David Lloyd
Police & Crime Commissioner
FOR HERTFORDSHIRE

# ANNUAL REPORT

2021/2022






POLICE







# Contents


| SECTION | | PAGE |
|---|---|---|
| 1 | **Foreword by David Lloyd** | 2 |
| 2 | **A Year in Focus: Progress made against the Community Safety and Criminal Justice Plan priorities** | |
| 2a | *Building on Success* | 8 |
| 2b | *Putting Victims at the Centre* | 17 |
| 2c | *Public Focus* | 28 |
| 2d | *Business Sense* | 42 |
| 3 | **Managing Resources** | 49 |
| 4 | **Chief Constable's Report** | 56 |

David Lloyd
Police & Crime Commissioner
FOR HERTFORDSHIRE



# 1 Foreword by David Lloyd

**This report covers the period during which we were emerging from the Coronavirus lockdown as well as facing new challenges around police legitimacy, diversity and violence against women and girls. These have had a significant impact on how policing and criminal justice is delivered in Hertfordshire. Despite these challenges and changes, policing in Hertfordshire has gone from strength to strength. Hertfordshire remains one of the safest counties in the country, crime is down and officer numbers are at a record high. As you will see in the following pages, covering 1 April 2021 until 31 March 2022, programmes and initiatives have been put in place better to serve the public, and in particular victims. Many of the earlier pilot schemes have been made permanent after successful trials, and new ones have been introduced to address concerns of residents and the additional threats which have arisen.**

The timing of this report also coincides with the start of my third term in office, which gives me the honour of being one of the longest service Police and Crime Commissioners in the country. I am particularly proud of the work my office and the Constabulary have achieved in supporting victims of crime. That has always been one of my priorities since I took up office in 2012. The award-winning service offered by the Beacon Victim Care Centre provides one of the most comprehensive support networks in the United Kingdom. Beacon's focus is to help victims cope and recover from their ordeal, regardless of whether the crime has been reported to police. During the past decade I have ensured Beacon has continued to benefit from local and national funding opportunities to broaden its scope and the number of people who it helps. Achievements this past year include recovering over £2 million for fraud victims, enhanced assistance of those affected by anti-social behaviour, plus additional case managers for victims of domestic violence and sexual assault.

My manifesto commitments are a contract I made with the public and this report sets out how I am delivering on them. This included a promise to protect local policing and increase officer numbers even higher. As you will read, thanks to a public supported increase police element of the council tax precept and the government's police uplift programme, last year saw Hertfordshire Constabulary reach a significant milestone. It now has more frontline officers that at any time in its history. This is because, unlike other areas, the numbers have always remained high in Hertfordshire which means these police officers are now boosting numbers to unprecedented highs.

The challenge now is to ensure these extra officers are being used most effectively to ensure they deliver results by reducing crime and making people feel safer. The launch of Prevention

First was announced in my previous Annual Report, but now this transformational model of policing is being embedded across the organisation. All officers and staff have been given training on how tackling the root causes of crime can reduce the demand for service and cut the number of crimes committed. This leads to the ultimate aim of lowering the number of victims of crime in our county.

Providing local stations for local people is a matter which I recognise is important to residents and businesses. The Chief Constable and I remain committed to ensuring that each of the county's ten districts or boroughs have at least one operational police station with dedicated neighbourhood officers, plus emergency response and detective teams. During 2021/22 a new police office opened in Ware, and a new building was purchased in Watford town centre to enable the relocation of the outdated current station. Plans were also agreed to increase the size of stations at both Borehamwood and Rickmansworth.

For the first time my office commissioned an in-depth survey of thousands of residents, ensuring groups from all sections of our communities were represented. Part of this public consultation showed primary concerns around cyber fraud and burglary. Action is being taken on both of these, including protecting vulnerable groups and making sure the Constabulary attend all domestic burglaries. Concern about road safety also remains high and I am pleased to have expanded the road safety van scheme run by my office, which enables residents and those concerned about speeding to request a camera vehicle to come to their location.

One of the fundamental principles of policing in our country is that of consent, which relies on public approval for the Constabulary's actions and behaviour. Recent events have tested this principle, and it is vital this confidence is maintained to secure the respect of the

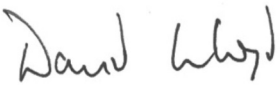
people. I was elected to bridge the gap between the public and the Constabulary and represent their views. My duty is to ensure the Chief Constable maintains vigorous standards of conduct in the force. This report covers how I scrutinise this process to ensure compliance. In addition, issues around police service satisfaction are independently monitored by an expanded Complaint Resolution Team in my office, who respond to public complaints about the service. Now more than ever the Constabulary need to ensure they reflect the community and I am pleased that extensive work continues better to attract, recruit and retain individuals from Black, Asian and minority ethnic groups, as well as women. The British model of policing is built on consent and we must continue to strive to have a police service that shows diversity in appearance and thought.

Violence against women and girls is another pressing concern which my office and the Constabulary are working hard on addressing. Alongside the safety of children, it has been one of the foremost priorities during this period. You will see how this is being tackled across a whole spectrum of work by my office, the police and partner organisations, varying from upgrading underpasses to warning youngsters about online pornography and public awareness campaigns.

I would like to take this opportunity to give thanks to the dedication and hard work of my staff, and all Constabulary officers and staff, without whom none of the programmes and success stories described in this report would have been possible. That gratitude is also extended to all our partners and staff whose able assistance ensures a safer Hertfordshire for everyone.

I trust you will find the information in this report enlightening and reassuring. As my new Community Safety and Criminal Justice Plan: Everybody's Business is enacted over the next year, I look forward to

your feedback on our progress so far and listening to you all about what more can be done to make Hertfordshire even safer.



**David Lloyd**

Hertfordshire Police and Crime Commissioner

David Lloyd
Police & 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

- Hertfordshire's largest ever police force
- Embedding Prevention First to reduce crime
- Taking a commissioning-based approach to funding
- Holding the Chief Constable to account to ensure an effective and efficient police force

## Recruitment of new officers and maintaining the local policing model *(Priority 1)*

The unprecedented recruitment of extra police officers resulted in Hertfordshire Constabulary having more officers than at any time in its history.




In June 2021 the Commissioner welcomed 18 new recruits which meant there were 2,212 officers in the county, surpassing the previous high of 2,202 in 2007.

They were part of the 167 additional officers recruited in 2021/22 to bring the total by the end of March 2022 to 2,267, with 77 officers being funded by the average £1.25 per month precept increase and 90 officers as part of the government police uplift programme.

Unlike some other parts of the country the uplift has not simply returned officer numbers to their traditional levels. As the Commissioner has previously protected the rank-and-file numbers, it has enabled him to respond positively to the public's calls for more officers to bolster local policing and support the delivery of Prevention First.




These officers have been used to maintain Hertfordshire's strong local policing model which ensures that each of its ten districts have at least one police station with dedicated beat officers, alongside emergency response and detective teams.

Work has also progressed to deliver on the Police and Crime Commissioner's commitment to modernise and expand police stations including those located in Watford, Rickmansworth and Borehamwood.

