordshire Constabulary. These meetings continue to provide transparency over a broad range of police functions and decisions.

In 2020/21, challenges in those meetings included delivery of the CSCJ Plan priorities, the policing response to Covid-19, victim satisfaction, complaints handling implementation, the launch of Prevention First, and police officer recruitment.

HOLDING THE CONSTABULARY TO ACCOUNT

On a monthly basis the Police and Crime Commissioner undertakes dip sampling of files that have been finalised by the Professional Standards Department (PSD), who are responsible for the management of complaints, conduct and discipline matters for the Force.

This helps to identify any trends in causes of complaints so that the Chief Constable can improve the service delivered to the public.

In addition to ensuring the efficiency and effectiveness of Hertfordshire Constabulary, the Police and Crime Commissioner also holds the Chief Constable to account for the collaborated units across Bedfordshire, Cambridgeshire and Hertfordshire, and the Eastern Region. This scrutiny mechanism continues to deliver improvements across a number of areas within the Constabulary.

The agendas and minutes for the holding to account meetings can be viewed here: https://www.hertscommissioner.org/holding-police-to-account-herts-pcc

2b

A YEAR IN FOCUS:

PUTTING VICTIMS AT THE CENTRE

- Leading the field in victim services
- Delivering additional support to victims during the Covid-19 pandemic
- Driving change and innovation across the criminal justice system



VICTIM SERVICES: 2020 YEAR OF BEACON *(Priority 31)*

beacon
Hertfordshire victim care centre
2015 – 2020
5 YEARS
supporting people who have experienced crime

The Beacon Victim Care Centre achieved an important milestone during 2020/21, reaching its fifth anniversary. Since its launch in 2015, the Beacon Victim Care Centre has offered support to over 360,000 victims of crime, the oldest 97 years of age and the youngest just 4 years old.

The establishment of the Beacon Safeguarding Hub, created to ensure all 'medium' risk victims of domestic abuse can access the same high quality of support available to 'high' risk victims, has resulted in greater levels of engagement with the criminal justice system, with successful trials now at the highest levels for some years.



LEADING THE FIELD IN VICTIM SERVICES

Beacon is available to all victims, irrespective of whether they have reported a crime or not. During the year, there was a notable increase in the number of self-referrals, most of which related to incidents of abuse, including non-recent crimes.

The dedicated Victim Service Team within Beacon has continued to provide expert advice and guidance to victims of crime. Part of their remit is to ensure those who report crime are aware of their rights and entitlements under the Code of Practice for Victims of Crime.

This includes supporting and advising those who have challenged a police decision not to prosecute where a named suspect had been identified.

38 Victims' Right to Review were conducted with most resulting in the original decision being overturned. The Victim Service Team also advises and supports victims with applications to the Criminal Injuries Compensation Authority (CICA). 622 cases were supported during the year. Collectively, the Victim Service Team and Commissioner's office responded to the Ministry of Justice national consultation on a revised Victims Code of Practice which introduced 12 entitlements and which came into force on 1st April 2021.

SUPPORTING VICTIMS THROUGH THE BEACON FRAUD HUB *(Priority 49)*

The award-winning Beacon Fraud Hub, created by the Police and Crime Commissioner to contact and support victims of fraud, has retrieved £1.1 million for thousands of victims.

OVER £1M RETRIEVED FOR FRAUD VICTIMS

The Hub, which has four members of staff, won the Outstanding Customer Service Initiative category of national Tackling Economic Crime Awards (TECAs). It was also hailed as the 'gold standard' of victim support at a College of Policing fraud conference.

The Hub develops an action plan for victims which includes, where necessary, liaising with agencies on their behalf; conducting a needs assessment; providing practical support; and measures for target hardening. Though not set up specifically to investigate crime or recover lost funds, the Hub has been able to help victims recover stolen money through effective advocacy with financial institutions.

The Beacon Fraud Hub is now an integral part of Hertfordshire's countywide Fraud Strategy.

DRIVING CHANGE AND INNOVATION ACROSS THE CRIMINAL JUSTICE SYSTEM *(Priority 46)*

As Chair of the Hertfordshire Criminal Justice Board, the Police and Crime Commissioner continued to make the case throughout the year for positive changes in the criminal justice system in support of victims. Working in close collaboration with criminal justice partners, the Police and Crime Commissioner focused in particular on efforts to tackle the case backlogs in our Crown Courts and Magistrates' Courts.

£141,277 AWARDED TO CRIMINAL JUSTICE PROJECTS

The Board usually meets on a quarterly basis. As the pandemic took hold, it became clear that Covid-19 would present significant challenges to the criminal justice system; not least the number of outstanding court cases due to courts having to keep footfall down and prioritise cases.

The Police and Crime Commissioner decided to convene the Board every six weeks to work with partners across criminal justice to identify issues and resolve them collaboratively. The first meeting took place on 1st April 2020, and the Board continued to meet throughout the crisis to work in partnership to address challenges posed by the pandemic to the criminal justice system. In response to the work of the Board, HMCTS offered to set up a Hertfordshire courts recovery group in response to the backlog of court cases locally.

The Police and Crime Commissioner has also sought to work with partners locally to identify 'nightingale' courts. In June 2020, a meeting of local leaders was held to explore possible venues.