## EMBEDDING A PREVENTION FIRST APPROACH

Following the launch of Prevention First in 2020, this year has seen this transformational model of policing being embedded with officers and staff.

The ultimate aim of prevention is to do the utmost to prevent harm to people; in our communities, in our workforce and in our partnerships. To do this effectively, the Constabulary must be efficient and systematic in what they do.

During 2021/22 the Constabulary have trained over 750 line managers on preventative policing, inclusion and wellbeing. This significant financial investment in police leaders will help to drive the cultural shift and collective identity needed to embed Prevention First as an ethos.

The Constabulary have also rolled out the Prevention First Hub which brings together a team of prevention specialists / tactical problem solvers to support and advise upon the mitigation of organisational and operational risks and inefficiencies.

Examples of the policy in practice includes sharing information with schools when students have witnessed a domestic abuse incident to monitor their welfare, and the expansion of Drug Testing on Arrest from acquisitive crime to other crime types, including domestic abuse and violence against women and girls. The enables drug-misusing offenders to be identified and offered access to rehabilitation and a dedicated recovery worker.




## TACKLING MODERN DAY SLAVERY *(Priorities 8 and 9)*

The Police and Crime Commissioner and Chief Constable have signed the latest national agreement to support the work focused on Modern Day Slavery and Organised Immigration Crime (OIC).

The project is funded by a grant from the Home Office and concentrates on safeguarding vulnerable migrants, including unaccompanied children.

In July 2021 the Commissioner's Independent Business Advisory Group (IBAG) organised a webinar for Small and Medium Enterprises to prevent modern slavery. Over a hundred attendees joined the 'Stop The Traffik' event hosted by the Shiva Foundation using their toolkit to support businesses mitigate the risks of exploitation in their organisations and communities.

## REDUCING CRIME BY TREATING OFFENDERS' MENTAL HEALTH *(Priority 12)*

Mental Health Treatment Orders started to be rolled out in Hertfordshire in July 2021 to provide psychological support to offenders where their mental health needs have impacted their offending.

They are part of an ongoing two-year £57,958 project funded by the Commissioner's Community Safety and Criminal Justice Fund. Initially prioritised for female offenders, the Mental Health Treatment Orders enable courts to require people to participate in community treatment, instead of receiving a custodial sentence.

The programme aims to reduce reoffending and short-term custodial sentences by directly addressing the underlying causes of the criminal behaviour and supports individuals into local health and social services post intervention and treatment.

This funding builds on the current service by expanding provision to male short-term offenders, offenders with a learning disability and those with mental health and additional requirements.

It enables a more holistic approach to be taken for individuals who require support with mental health as well as additional needs such as drugs or alcohol.

## FIRST ONLINE HERTFORDSHIRE CRIMINAL JUSTICE BOARD MEETING IN PUBLIC HELD *(Priority 72)*

The first virtual Hertfordshire Criminal Justice Board meeting in public was held on 29 September 2021 with around 50 members of the public and partners joining.

Chaired by the Commissioner it aimed to help the public understand the work of the Board to improve the delivery of justice, secure better

outcomes for victims and witnesses, and to increase public confidence in the system.

The meeting was split into two parts; the first half focused on early intervention and prevention and the second half on the Hertfordshire Criminal Justice System during the pandemic and beyond.

There were presentations from Families First, the Schools and Gangs team, the Deputy Director for Crime at Her Majesty's Courts and Tribunals Service, the Victims Services Team and Probation Service.

Thirty questions were submitted from members of the public on a variety of topics, from support for women to tackling the root cause of why people enter the system.

## TAKING A COMMISSIONING-BASED APPROACH TO FUNDING *(Priority 29)*

As part of the Commissioner's commitment to move towards a commissioned approach to funding allocation, the Office of the Police and Crime Commissioner began working with stakeholders to identify needs and agree improved outcomes for local communities.

Employing an evidenced-based whole systems approach has enabled a greater understanding of need and the development of mechanisms to evaluate competing resource priorities. Collaborative working opportunities have also benefited through co-commissioning with partner organisations to develop services where there is an identified gap in provision.

In 2021/22 funding was awarded in the areas of serious violence and reducing offending. This included £140,000 towards the countywide 'No More' youth intervention project and £24,000 towards the Jobs Pathway project, supporting offenders to gain and sustain employment.

## IMPROVING POLICE EFFICIENCY, EFFECTIVENESS AND LEGITIMACY (PEEL)

Hertfordshire Constabulary was not inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue for a PEEL assessment during this year as the number of inspections was reduced due to the pandemic.

The next PEEL inspection is due in 2022/23. The Commissioner was pleased to receive the post-inspection review of child protection measures which was published in December 2021 which showed an improvement in many aspects of this area of the force's work and confidence in the work to improve the areas where improvement is still required.



## CHILD PROTECTION IMPROVEMENTS IN HERTFORDSHIRE

Other HMICFRS thematic inspections and work on super-complaints were regularly reported to the Commissioner for the implications for Hertfordshire to be discussed.

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




## 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 provided transparency over a broad range of police functions and decisions.

In 2021/22, challenges in those meetings included delivery of the CSCJ Plan priorities, scrutiny of systems to ensure ethical conduct of officers, victim satisfaction, public access to police services, ensuring greater safety for women and girls, implementation of Prevention First, and greater use of Body Worn Video (BWV).

## SCRUTINY OF ETHICAL CONDUCT OF OFFICERS



In addition, there was a focus on the progress of the police officer recruitment programme, in relation to overall numbers while monitoring and promoting a reduction in gender and ethnicity imbalances.

On a monthly basis the OPCC undertook dip sampling of files which have been finalised by the Professional Standards Department (PSD). PSD is responsible for the management of complaints, conduct and discipline matters for the force of those complaints which are unable to be resolved by the OPCC's CRT in initial handling.

The OPCC used the insights gained from the dip sampling, coupled with the trend analysis of the OPCC Complaint Resolution Team to identify any trends in the causes of complaints which can lead to an improvement in the service delivered to the public by the force.

As well as ensuring an efficient and effective Constabulary, the Police and Crime Commissioner also holds the Chief Constable to account for the collaborated units across Hertfordshire, Cambridgeshire and Bedfordshire, 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/transparency/holding-the-police-to-account/

# 2b
# A YEAR IN FOCUS:
# PUTTING VICTIMS AT THE CENTRE

- Building on the success of Beacon
- Delivering for fraud victims with over £2m recovered
- Providing extra support for victims of sexual assault and domestic abuse
- Taking action to improve the safety of women and children

## NEW FIVE-YEAR BEACON BUSINESS PLAN RESULTS IN RENEWAL OF MULTI-MILLION POUND VICTIM CASE MANAGED SERVICE *(Priority 31)*

Hertfordshire's Beacon Victim Care Centre offers a complete 'wrap-around' provision for victims off all ages regardless of whether they have reported a crime to the police.

At the start of the year an ambitious five-year business plan was agreed to secure the best and most comprehensive service for those in need in the county. It identified areas where service enhancements could be made, setting out where additional funding to the Ministry of Justice Core Grant would be required.