In parallel, the Police and Crime Commissioner's Criminal Justice Innovation Fund awarded £141,277 for four projects in 2020/21. The fund seeks to improve the end-to-end system for victims of crime and find new and innovative ways to improve the efficiency, transparency and accountability of the criminal justice system.

Among the projects funded was £44,527 to Hertfordshire Constabulary to deliver Community-based Video Enabled Justice. This is a partnership project with Citizen Advice Bureaus across Hertfordshire to develop up to ten civilian witness suites to facilitate the giving of Court evidence in a remote environment.

Victim/witness non-attendance at court is a widespread problem. Individuals may worry about coming face-to-face with defendants or their families and supporters or there may be practical difficulties relating to work and childcare arrangements. The presence of a local venue where victims can attend to give evidence remotely will reduce the likelihood of non-attendance and see more effective trials.

TACKLING DOMESTIC ABUSE

The Police and Crime Commissioner has continued to drive forward efforts to tackle perpetrators of domestic abuse, providing financial support to employ a team of domestic abuse officers in Hertfordshire County Council Family Safeguarding Teams.

In 2020/21, this enabled individual work with over 50 perpetrators, and intensive group work with families to provide support to over 100 children across the county.

Grant funding totalling £450,000 has been allocated to the Family Safeguarding Team since April 2018.

NEW HATE CRIME STRATEGY

2020/21 saw the publication of a new five-year strategy for tackling hate crime in Hertfordshire. Building on the county's existing strategy, the new strategy has been informed by an analysis of hate crimes committed in Hertfordshire in 2020 and the Government's Action Against Hate Plan.

Supported by an annual delivery plan, the strategy takes a whole systems approach, from prevention to enforcement, with a key focus on victim support. The strategy underpins efforts to prevent hate crime from happening, raise awareness of the issues and encourage people to report hate crime.

ADDRESSING ANTI-SOCIAL BEHAVIOUR *(Priority 54)*

The Police and Crime Commissioner has ensured that victims of anti-social behaviour (ASB) can now access support available through Beacon.

Investigations into ASB incidents can be protracted, often requiring multi-agency involvement. This can be bewildering and frustrating for those being subjected to ASB.

In response, the Police and Crime Commissioner approved funding for a pilot ASB case managed

service, offering support to cases managed through the multi-agency SafetyNet system.

The service centres on an understanding that people enduring ASB will not perceive themselves as being victims but rather someone who's life is being blighted by others.

This is an important distinction that is recognised by Beacon which provides advocacy to ensure those suffering ASB continue to have their voices heard while cases are handled. The service is in its early pilot phase and the outcomes are already looking encouraging.

EXTENSIVE CONSULTATION ON SEXUAL ABUSE STRATEGY *(Priority 34)*

Police and Crime Commissioners are responsible for co-commissioning sexual assault referral services, in partnership with NHS England and the Constabulary, to provide much needed practical and emotional support to victims and survivors of rape and sexual assault.

During the past 12 months and various stages of the pandemic, those most vulnerable to such victimisation often found it difficult to access support. In parallel, due to the impact of the pandemic on the criminal justice system, for many justice was delayed, the journey to recovery lengthened and support needs increased.

Recognising the changing national landscape and local needs, the Police and Crime Commissioner commissioned a comprehensive consultation project to inform the design of improved services to be delivered from April 2022.

That work identified six key areas of focus: reframing services to meet the needs of the victim's whole journey; more focus on prevention and education; ensuring accessibility of services for all, recognising that survivors will be unique in how they feel most comfortable communicating; providing co-ordinated 'lifelong' care to ensure that support is provided for as long as it is needed; empowering victims to make informed choices about their future; and increasing early identification of needs by ensuring that services are equipped to identify needs and tailor support at the earliest opportunity.

DELIVERING SPECIALIST SUPPORT TO VICTIMS OF RAPE AND SEXUAL ASSAULT

As part of the service offered to victims of rape and sexual assault, survivors are now offered the specialist support of an Independent Sexual Violence Advisor (ISVA).

The Hertfordshire ISVA provision is based in the Hertfordshire Sexual Assault Referral Centre and is commissioned as an integral element of the Sexual Assault Referral Services alongside forensic and clinical services.

ISVAs provide emotional and practical support, aiming to empower survivors by imparting independent advice and information to encourage informed choices about the criminal justice system and other support available locally.

In 2019, the Police and Crime Commissioner sought to understand any gaps in ISVA provision. Two areas were identified: support offered specifically to male victims; support for those who are or have been sexually exploited. Sexual exploitation is recognised as the most common form of modern slavery.

In July 2020, the Police and Crime Commissioner was successful in a bid to the Ministry of Justice for funding to the value of £117,250 over two years for additional ISVAs specialising in support to male victims and victims of sexual exploitation.

Half of the funding was awarded to the existing ISVA service which now employs a male ISVA, and the remaining funding was awarded to One YMCA to ensure the trafficking and exploitation ISVA would be deployed in a visible outreach and community-based role.

SAFEGUARDING VULNERABLE PEOPLE AGAINST SCAMS *(Linked to Priority 97)*

2020/21 saw the second year of a Police and Crime Commissioner funded project led by the Citizens Advice Service. More than 5,000 vulnerable residents received information, advice and guidance relating to fraud during the year to help avoid victimisation and repeat victimisation.

As part of the same project, over 100 frontline workers from public agencies received scam awareness training to enable them to support victims and prevent future victimisation. As with many public-facing projects, the workers adapted to a virtual delivery model to continue supporting the public throughout the pandemic.

SUPPORTING VICTIMS DURING THE COVID-19 PANDEMIC

The Police and Crime Commissioner successfully secured an additional £390,000 from the Ministry of Justice's new Covid-19 Extraordinary Funding Grant, which was launched in 2020/21 to provide additional support for victims of domestic abuse and sexual violence during the pandemic.

The purpose of the funding was to meet the additional costs incurred by charities and social enterprises in adapting their services due to Covid-19, and to cope with demand increases as a direct consequence of the pandemic. The Commissioner's office was required to undertake an assessment of need for this new fund covering all eligible organisations including 'due diligence' checks to ensure those organisations put forward for funding could not be met from any existing funding stream.

The central aim was to ensure that the funding was allocated right across Hertfordshire, reaching support organisations of all sizes and those with the greatest need.

In total 13 Hertfordshire organisations in the voluntary, community and social enterprise sector were provided with funds to boost support services provision during the pandemic, alleviate short-term income disruption, meet the extra costs of sustaining existing activities, and address increased demand.



EXTRA FUNDING OF £390,000 SECURED TO SUPPORT VICTIMS

The funding also provided IT support to workers on the frontline who had to move from face-to-face interaction with victims to providing remote support, as well as the provision of trauma-informed counselling for sexual violence victims, and relief funding for refuge accommodation in response to increased reports of domestic abuse.

Throughout the pandemic, the Commissioner's office has submitted monthly reports to the Ministry of Justice detailing victim services demand and any waiting lists for support. This data has contributed to the national evidence base for Government to make available additional victim services funding.

In March 2019, the charity Safer Places received funding from the Ministry of Housing, Communities and Local Government to introduce a stalking support service in Hertfordshire for a period of 18 months. Safer Places announced in October 2020 that it planned to close the service following the end of the funding period. Against a backdrop of an increasing number of stalking victims being identified by the newly established Beacon Safeguarding Hub, the Police and Crime Commissioner intervened to ensure continuity of service by using a pot of funding from the Ministry of Justice Core Grant. This provided emergency funding to continue delivering victim services until 31 March 2021 whilst giving partners time to consider future funding arrangements.



2c
A YEAR IN FOCUS:
PUBLIC FOCUS

- Improving public contact and the customer journey
- Adapting to the pandemic to adopt new methods of public engagement
- Increasing volunteering opportunities



LEADING THE FIELD IN COMPLAINTS REFORM *(Priority 76)*

2020/21 has seen further progress in operating the faster, easier and more transparent complaints procedure in which the Complaints Resolution and Service Improvement Team (CRSIT) in the Commissioner's office make initial contact with the complainant and assess how the complaint will be handled.

Throughout the year, the CRSIT has carried out its statutory functions to keep an oversight of the Constabulary's handling of complaints. The team has ensured the efficient and effective handling of public complaints, from receipt, triaging and completing service recovery where possible.

During 2020/21, the CRSIT received 1514 complaints consisting of more than 2600 allegations. 67% were service recovered and dealt with, which means no referral was required to the Professional Standards Department (PSD). This results in a quicker resolution and an improved service to the complainant.

The average turnaround time for a complaint during 2020/21 was 5 days, and 93% of all complainants had their first contact within 24 hours of the Commissioner's office receiving the complaint.

CRSIT work closely with the Constabulary to help improve the service to victims, highlight trends and identify individual and organisational learning.

ENHANCING THE COMPLAINTS PROCESS THROUGH DIP SAMPLING

In addition to the new enhanced complaints procedure, the Commissioner's office continues to undertake dip sampling of complaint files that have been finalised by the PSD (responsible for the management of complaints, conduct and

discipline matters for the Constabulary). This activity takes place on a monthly basis and the Police and Crime Commissioner holds the Chief Constable to account in relation to trends identified in causes of complaints so that the Chief Constable can improve the service to the public.

SAFER STREETS PROJECT: REDUCING ACQUISITIVE CRIME

Hundreds of properties in Cheshunt received free security upgrades thanks to funding secured by the Police and Crime Commissioner from the Home Office's Safer Streets Fund.

INVESTING OVER £800,000 TO PREVENT ACQUISITIVE CRIME

Hertfordshire was one of 35 PCC areas across the country to receive money from the fund to invest in targeted measures that design out and reduce acquisitive crimes. Acquisitive offences such as burglary and car crime are the crimes that the public are most likely to encounter, and they are estimated to cost society billions of pounds every year. There is strong evidence that these crimes can be prevented by tactics that remove opportunities to commit crime or act as a deterrent by increasing the chances of an offender being caught.

The Police and Crime Commissioner originally secured £618,000 of funding from the Home Office to reduce burglary and vehicle crime in the wards of Cheshunt South and Theobalds, and Cheshunt East. This was boosted in February 2021 with additional Home Office funding of £83,000 and £119,983 from the Police and Crime Commissioner's Prevention and Innovation Fund.