**NEW MULTI-MILLION POUND COUNTRACT FOR VICTIM SERVICES**




Stakeholder engagement to assess the effectiveness and benefits of the service found the existing 'hybrid' model (run by a combination of police and third sector organisations) offered the quickest access to victim services. It also enabled the creation of pilot programmes such as the Beacon Fraud Hub, Beacon Safeguarding Hub and a unique Child on Parent Abuse programme.

The challenge was also how to build on the success of Beacon by working with others, and to deliver services that looked beyond those of immediate coping and recovery.

In March 2022 a £2.8m contract for the Beacon Victim case managed service was awarded to the current provider Catch22 for an initial four-year term.

## REVISED VICTIMS CODE OF PRACTICE INTRODUCED *(Priority 32)*

In April 2021 the Ministry of Justice introduced a revised Victims Code of Practice including 12 new victim's rights. The OPCC has worked closely with the Constabulary Victim Service Team to ensure information and guidance is available to all front-line officers so they can advise victims on the support services they are entitled to.

This has included a series of training updates delivered by the Victim Service Team and Catch22 and a revised 'aide memoir' for officers. The revised code has also inspired the development of the 'WeCare' campaign created to inform officers how best to adhere to the code and ensure rapid onward referral to victim services.

The Constabulary continue to monitor code compliance at both the Victim and Witnesses' Board and Strategic Performance Board. However both the National Police Chiefs Council and Ministry of Justice are considering metrics that can evidence code compliance across all 12 areas of delivery. It is anticipated these will be in place in time for the new Victims' Law currently in development.

## BEACON ASSIST APP LAUNCHED TO SUPPORT VICTIMS (Priority 44)

A new mobile phone app for victims and witnesses was launched by Beacon Victim Care team after funding was granted to Catch22 by the Commissioner.

The app is designed to ensure victims receive the help they need following a crime as a one-stop portal for all issues associated with their case. It provides users with a secure and private account, a confidential in-app chat with a support worker, a journal for logging post-crime experiences and a calendar for all case-related dates such as court hearings.

The system was showcased to Lord Chancellor Dominic Rabb when he chose to visit the Safeguarding Hub at the Domestic Abuse Investigation and Safeguarding Unit (DAISU) in Hatfield Police Station, to launch a £440m national range of initiatives for victims.



## PILOT SCHEME TO CASE MANAGE VICTIMS OF ANTI-SOCIAL BEHAVIOUR *(Priority 54)*

Anti-social behaviour can be corrosive, causing long-term health consequences for victims. Following a dedicated effort to identify better ways to offer greater levels of support for victims of ASB a case managed pilot was established, for those assessed to be at risk of greater harm.

**EXTRA SUPPORT FOR THOSE BLIGHTED BY ANTI SOCIAL BEHAVIOUR**



A new specialist ASB Case Manager has supported 72 referrals. Their role is to ensure the victim is fully informed of action being undertaken by agencies tackling the ASB, advocating for the victim to ensure their voice is heard and advising on social justice options open to the victim, including Community Trigger.

A post implementation review in September 2021 found 55 per cent of victims indicated an improvement in health and wellbeing and 65 per cent said they felt safer as a result of the advice given.

The pilot is now close to the end of its two-year pilot period and is currently being evaluated.

## FRAUD HUB RECOVERS OVER £2M FOR VICTIMS *(Priority 49)*

Since the award-winning Beacon Fraud Hub was recognised for delivering 'exceptional customer care', the service has gone from strength to strength, forging strong referral links with Trading Standards and Citizens Advice.

In 2021/22, the Fraud Hub reached a new milestone in helping victims recover £2,037,547.68 in scammed monies.

On average, the Fraud Hub receives 600 referrals from Action Fraud each month. However, the Commissioner is aware there are many more victims who do not report, or in trying to report a crime give up due to the number of agencies who are sometimes involved.

The OPCC is working alongside Hertfordshire County Council and Citizens Advice to develop an online reporting portal, where immediate information and advice can be offered and where a crime can be reported through a single gateway.

## SCAM AWARENESS AND PREVENTION

As part of the focus on developing scam prevention schemes and supporting victims of fraud the OPCC provided £20,000 to Citizens Advice services in four districts. This included new targeted work with schools, families and dementia groups.

This follows the Commissioner's two-year grant award in 2019/20 and 2020/21 to all ten district Citizens Advice services to build a network of trained front line workers from various organisations across Hertfordshire.

In support of the focus on online safety, crime prevention and protecting vulnerable people, funding was also provided for the Watford Sheltered Workshop. It delivered a course to help people with disabilities protect themselves from the increasing threats from a range of dangers online, including fraud.

## Tackling Violence Against Women and Girls (VAWG)
## Over £500,000 of funding to reduce VAWG in Hatfield
***(Priority 55)***



The OPCC led a multi-agency project to tackle VAWG and ASB in Hatfield, which was enabled by over £500,000 of Safer Streets funding secured by the OPCC from government.

In the town centre a range of refurbishments and modifications to five key underpass sites were undertaken. Those using the subways will now have the reassurance they are being watched over by 32 new monitored CCTV cameras.

All tunnels across the five sites have received lighting upgrades to brighter LED standards, while graffiti has been removed and additional security mirrors have been installed to improve sightlines. Benches have also been removed from the centre of roundabout complexes to prevent problem groups congregating.

The initiative combined the efforts of key organisations including Hertfordshire Constabulary, the University of Hertfordshire and Hertfordshire County Council.

Engagement took place with students and residents to introduce a range of deterrence measures such as the Active Bystander training programme to help people recognise, report, and respond effectively to issues including where consent has not been given or where a sexual assault has taken place. Thousands of free subscriptions to the Hollie Guard personal safety app plus personal safety alarms were issued to the University of Hertfordshire students.

## OPCC SECURES OVER £500,000 TO TACKLE VIOLENCE AGAINST WOMEN AND GIRLS



## New provider for Sexual Violence Support Services *(Priority 34)*

Police and crime commissioners are responsible for co-commissioning 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 2021/22 the OPCC undertook a public procurement exercise to engage with suppliers who were able to offer innovative bids to provide a service which would meet key areas identified during a comprehensive consultation.

**EXTENDED SERVICE FOR VICTIMS OF RAPE AND SEXUAL ASSAULT**



Following this process One YMCA were commissioned to deliver the Independent Sexual Violence Advisor Service which commenced in April 2022. It supports children, young people and adults who have been victims of sexual violence, regardless of when the crime took place.

This service is aligned to help those who are supporting, or considering supporting, a police investigation, or are involved in court proceedings. The outreach service will provide a trusted presence, education, and support within communities to encourage early access.

## EXTRA SUPPORT FOR VICTIMS OF SEXUAL VIOLENCE

As part of the new strategy and delivery model for support services for victims of rape and sexual assault, the number of specialist Independent Sexual Violence Advisors (ISVAs) in the county has been increased.

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.

Two gaps in the ISVA provision were identified: support offered specifically to male victims; and support for those who are or have been sexually exploited as part of modern slavery. The OPCC was successful in securing £117,250 of Ministry of Justice funding to recruit staff to address these issues.