The Safer Streets multi-agency team worked at pace throughout the pandemic to deliver the project in challenging circumstances. Key milestones include:

- Over 200 eligible households received a security assessment by one of Hertfordshire Constabulary's crime prevention-trained officers. Based on recommendations made from those assessments, a significant proportion of residents received a variety of security measures, including lock upgrades, video door bells, floodlight motion cameras, and replacement secure-by-design doors and gates.

- A range of security measures have been installed in the Cooper's Walk area of Cheshunt to deter and 'design-out' crime, anti-social behaviour and fly tipping. Measures include the installation of new intercom security doors to protect local residents from repeated intrusion and vandalism taking place in stairwells, and bow top fencing to ground floor properties to help redefine public and private space.

All installations were delivered at no cost to individual residents. Feedback from residents was very positive, with those who received the security upgrades reporting feeling safer in their homes.



USING REVENUE PAID FOR BY OFFENDERS: COMMUNITY ROAD SAFETY CAMERA VANS *(Priority 73)*

In 2020/21, the Police and Crime Commissioner delivered on his commitment to fund two new road safety camera vans. The vans are now being deployed on a 12-month pilot basis to areas across the county where concerns have been raised about speeding.

These are areas across the county that do not have a recorded high rate of accidents, collisions or injuries, but are perceived by the community as an area of concern and requiring some sort of intervention to prevent accidents. The vans are providing coverage across

the county and being tasked in response to public concerns and intelligence and information about risky areas.

The project is being run as a one-year pilot paid for by the Police and Crime Commissioner's Road Safety Fund, which collects money from fines and court costs generated from motorists who have committed driving offences with the aim of changing drivers' behaviour.



MAXIMISING VOLUNTEERING OPPORTUNITIES TO KEEP HERTFORDSHIRE SAFE

An extensive public consultation was carried out in 2020/21 to seek views on the Police and Crime Commissioner's Volunteering Strategy. The results will inform a refreshed strategy that will build on past successes and continue to develop a stronger public focus across policing and community safety in Hertfordshire.

The new strategy will focus on making the most of how new volunteering and scrutiny opportunities can be developed, and in a way that enables people from all ages and backgrounds to participate in policing and community safety to keep Hertfordshire the safe county it is today.

TACKLING FLY TIPPING ON PRIVATE LAND *(Priority 75)*

The Police and Crime Commissioner built on the success of the Fly Tipping on Private Land Fund in 2020/21 by committing a further £20,000 to the fund and expanding the eligibility criteria to include unregistered land. The fund uses income from seizures under the Proceeds of Crime Act (POCA) to clear and dispose of waste left on private land as well as providing advice and helping to improve security and prevent re-victimisation.

LANDOWNERS COMPENSATED OVER £10,000 FROM PCC'S FLY TIPPING FUND

All 10 districts and boroughs in Hertfordshire are now signed up to the fund which means that all eligible private landowners across Hertfordshire blighted by fly tipping can potentially benefit from it.

In 2020/21, fly tipping rates across the county increased dramatically during the Covid-19 pandemic period. Over this period, over £10,000 was awarded for 12 clearances.

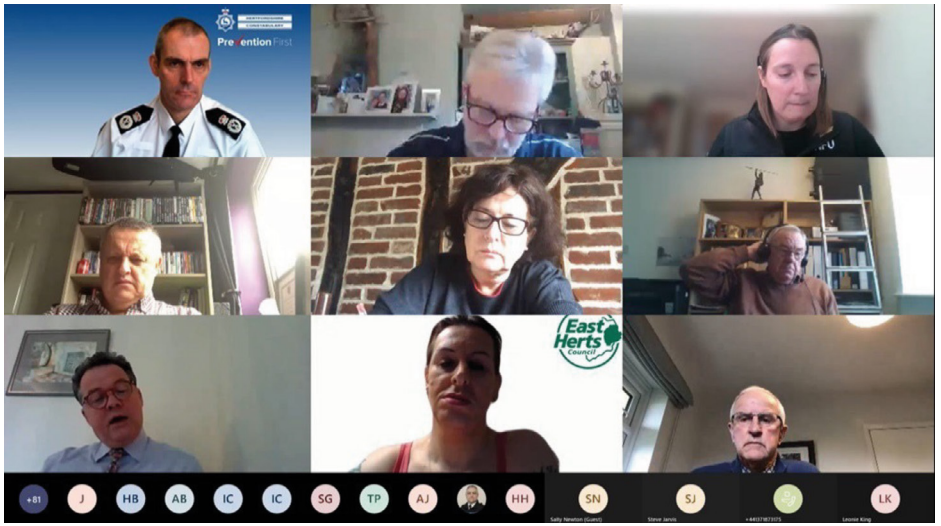
Prevention activity remains a key priority in order to stop fly tipping from occurring in the first place. The scheme also gives landowners and farmers crime prevention advice to assist in reducing repeat victimisation by match funding target hardening measures.

WIDENING PUBLIC ENGAGEMENT *(Priority 72)*

The pandemic curtailed opportunities in 2020/21 to hold the range of in-person public events that would typically take place in a normal year. In response, the Commissioner's office adapted quickly to take advantage of virtual platforms and digital communications channels to maintain a consistently high level of public engagement throughout the year.

The Police and Crime Commissioner boosted his social media presence by establishing an Instagram account, and public events were held on virtual platforms to ensure that residents and local businesses had the opportunity to raise issues or concerns directly throughout the pandemic.

In February 2021, the Commissioner's office hosted the first ever Countywide Virtual Barn Meeting, with participation from over 100 farmers, landowners and residents of our rural communities. The popular event provided farmers and landowners the opportunity to contribute views on rural crime and help shape rural policing priorities in their area. It is a model the Commissioner's office will look to replicate in future years.



The Police and Crime Commissioner has continued to prioritise tackling rural crime throughout the county, from hare coursing and livestock worrying to fly-tipping and theft of agricultural machinery.

In support of further widening public engagement, the Police and Crime Commissioner awarded £58,000 to install defibrillators across Hertfordshire Constabulary's extensive network of police stations, with 24 locations across the county now benefiting from an Automated External Defibrillator (AED) at their entrance. The AEDs allow members of the public, as well as police officers and staff, to provide potentially life-saving care in emergencies. They provide comprehensive instructions to the user and are designed to be operated by a 'lay person' with no prior medical training.

Last year also demonstrated the capabilities of OWL (the communications platform for members of Hertfordshire Neighbourhood Watch) as an effective tool in public engagement. In September 2020, the Association of Police and Crime Commissioners (APCC) conducted a national survey on road safety to measure public opinion on fixed penalty fines for speeding motorists.

The Commissioner's office promoted the survey using OWL to help maximise the opportunity for Hertfordshire residents to make their voices heard. Nationally, 66,266 people responded to the survey, of which over 10,000 were Hertfordshire residents – an outstanding testament to the capabilities and reach of OWL.

SCRUTINY VOLUNTEERS: ADAPTING DURING COVID-19

Independent Custody Visiting

The Independent Custody Visiting (ICV) Scheme monitors conditions in police custody to provide transparency and increase public confidence in police services.

At the start of the pandemic, all visits were temporarily suspended whilst work was undertaken to adapt and maintain this statutory scrutiny function whilst minimising the risk to any visitors.

Initially a process of randomly reviewing custody records was introduced following guidelines set out by the Independent Custody Visitors Association (ICVA), the body which oversees the ICV scheme, and the Home Office. This process was followed during April and May 2020.

In parallel, a procedure was developed and agreed for remote visiting via mobile phone using an online platform. From 21st May 2020 this method was used successfully to allow pairs of volunteers to communicate with the detainees via a mobile phone carried around by an Inspector within the custody suite.

Following a review of custody operations and the protocols put in place, in-person hybrid visits began in August 2020 in which one ICV would attend in person and the second would join by phone. The hybrid approach continued until a return to full in-person visits in March 2021.

Stop and Search Scrutiny Panel

The Stop and Search Scrutiny Panel meets to discuss, monitor and scrutinise how Hertfordshire Constabulary are carrying out Stop and Search, with the aim of improving public confidence and trust in how the tactic is used.

The panel was suspended at the beginning of the pandemic. When it became clear that in-person meetings would not be possible for some time, virtual meetings were arranged. The panel has met virtually each month since June 2020 in order to continue its vital scrutiny function.

Despite having missed meetings in April and May 2020, the panel has dip sampled and scrutinised more records in 2020/21 than they did the previous year. The panel has also developed and grown over the year, with the recruitment of eleven new panel members, refresher training for members and a data session with the Constabulary's Head of Performance.

Independent Dog Welfare Scheme

Administrated by the Commissioner's office, the scheme is a joint enterprise along with Bedfordshire and Cambridgeshire Constabularies to monitor the welfare of police dogs.

During the first national lockdown, all visits were suspended to safeguard the welfare of volunteers and dog handlers. In June 2020, visits resumed outdoors with social distancing in place. Visits have continued uninterrupted since that point.



2d
A YEAR IN FOCUS:
BUSINESS SENSE

- Driving efficiencies and effectiveness through collaboration
- Making smarter use of our property
- Working with businesses to reduce and prevent cybercrime



DELIVERING EFFICIENCIES AND EFFECTIVENESS THROUGH EMERGENCY SERVICES COLLABORATION *(Priorities 78 & 92)*

Work has continued at pace to deliver the objectives in the Police and Fire Memorandum of Understanding (MoU), and drive forward wider improvements in emergency services collaboration and integration.

CLOSER WORKING BETWEEN POLICE AND FIRE SERVICES

Significant progress has been made towards delivering a joint police and fire and rescue headquarters which will see the Constabulary, Hertfordshire Fire and Rescue Service (HFRS) and partners co-located, enabling closer joint working on community safety projects and offering greater benefits to public safety. The first step towards a joint HQ saw the re-location of HFRS' Senior Leadership Group to the Constabulary HQ on Stanborough Road in Welwyn Garden City.

Work has continued on other objectives in the MoU including an improved use of estates and a joint control room and training base. Plans to redevelop the Joint Emergency Services Academy (JESA) in Stevenage have been approved and the redevelopment will enable the continued provision of first-rate emergency services training.

2020/21 saw progress on MoU commitments to brigade emergency service volunteers, enable joint drone operations and implement joint working on missing persons. Uniforms have been issued and training has taken place in readiness for the launch of the emergency services volunteer scheme. A new state of the art drone has been jointly procured, and joint working procedures for finding missing persons and the use of the shared drone has already helped to save lives.