Further roles were also established for ISVAs to work with children and young persons. They specialise in providing support to and via schools, as well as in the county's hospitals. All ISVAs have been receiving referrals and uncovering hidden harms within their embedded community role allowing us to provide support where it is needed the most.

## ACTION ON CHILD SAFETY, EXPOSURE TO ONLINE PORNOGRAPHY AND DRINK SPIKING

In support of the focus on protecting vulnerable people, including prevention of violence against women and girls, the Commissioner supported several projects through his Action Fund.

It assisted the Welwyn Hatfield Community Safety Partnership in delivering a programme on educating children and young people on healthy relationships, including signs of abuse to be aware of and when to ask for help.

Dignify led work that supported teachers and parents to help them to safeguard children against online exploitation and exposure to pornography.

In Bishops Stortford and surrounding area, the Bishop's Wellbeing organisation raised awareness around night-time safety, including drinks spiking and provided domestic abuse awareness training for workers and volunteers.

## ENHANCED SERVICE FOR DOMESTIC ABUSE VICTIMS *(Priority 50)*

The Beacon Safeguarding Hub was established the previous year to pilot the opportunities and benefits in offering rapid advice and support to victims of domestic abuse. It was open to those who were not eligible for enhanced support through the Independent Domestic Violence Advisor service.

In 2021/22 the Hub successfully contacted and conducted needs assessments for 1,437 victims of domestic abuse with 51 per cent of victims engaging with the support offered. Of these, 60 per cent continued to be supportive of the investigative and criminal justice process with a marked decrease in witness attrition (3 per cent versus 17 per cent for the same period the previous year).

In the process of undertaking needs assessments, the Beacon Safeguarding Hub identified nine per cent of victims who were also experiencing stalking and they were onward referred to specialist support.

The Beacon Safeguarding Hub has now been established as a permanent unit and expanded to offer support across all intimate medium risk victims. A further increase in staffing was made possible by a successful bid into the Ministry of Justice IDVA/ISVA uplift fund where the OPCC was awarded £150,000 to recruit three additional staff.

The service has now evolved to encompass all victims of high harm crimes being investigated by Safeguarding Command including victims of sexual exploitation and trafficking.

## AWARD WINNING FAMILY DOMESTIC ABUSE PROGRAMME *(Priority 22)*

After a successful funding application to the Home Office, additional domestic abuse perpetrator programmes were launched across the county in August 2021.

A number of initiatives were rolled out to support and challenge the behaviour of perpetrators across different levels of harm.




This included For Baby's Sake; a holistic, whole family domestic abuse programme starting in pregnancy. The funding enables the team to support 150 individuals (parents, babies and children) across the county as well as deliver training and sharing tools and resources on trauma-informed working with other professionals.

For Baby's Sake were the winners of the Centre for Justice Innovation award in December 2021. The judges were particularly impressed by their whole family approach.

# 2c
# A YEAR IN FOCUS:
# PUBLIC FOCUS

- Ensuring welfare of officers is monitored and managed
- Improved complaint handling system for the public
- Ensuring the Constabulary's workforce continues to diversify and represent the communities it serves
- Volunteers now scrutinizing police officer use of force
- Additional action on speeding to improve road safety
- Improving public contact with a new nationally accredited police website



## MONITORING OFFICER AND STAFF WELFARE *(Priority 63)*

Maintaining a healthy and valued police force is vital to provide the best service for the public. In May 2021 the Constabulary reported back to the Commissioner on their Engagement and Wellbeing Survey of employees. In collaboration with Durham University the sample included 850 officers, 456 police staff and 96 police community support officers.

The survey showed perceptions of organisational support had increased significantly compared to two years previously. The results show that the efforts of the organisation in supporting its employees were recognised and appreciated, and there was a positive effect on staff wellbeing. Officers and staff reported higher levels of organisational pride than samples from neighbouring police forces.

Over the last few years, the culture of the organisation has continued to evolve with a greater focus and priority given around wellbeing resulting in the creation of 75 dedicated posts to coordinate and champion wellbeing across the force.



Together with the national Oscar Kilo wellbeing service and Prevention First training, there is now far more early support and signposting in place for all officers and staff.

Other measures which have been implemented are the establishment of the 'People Panel' to give staff a voice in introducing measures that improve the working conditions and the relaunch of the 'Ask the Exec' forum which gives staff direct access to the chief officer team.

## SCRUTINY OF THE CONSTABULARY'S BLACK, ASIAN AND MINORITY ETHNIC AND FEMALE RECRUITMENT AND RETENTION *(Priority 61)*

A dedicated report was reviewed in May 2021 by the Commissioner at the Strategic Executive Board on improving the recruitment and retention levels of Black, Asian and minority ethnic and female officers.

Significant investment was made with the aim of increasing recruitment from under-represented groups in our communities into Hertfordshire Constabulary. This included radio, website and social media advertising. Along with other work during the campaign there was a rise of 16 per cent of applicants from Black, Asian and minority ethnic groups.

Recruitment was further boosted by a Positive Action Team which contacted each candidate who had registered their interest but had not yet applied. They were given extra support and encouragement to apply for a position.

A new retention strategy was established creating Retention Champions throughout the constabulary who contact potential leavers from under-represented groups to see if there are

opportunities to retain them or gather useful information on why they are leaving to inform improvement.




# MAINTAINING EXCELLENT CUSTOMER SERVICE

## COMPLAINT HANDLING AND RESOLUTION *(Priority 76)*

Throughout 2021/2022, the Complaint Resolution Team (CRT) improved the fulfilment of its statutory duty carry out initial handling of complaints about the Constabulary.

The team has continued triaging complaints and resolving them more efficiently, offering an enhanced service to the public and providing greater oversight and transparency in the complaints procedure.

**OPCC TRIAGED 1,238 COMPLAINTS AGAINST CONSTABULARY**

During this time, the CRT received 1,238 complaints consisting of more than 2,100 allegations. Of these, 66 per cent were service recovered and dealt with, which means no referral was required to the Professional Standards Department (PSD). This resulted in a quicker resolution and an improved service to the complainant.

The average turnaround time for a complaint during 2021/22 was nine days from receipt to closure. An improved 95 per cent of all complainants had their first contact within 24-hours of the complaint being received.

CRT assists the Commissioner in holding the Chief Constable to account by highlighting trends relating to repeat failings and organisational learning. Key themes and changes implemented as a result of issues arising during complaint handling include:

- Improved investigation standards.
- Recommendations and changes to property return to make the process more efficient.
- The need for quicker collection on CCTV related evidence.
- An emphasis on correct information and signposting to the public.
- Partnership working with victim teams and complaints to improve service.

CRT also utilised further reporting parameters to provide better data around areas such as the use and effectiveness of BWV by

officers, assess how many complaints were a victim of crimes, what types of crimes are linked to dissatisfactions, and if any trends or patterns can be identified within particular investigations.

## IMPROVING PUBLIC CONTACT WITH A NEW NATIONALLY ACCREDITED POLICE WEBSITE *(Priority 68)*

During 2021/22 Hertfordshire Constabulary have transformed their digital public contact through the adoption of the Single Online Home (SOH) system. The website provides a range of new and interactive services including information about live cases, where to go for non-police matters and the contact details of Safer Neighbourhood officers. The new modernised system also provides the Constabulary with the opportunity to explore how digital services can be made available within community spaces enabling them to change the way they work and interact with the public and increase the efficiency and effectiveness of service delivery.




The OPCC has also moved its website to SOH to deliver cost savings while ensuring significantly improved accessibility.

## POSITIVE AND PROACTIVE COMMUNICATIONS TO THE PUBLIC *(Priority 59)*

Following a manifesto commitment to examine the role of the Constabulary's Corporate Communication department an external review was undertaken.

This was to ensure the public are best kept informed on how to access the service and given appropriate crime prevention advice.

Recommendations to be actioned include additional steps to be taken to reach marginalised groups and more proactive communications.



## FOCUSING ON ISSUES THAT MATTER TO THE PUBLIC

### POPULAR ROAD SAFETY MOBILE CAMERA VANS SCHEME EXTENDED TO FOUR VANS *(Priority 73)*

In order to continue to address community concerns regarding speeding, dangerous and careless driving, the Commissioner has invested in a fleet of mobile Road Safety Camera Vans to tackle persistent hotspots.

Originally comprising of two vans for one year, the scheme has been extended to four vehicles and funding has been agreed to November 2024.

Members of the public, local Councillors and statutory organisations can request deployment to roads in their communities where speeding is an issue.

Demand has been very high with hundreds of deployments over the year, with an average of over 700 speeding advisory letters sent out each month.




## VOLUNTEER GROUPS RECRUITED FOR 20MPH ZONE ENFORCEMENT *(Priority 81)*

In response to calls from the public to address speeding, a new pilot of the DriveSafe programme has been launched, where volunteer groups operate in 20mph limit areas across the county.

Like with the 30mph scheme, volunteers will receive Speed Indicator Devices to carry out roadside monitoring and will be supported by local officers on site and by the OPCC in sending advisory letters to owners.

The scheme aims to encourage speeding drivers to reflect on their behaviour and make changes in order to reduce the risk of injuries, collisions and deaths on the roads.

This 'positive' approach to messaging has often been found to be more effective at changing driver behaviour than other approaches focused on enforcement.

The impact of the pilot will be evaluated as average speed and compliance data will be captured at each site before and after the roadside monitoring sessions.

## ROAD SAFETY FUND BIDS APPROVED TO REDUCE SPEEDING

The Commissioner awarded funds to ten new projects from the Road Safety Fund in 2021/22 to help change driver behaviour and prevent or reduce road casualties. Projects are awarded funding that meet the criteria of improving road safety using a mix of education and enforcement.

Eight of the projects involved installation of Speed Indicator Devices including use of new innovative equipment that automatically captures details of speeding drivers leading to production of an advisory letter which is sent to the registered keeper of the vehicle.

Other projects receiving funding included provision of support for those affected by fatal and serious road traffic accidents; an older persons' driving assessment course and a safe cycling awareness project.

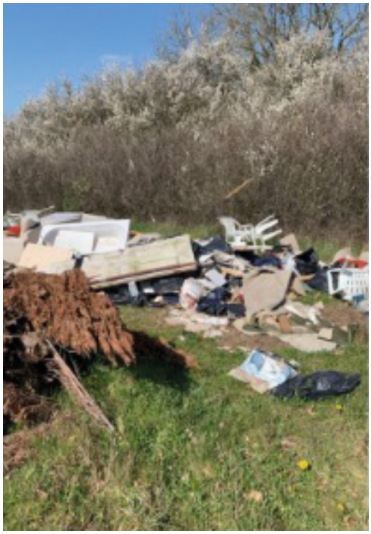
## FLY TIPPING FUND PAYING FOR CLEAR UPS AND TARGET HARDENING *(Priority 75)*

The Commissioner has continued to support victims of crime and prevent crime with the Fly Tipping Fund. The fund pays landowners the cost of clearing up and disposing of waste left on private land.

The OPCC works with the Rural Operational Support Team to check waste for evidence and provide target hardening advice to the landowner to improve security of the land and reduce the incidences of fly tipping.

In 2021/22 the Commissioner awarded funding to clear ten tips across Hertfordshire as well as funding towards target hardening measures including production of anti-fly tipping signs and security gate installation.

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.





## TAKING ACTION ON RURAL CRIME *(Priority 71)*

A seven force joint policy on hare coursing throughout Hertfordshire and neighbouring counties saw incidents fall by almost a third.

The borderless scheme has helped crackdown on rural crime after Hertfordshire Constabulary teamed up with six other forces in September 2021.

The borders between the counties, including Cambridgeshire, Bedfordshire and Essex, were removed so tactics could be used which helped apprehend and prosecute offenders.

**HARE COURSING REDUCED BY ALMOST A THRID**

The Crown Prosecution Service provided support for this agreement, which meant the forces became one when using certain powers. Over the last six



months, this has helped with the use of automatic number plate recognition (ANPR), the seizure of dogs and the sharing of all interaction and movements of people suspected to be involved.

This has led to hare coursing incidents throughout the seven force areas falling from 2,044 in 2020-2021 to 1,415 in 2021-2022, a drop of 31 per cent.

The Commissioner also returned to a programme of in-person Barn Meetings across the county. Earlier this year the Commissioner joined the Constabulary's Rural Operational Support Team, the Environment Agency and Council's fly tipping team at the Chaldean Estate, in Much Haddam in East Herts.

## WIDENING PUBLIC ENGAGEMENT *(Priority 72)*

In support of developing an evidence-based Community Safety and Criminal Justice Plan, the Commissioner commissioned an independent public opinion survey to obtain a representative sample by demography and geography, on feelings of safety and crime in local neighbourhoods.

The survey reached out to over 2,200 residents from across the county. The survey highlighted that eight in ten residents (83 per cent) feel either very safe or fairly safe in the area where they live, but nearly one fifth noted that they actively avoid certain public spaces such as local parks because they feel unsafe, particularly where streetlights in residential areas are dimmed or turned off. The top two crimes of concern for residents were cybercrime and burglary, despite burglary reducing by more than 50 per cent over the last year.

All the data captured by the survey was used to inform the new five-year Community Safety and Criminal Justice Plan and features as a series of key priorities to be pursued over the life of the Plan.

## PREVENTING AND TACKLING HATE CRIME THOROUGH FOOTBALL

To help tackle hate crime the Commissioner has provided funding to Khalsa Youth Football Academy. It delivers Black, Asian, and minority ethnic-led football coaching which includes development of an educational toolkit to help reduce racist incidents.




## PUBLISHED THE VOLUNTEERING STRATEGY (2021- 2026)

During 2021 the Commissioner published his refreshed Volunteering Strategy (2021- 2026) which sets out his belief that all citizens have a role to play in keeping Hertfordshire the safe county that it is today. The strategy sets out the five-year plan on the various roles that volunteers can support in shining a light on the use of police powers, the welfare of police dogs and upholding the rights of detainees in custody. A copy of the Volunteering Strategy can be viewed here: My volunteering Strategy 2021-26 (hertscommissioner.org)

## INTRODUCTION OF NEW INDEPENDENT USE OF FORCE SCRUTINY PANEL *(Priority 83)*

In order to improve the independence of the scrutiny around the Constabulary's Use of Force, the OPCC took over the secretariat of the Community Scrutiny Panel from the Constabulary during 2021.