REDUCING THE THREAT OF CYBERCRIME AGAINST BUSINESSES *(Priorities 95)*

WE ARE CYBER BASICS AWARE

2020/21 saw the Police and Crime Commissioner renew funding for the county's successful Cyber Basics Review (CBR) Scheme. CBR seeks to raise awareness of the cybercrime threat posed to Small and Medium Enterprises (SMEs) by offering free cyber security consultations with accredited Hertfordshire IT services.

In parallel, the Police and Crime Commissioner's Independent Business Advisory Group (IBAG) hosted a successful virtual breakfast seminar on fraud and cybercrime in October 2020. The event was an opportunity for businesses large and small across the county to receive practical expert advice on how to spot and prevent cybercrime attacks.

ENSURING CLARITY AND TRANSPARENCY OF INFORMATION

The Commissioner's office has once again received national recognition for the clarity of information on its website after being awarded the CoPaCC Open and Transparent Quality Mark for 2021.

CoPaCC assesses all PCC offices in England and Wales against Home Office guidelines to check what information should be published and how it is presented. Presentation of information is assessed for its clarity and transparency, particularly in relation to how public money is spent, policing and crime priorities, and decision-making processes. In 2020/21, CoPaCC added additional criteria to the judging process to consider how easy the Commissioner's website is to use and navigate.

As a publicly funded organisation, the Commissioner's office is committed to openness and transparency, and continues to ensure key information is presented in an accessible format on its website.

David Lloyd
Police and Crime Commissioner
for Hertfordshire

3 MANAGING RESOURCES



3a SUMMARY OF FINANCIAL CONTEXT 2020/21

Ahead of setting the police precept for council tax, the Police and Crime Commissioner issued an Open Letter in 2020/21 that set out his proposals and sought the views of taxpayers on the level of the precept. The Police and Crime Commissioner outlined how he wanted to provide certainty to the Constabulary and continue building capacity and capability to meet demand.

The Police and Crime Commissioner continued to invest in the local policing model, using the council tax rise to help support the recruitment of an additional 91 police officers from the first part of the Government's uplift of 20,000 police officers nationally. The extra investment was also used to meet the duties placed on Police and Crime Commissioners to introduce a new mandated complaints regime, designed to improve the service to the public.

With strong support from the public, the Police and Crime Commissioner decided to increase the police element of council tax by £10 per annum for the average (Band D) property. This represented an increase of 83p a month and helped to raise an additional £4.5m in income raising the gross budget to £235m; an increase of 6.3 per cent on the previous year.

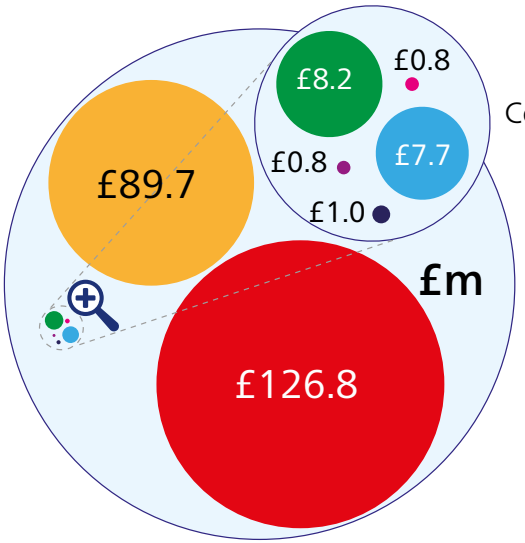
EMERGENCY PANDEMIC FUNDING TO ENSURE SERVICE CONTINUITY

In response to the first national lockdown in March 2020, the Police and Crime Commissioner established an emergency fund for community and voluntary sector groups in Hertfordshire.

Grants were awarded to charities delivering emergency support to victims of domestic abuse including telephone counselling, online advice and practical support. Funding was also awarded to a charity providing support to prisoners preparing for release and resettlement into the community during the pandemic, to help keep them and the wider community safe.

Breakdown of Hertfordshire Constabulary's 2020/21 budget and spend

Where the money comes from 2020/21

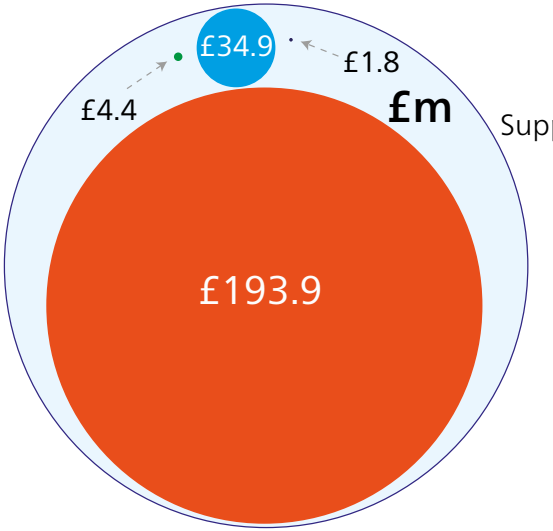


Net Budget £217.3m

- Central Government Funding
- Council Tax Precept
- Collection Fund
- Fees and Charges
- Other Government Grants
- Partners Funding for PCSOs
- Use of Reserves