The role of the Panel is to scrutinise on a bi-monthly basis the statements and body worn video of a range of incidents where force has been used including unarmed defence techniques, limb restraint, spit guard, baton, incapacitant spray and Taser.

In order to increase the number and representation of volunteers taking part in the scrutiny of police powers, the OPCC hosted an information and recruitment webinar which resulted in over 150 people joining to hear about the different volunteering opportunities. The recruitment event saw many new volunteers wishing to join the scrutiny panels with an additional 50 panel members joining.

In addition to this activity a third Panel has been set up, the Use of Police Powers Panel. This Panel will run as a pilot and will review BWV footage across the full use of police powers – both Stop & Search and Use of Force. This panel has started with ten initial members and will be continuing to recruit more members during the pilot phase.

# 2d
# A YEAR IN FOCUS:
# BUSINESS SENSE

- New police office opened in Ware
- Sustainability strategy agreed
- Working with businesses to reduce and prevent crime
- Maximising Drone technology
- Expanding existing police stations



## LIFESAVING UPGRADED DRONE PURCHASED *(Priority 92)*

A higher specification drone with improved usability was bought as a shared asset between the Constabulary and Hertfordshire Fire and Rescue Service.

Purchased jointly it is used to find missing people, photograph crime scenes and monitor major incidents.

Operated by Fire and Rescue officers, based at Potters Bar, the new Sky Mantis can fly in any weather for an hour, reach an altitude of 100m and be operated from 400m away. It is equipped with two HD 30X zoom cameras which also have thermal imaging capabilities.

Many deployments have included searching for high-risk missing individuals, such as those with mental health issues and the elderly people with brain degenerative disorders, during bad weather or in darkness. Successful outcomes include locating an injured person in a secluded rural location and a person in mental health crisis beside a railway track.

## OPENING OF WARE POLICE OFFICE *(Priority 2)*



**STATIONS EXTENDED AND NEW PREMISES OPENED**

A new police office has opened in Ware to provide a stronger policing presence in the town and to increase visibility and accessibility of the Safer Neighbourhood Team.

Situated in Tudor Square, the purpose-built hub provides a local base for Safer Neighbourhood Team officers. It will allow officers to respond more quickly to local issues or concerns and meet with local residents.

## MODERNISING OUR POLICE ESTATE *(Priority 93)*

Police stations in Rickmansworth and Borehamwood are being extended to make room for the growing number of officers in Hertfordshire.

The fully operational stations already accommodate hundreds of officers in Three Rivers District Council and Hertsmere Borough Council Civic Centres.

Now extra officers, paid for by council tax rises and from the Government's national police uplift programme, are in place it means extra space is needed.

Work will begin shortly to convert additional rooms for police use, including briefing rooms, storage facilities, locker rooms, secure Taser storage and interview rooms.

The police moved to Three Rivers House, Northway, ten years ago, and to Hertsmere Borough Council offices, in Elstree Way, seven years ago, to enhance partnership working and achieve cost efficiencies.



## REDUCING OUR CARBON FOOTPRINT: SUSTAINABILITY CHARTER SIGNED *(Priority 64)*

The Commissioner and Chief Constable have signed a Sustainability Charter. It pledges to embed a system of sustainability management within the organisation to align with future objectives, estates strategy and government targets.

The charter sets out measures to help work towards achieving an efficient and effective police service, working towards net zero carbon emissions to align with the government target of 2050. This being achieved through improving the energy efficiency of our estate, sustainable business practises and personal travel etc.

The Commissioner and Constabulary are well placed to take forward the aspirations contained within the proposed Sustainability Charter having previously successfully implemented the Local Authority Carbon Management (LACM) programme. The programme enabled several energy and emission-based benchmarks to be put in place, which assisted in identifying and quantifying areas for improvement. These areas are being prioritised to achieve measurable reductions in emissions.



## SUCCESS OF CYBER BASICS REVIEW SCHEME *(Priorities 95)*

Cybercrime is one of the top crime concerns of the people of Hertfordshire and indicates how important tackling it is in today's world. Originally set up in 2019, the Cyber Basic Review scheme continues to offer small businesses free protection advice to help bolster a company's cyber resilience.

Based on the government's cyber program, the Cyber Basic Review enables businesses who may be at risk of a cyber-attack to receive a free cyber essential health check. Using experts, it asks users a series questions, to help test the security of the company and test whether they have got the basics right.

Results from the scheme show it has been a success, with 99 per cent of businesses not falling victim to a cybercrime in the first year following the review. What was also encouraging was that 96 per cent of the SMEs reported that the scheme has resulted in a change of behaviour.




## PREVENTING BUSINESS CRIME *(Priority 96)*

Throughout the pandemic, meetings with representatives of Hertfordshire's businesses were held online. The Independent Business Advisory Group (IBAG) was set up by the OPCC to work with business representatives to prevent crime and hear the issues that most affect the

business community. The IBAG meetings have continued to serve a critical purpose in both the work of the Constabulary and Hertfordshire's business community.

During 2021, a new Chair, Jeremy Bishop, was appointed to the IBAG. Since taking up the post, the Chair has hosted in-depth discussions and analysis on subjects including business burglary, abuse towards retailers and cybercrime. A thematic plan has been established for the upcoming year with rural crime, prevention of burglary and commercial robbery on the agenda.

Regular updates from the Constabulary, OPCC, County Community Safety Unit, Business Improvement Districts and business partners from across the county have provided the group with an in-depth understanding of the problems facing the business community and how the Constabulary can continue to effectively tackle such issues.



## ENSURING CLARITY AND TRANSPARENCY OF INFORMATION

The OPCC continued to review the transparency of its information to ensure it stayed up to date and could be easily read by the public.

CoPaCC is an independent organisation which was established shortly after the first Police and Crime Commissioner elections in November 2012 to monitor policing governance in England and Wales. It assesses all OPCC's against Home Office guidelines to check what information should be published and how it is presented. Information is assessed for its ease of use, clarity and transparency, particularly in relation to how public money is spent, policing and crime priorities, and decision-making processes.

In 2021 they advised that following a recent review the CoPaCC assessments are currently not taking place, but they are hoping to reinstate this important transparency audit work next year.

In the absence of the Quality Mark being assessed by CoPaCC, the OPCC is continuing to ensure that procedures and measures are in place to ensure the high standards continue to be maintained.

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

The newly implemented OPCC SOH website has complemented the work underway and further demonstrates the OPCC's commitment to transparency.

David Lloyd
Police and Crime Commissioner
for Hertfordshire

# 3 MANAGING RESOURCES

- Summary of financial context 2021/22
- Summary of financial headlines 2021/22
- Financial outlook for 2022/23 and beyond



# 3a

## SUMMARY OF FINANCIAL CONTEXT 2021/22

Ahead of setting the police precept for council tax, the Police and Crime Commissioner issued an Open Letter in 20/21 that set out his proposals and sought the views of taxpayers on the level of precept.