Gross Budget £235.0m

How the money is spent 2020/21



- Police Officers and Staff
- Supplies, Contracted Services, Premises and Vehicles
- Commissioner Funded Initiatives
- Office of the Police and Crime Commissioner

Total £235.0m

3b SUMMARY OF FINANCIAL HEADLINES 2020/21

At the end of 2020/21, the key financial headlines from the revenue outturn were:

- £0.925m* (0.4 per cent) underspent on the net revenue budget of £217.3m which comprises:
  - a £0.270m overspend on the police budget delegated to the Chief Constable, predominantly due to additional student officer recruitment above establishment; and
  - £1.195m of the underspend on the budgets which are the responsibility of the Office of the Hertfordshire Police and Crime Commissioner (£0.163m underspend on the office budget and £1.032m underspend on the PCC grants budget).
- The precept was increased by £10 (5.32 per cent) which contributed an extra £4.5m of funding towards £6.5m of standstill costs (e.g. statutory pay increase, inflation) and £3.4m of additional pressures plus investment of £2.1m.
- General Reserves were maintained at £7.0m – this was 3.2 per cent of the net revenue budget.

In addition, a total of £5.415m* was spent on capital and investment schemes during the year. These schemes included investment in ICT, vehicles and equipment. A further £4.219m of resources have been carried over to 2021/22 to complete schemes that were delayed in 2020/21.

**Draft outturn which is subject to change following audit*

The Statement of Accounts includes further details of the financial performance of 2020/21 and can be viewed here: https://www.hertscommissioner.org/my-budget-herts-pcc

By the end of 2020/21, the Police and Crime Commissioner had delivered on the 91 additional frontline police officers promised as part of the 83p a month precept increase and residents were seeing the benefits of increased officer numbers, which had risen to 2,100.

The Police and Crime Commissioner recognised that 2020/21 was an exceptional and challenging year for policing. To ensure continuity of policing, the financial figures for 2020/21 include additional costs associated with provision of Personal Protective Equipment (PPE) to officers (which was subsequently reimbursed by the Government), police officer overtime, and loss of income from the National Driver Offender Retraining Scheme (NDORS) and the policing of London Luton Airport (both of which were partially compensated by the Government).

3c FINANCIAL OUTLOOK FOR 2021/22 AND BEYOND

For 2021/22, the Government has set Hertfordshire's target to increase police officer numbers by an additional 90 by the end of March 2022, as part of the national officer uplift programme.

Using the flexibility given by the Government to raise the precept by £15.00 a year on the average (Band D) household, the Police and Crime Commissioner will exceed this target by recruiting a further 77 officers in addition to the target already set by the Government. This will provide Hertfordshire with its largest ever police force.

FIFTH LOWEST PRECEPT IN THE COUNTRY

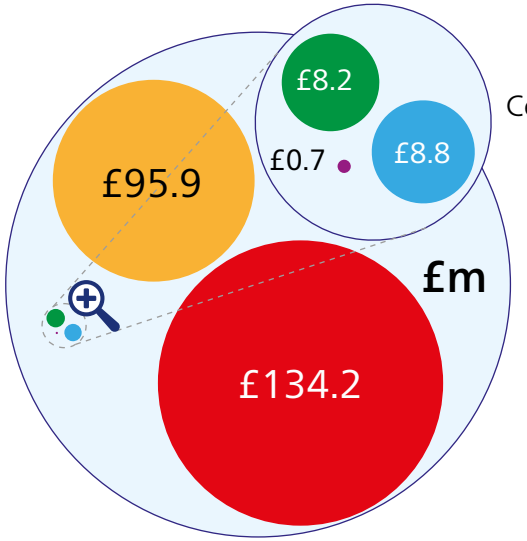
With significant support from the public, the Police and Crime Commissioner raised the precept by £15.00 a year (£1.25 a month) for the average (Band D) property which generated £6.235m in additional income, representing a 7.6 per cent increase. This raised the gross budget to £247.8m which is broken down in the diagram overleaf.

In doing so, the increase would help to bring in the new officers, meet standstill pressures relating to pay and non-pay inflation. Despite this increase, Hertfordshire will continue to have one of the lowest police precepts in the country.

Looking ahead, the longer-term financial impact of the pandemic will not be fully known until the Government's support schemes, such as the Coronavirus Job Retention Scheme, are gradually phased out and the full socio-economic impact of the pandemic becomes clear.

Breakdown of Hertfordshire Constabulary's 2021/22 budget and spend

Where the money comes from 2021/22

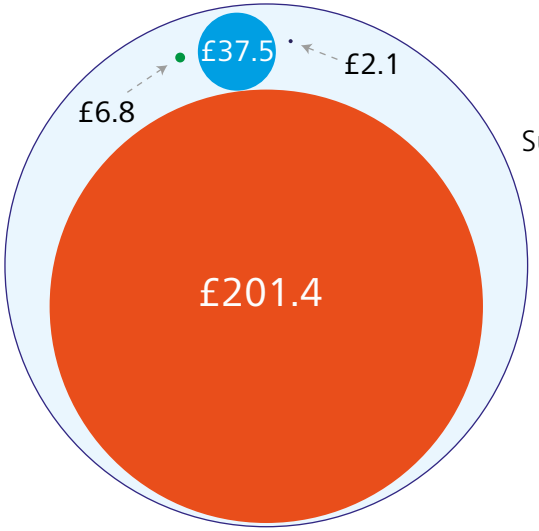


Net Budget £230.1m

- Central Government Funding
- Council Tax Precept
- Fees and Charges
- Other Government Grants
- Partners Funding for PCSOs