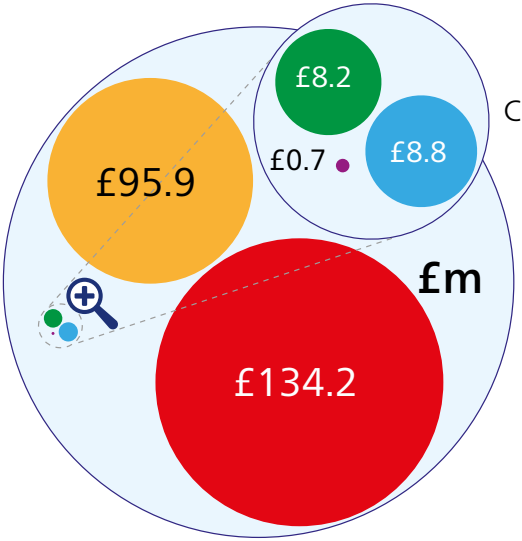
The Police and Crime Commissioner outlined his strategy to deliver an effective and efficient police force, one that puts prevention first, grows capacity to fight crime and puts more frontline officers on the streets of Hertfordshire.

The Police and Crime Commissioner continued his investment in local policing enabling the recruitment of 77 more officers than the government uplift programme. This has resulted in a record 2,267 police officers in Hertfordshire by the end of the financial year, including 30 officers dedicated to prevention.

With strong support from the public, the Police and Crime Commissioner decided to increase the police element of council tax by £15 per annum for the average (Band D) property. This represented an increase of £1.25 per month and helped to raise an additional £5.206m in income, raising the gross budget to £247.8m; an increase of 5.4 per cent on the previous year.

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

### Where the money comes from 2021/22

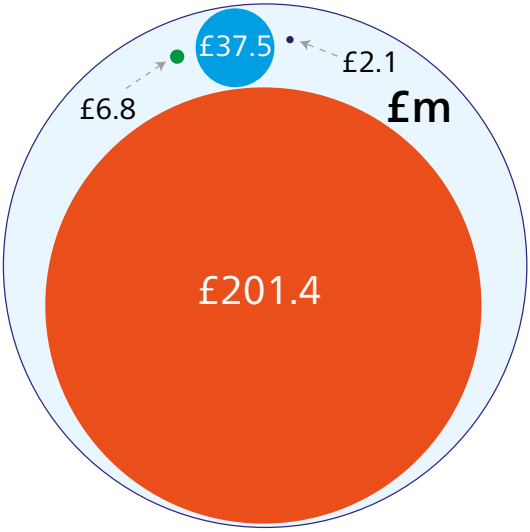



**Net Budget £230.1m**

- 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**

# 3b

## SUMMARY OF FINANCIAL HEADLINES 2021/22

At the end of 21/22, the key financial headlines from the revenue outturn were:

- £0.175m (0.1 per cent) underspend on the net revenue budget of £230.1m which comprises:
  - £0.255m (0.1 per cent) overspend on the police budget delegated to the Chief Constable, and
  - £0.400m underspend on the budgets which are the responsibility of the OPCC,
- The precept was increased by £15 (7.58 per cent) which contributed an extra £5.206m of funding which, together with efficiency savings, enabled £9.021m investment in new officers and investigative support.
- General reserves were maintained at £7.715m for 2021/22. This was 3.4 per cent of the net revenue budget.

In addition, a total of £14.446m was spent on capital and investment schemes during the year. These schemes included investment in Information and communication technologies and estates.

A further £2.683m of resources have been carried over to 22/23 to complete schemes that were delayed in 21/22.

The Statement of Accounts includes further details of the financial performance of 21/22 and will be available to be viewed here: Finances and reserves (hertscommissioner.org).

By the end of 21/22, the Police and Crime Commissioner had delivered on funding for the 77 additional frontline police officers promised as part of the £1.25 a month precept increase, and residents were seeing the benefits of increased officer numbers, which had risen to 2,267.

The impact of Covid continued to be felt during the year. To ensure continuity of policing, there were additional costs associated with the provision of Personal Protective Equipment (PPE) to officers, which was subsequently reimbursed by the Government, police office overtime, and continued loss of income from the National Driver Offender Retraining Scheme (NDORS), both of which were partially compensated by the Government.

# 3c

## FINANCIAL OUTLOOK FOR 2022-2023 AND BEYOND

For 2022-2023, the Government has set Hertfordshire's target to increase police officer numbers by an additional 90 by the end of March 2023, as part of the national officer uplift programme.

The Police and Crime Commissioner has used the flexibility given by the Government to raise the precept by £10 a year (83p per month) on the average (Band D) household, generating an additional £4.59m income.

As well as increasing officer numbers this money will be used for an additional 20 Police Community Support Officers (PCSOs) who will work particularly in schools and with young people to identify and tackle the root causes of crime.

It is also being invested in prevention of VAWG and to improve analytical and digital capacity and capability to better target vulnerability, to increase specialist support for victims through Beacon, our award-winning victim care centre, and bring in additional specialist financial investigators within the force's Serious Fraud and Cyber Unit.

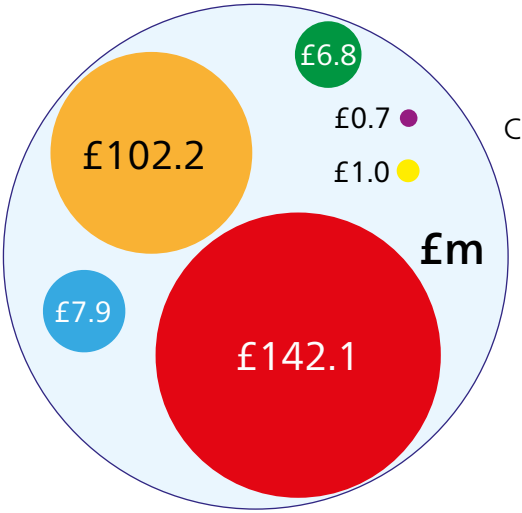
And residents of Hertfordshire will still pay the fifth lowest police precept in the country.

Looking ahead, the war in Ukraine and pressures on the cost of living have caused inflation to reach a 40-year high. The Constabulary is not immune to inflationary pressures on pay, utilities, and the cost of labour and materials which are needed to implement the capital programme.

The Commissioner will continue to focus on efficiency savings to ensure that policing in Hertfordshire remains effective and excellent value for money.