Gross Budget £247.8m

How the money is spent 2021/22



- Police Officers and Staff
- Supplies, Contracted Services, Premises and Vehicles
- Commissioner Funded Initiatives
- Office of the Police and Crime Commissioner

Total £247.8m

4 CHIEF CONSTABLE'S REPORT



Shortly before the beginning of the period covered by this Annual Report, from April 2020, the United Kingdom went into lockdown due to the emerging pandemic. Even at that time, it was becoming clear that the effects of COVID-19 would have wide-ranging impacts on everyone, not least a terrible and tragic loss of life. As I reflect on the year that has passed, I would like to pay tribute to the communities of Hertfordshire and in particular the workers, volunteers and carers who have strived to save and protect people's lives and to mitigate the various impacts. This goes much more widely than policing, of course, but I feel immensely proud of the part played by my officers, staff and volunteers, including the Special Constabulary, often delivered in highly challenging situations, in supporting our communities whilst also keeping policing services running.

In large part due to the various lockdowns and restrictions that followed, recorded crime fell by nearly 14% between April 2020 and March 2021. There was an even more pronounced effect on some crime types, such as home burglary (down 34%), robbery (down 38%), vehicle crime (down 20%) and, with many businesses temporarily closed, shoplifting (down 28%). Indeed, Hertfordshire experienced

some of the largest crime reductions in the country across many categories. We did however see a slight increase in reports of domestic abuse (up 2%). We were conscious this may be one impact of the pandemic so the Constabulary focused strongly on identifying and safeguarding victims of domestic abuse and tackling the offenders.

The pandemic also exacerbated some challenges within the national criminal justice system, with a significant and growing backlog of court cases presenting risks to the confidence of victims and witnesses and to bringing offenders to justice in a timely fashion. The Constabulary has continued to support the Police and Crime Commissioner in working with partner agencies to identify issues and problem solve them collaboratively, such as making best use of virtual courts.

Alongside the pandemic, 2020 also saw the tragic murder of George Floyd in America. The international events that followed re-exposed unacceptable and disturbing worldwide levels of social inequality and discrimination. Subsequent demonstrations and protests showed the strength of anger felt across the world. Quite rightly, the Constabulary has reflected and discussed the challenges facing our Black, Asian and Minority Ethnic communities. I have re-committed the Constabulary to tackling racism and discrimination and whilst I know there is still more to be done, we are working very hard on this extremely important issue.

As the Police and Crime Commissioner has referenced, I am committing the Constabulary to adopting a Prevention First approach in all that we do. This seeks, wherever possible, to consolidate the crime reductions experienced over the last year and to tackle the harm caused by repeat victimisation. We will do this by seeking to prevent crime before it occurs or at least mitigating the chances of it recurring. The fundamental premise of Prevention First is that the public, good as the service from the Constabulary may be, would always rather never have been a crime victim or otherwise needed to engage policing services in the first place. At the heart of that lies prevention and putting victims at the centre.

However, Prevention First can really only be delivered successfully in partnership with communities and other public, private, charitable and voluntary organisations. We will continue to build our capacity to work together, more than the sum of our individual parts, to drive forward the Prevention First approach. Indeed, one silver lining to the cloud that is the pandemic has been the re-strengthening of the partnership approach, through the likes of the Local Resilience Forum. That will continue as we collectively plan for a 'new normal'.

There are very many other great examples of us working together, such as with other blue light emergency services. We continue to assess opportunities to maximise efficiency and effectiveness through sharing some of our estate and we have advanced preparations to redevelop a joint headquarters with Hertfordshire Fire and Rescue Services at the Constabulary's current Stanborough Road site in Welwyn Garden City. We continue to work closely with our Fire and Rescue Service colleagues on a broad range of operational issues, including joint working to find missing persons and the use of their advanced new drone. We also continue to work collaboratively with other police forces, most particularly our neighbouring forces in Bedfordshire and Cambridgeshire, to share resources where that is the most efficient and effective thing to do.

I welcome the additional funding provided by the Police and Crime Commissioner which, alongside the Government's officer uplift programme, has allowed me to increase the total force strength by 91 to over 2,100 officers in 2020/21. We will continue to recruit a further 167 extra officers by the end of 2022 and, at the time of writing, we have just passed the 2202 mark meaning the Constabulary now has more police officers than ever before.

I want the Constabulary to be more representative of the communities of Hertfordshire and our recruitment drive includes a strong focus on positive action to appoint constables who are Black, Asian or Minority Ethnic, as well as supporting their progression and retention. As we

prepare to transition to the new Policing Education Qualifications Framework (PEQF) for new recruits, offering degree level accreditation based upon a new modern curriculum, the local policing model will be strengthened still further.

Undoubtedly there will be further challenges ahead but with our new Prevention First approach, underpinned by the largest number of police officer numbers we have ever had, I am confident that the Constabulary is well placed to tackle whatever is put before it.



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