## Breakdown of Hertfordshire Constabulary's 2022/23 budget and spend

### Where the money comes from 2022/23

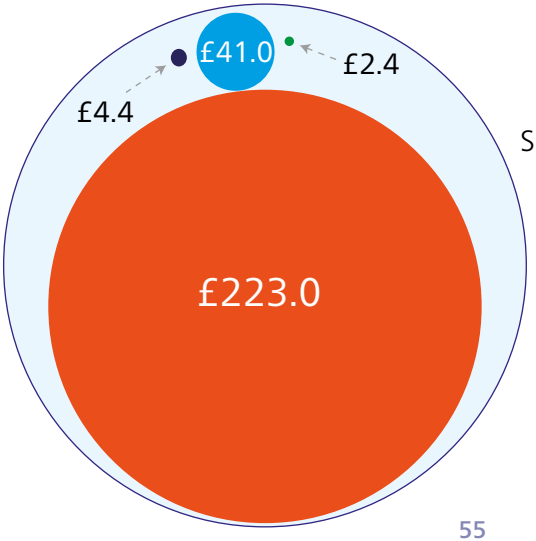



**Net Budget £244.3m**

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

**Gross Budget £260.8m**

### 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 £260.8m**

# 4 CHIEF CONSTABLE'S REPORT



The past year has seen a gradual return to "a new normal" for policing after the Coronavirus pandemic. In last year's annual report, I commented on the impact the pandemic had on the lives of not only those affected within our communities but also on our own police officers and staff. We went to great lengths to protect our workforce so that we could ensure that we were able to continue providing policing services throughout Hertfordshire. Whilst demand on our services in many areas reduced, we did see some increases in areas, such as domestic abuse reports, and had the additional responsibilities of policing covid regulations. The pandemic also demonstrated how flexible we can be with our workforce, rapidly changing our traditional ways of working, helped to improve our use of technology and strengthen our partnership working arrangements.

I am delighted that overall crime levels have remained significantly below pre-pandemic levels, with crime overall being 10.3% down on 2019/20, the last full year before the pandemic struck. In some crime categories there have been particularly sharp and sustained reductions, with house burglary falling by 36.6% in the last two years, robbery down 45% and shoplifting down 30.5%. Some crime types have shown rises however, with violent crime up by 5.5% over this period, sexual offences

up 14.6% and domestic abuse increasing 2.8% over the past two years. Some of these changes can be explained by the nature of how the pandemic changed the way we live our lives, but the Constabulary has also had a strong focus on sustaining the reductions seen whilst also understanding and focusing on those areas that have risen.

We are now into our second year of our Prevention First programme, which is shaping our overall policing strategy by placing prevention at the heart of our thinking. I remain convinced that the one thing all victims of crime and those who experience incidents requiring police support have in common is that they would much rather that their crime or incident had never occurred. This speaks loudly to our prevention first approach, striving to intervene early, prevent crime, prevent offending and harm to everyone's benefit. We have trained all our managers and supervisors around Prevention First in the last twelve months, and this is becoming embedded in our thinking and ways of working.

Many of our operational practices are now adopting this, including schemes such as Operation Encompass where we share information with education settings about their pupils who have been reported missing or witnessed domestic abuse incidents in their household in the previous 24 hours, our 'Lives not Knives' campaign engaging young people most at risk from knife crime, and our 'mini-police' schemes in primary schools. We remain active in drug testing on arrest and referrals into appropriate support services for a range of addictions that may be driving individuals' behaviour and offending. We are also fitting GPS tags to acquisitive crime offenders released on licence meaning that we can work with the Ministry of Justice to see whether those individuals are proximate to where our crime is being committed. The conversation about Prevention First opportunities is live within the Constabulary and increasingly with our partner organisations, spawning a myriad of activity with a preventative focus.

A significant demand on the Constabulary during the last year has been responding to protest activity, which has become far more

frequent and substantial throughout Hertfordshire in recent years. We have restructured to strengthen the resources in place to plan for and respond to such incidents, which have included amongst others Insulate Britain protests on the motorways, Just Stop Oil protests at Buncefield Oil Depot and High Speed 2 protests, many of which attract significant media attention. Dealing with these incidents and the criminal justice processes that follow can be particularly time consuming and resource intensive, often meaning resources have been diverted from other areas of policing to do so.

An area where we have placed particular efforts is around violence against women and girls. The attack and murder of Sarah Everard and subsequent conviction of serving police officer Wayne Couzens for the most despicable of crimes shook both the community and policing to the core. We have launched a new policing strategy for tackling violence against women and girls as a result, working closely with partner organisations and also the public as we seek to understand where women and girls feel unsafe within our communities.

I also recognise that this event, alongside others nationally, has seriously and adversely affected public trust and confidence in policing. I recognise that public trust is hard earned, not given freely and easily eroded by such events. So, our work on violence against women and girls has also included taking a critical look at ourselves internally, in particular how we can tackle and eliminate misogynistic behaviour within our own workforce. We have sharpened our vetting practices, delivered additional training, encouraged our workforce to challenge and address unacceptable behaviour and focused professional standards activity in this area. Whilst this has sadly uncovered some cases of wholly unacceptable and misogynistic behaviour, I am hopeful that the positive action taken, including dismissing a small number of officers and staff who have let the rest of us down, demonstrates how seriously we take these issues.

Another major focus in the last twelve months has been the recruitment and training of new police officers. I am delighted that

the Constabulary remained on track in uplifting the number of police officers in the county, with 167 more officers added to the workforce over the year meaning that with more than 2250 police officers the Constabulary is larger than it has ever been. During the year we also delivered a substantial change in the way we train new recruits as we adopted the College of Policing's new Policing Education Qualifications Framework (PEQF). This redefines the entry routes into policing, with a two year degree holder entry programme for graduates and three year apprenticeship programme for non-graduates that leads to the award of a policing degree. We have partnered with Anglia Ruskin University in delivering these programmes and invested substantially to enable the changes which promise to help support the workforce become better trained and more professional in what they are asked to do.

In building our workforce we have also used the opportunity to increase representation across our communities, particularly amongst the Black, Asian and minority ethnic communities. Our Positive Action Recruitment team has been focused on building links in our minority communities to attract aspiring officers and staff to join our service as we recognise the enormous value such diversity brings in building trust, increasing legitimacy and helping to modernise policing.

As our numbers grow, so does the need to provide sufficient space in which they can work. We have consequently expanded parts of our estate to provide extra office space at Rickmansworth, with a similar expansion set for the civic offices at Hertsmere CSP for police resources within the next six months. I am excited that we will also move into a new police station at Watford having purchased a new building in the town centre which we hope to have converted by the end of the fiscal year. Our plans to modernise Police Headquarters in Welwyn Garden City also advanced significantly in the year when plans were submitted for planning approval. It is by far the largest part of our estate and provides many important operational services in addition to being our administrative centre. Whilst the cost of the redevelopment will be significant, these will ultimately be less than those of maintaining the ageing and inefficient buildings currently in use. Enabling works are due

to commence in a few months subject to planning approval.

The PCC and I will have been working together for six years this October, during which time I am proud of how Hertfordshire Constabulary has developed our effectiveness and efficiency to maintain Hertfordshire as a safe place to live, work and visit. Whilst we can never precisely predict what the future may hold, with the last few years being a good illustration of that, it is apparent that for many the year ahead, as the cost of living rises sharply, could be particularly challenging. It remains to be seen whether this leads to increases in crime, but we will work hard to prevent and minimise any increase, be ready to respond and help to support the community through whatever lies ahead.



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

# STAY IN TOUCH

Office of the Police and Crime Commissioner for Hertfordshire
Harpenden Police Station
13 Vaughan Road
Harpenden
AL5 4GZ

01707 806100
commissioner@herts-pcc.gov.uk
www.hertscommissioner.org
@HertsOPCC
@Hertspcc
@HertsOPCC
David Lloyd – Herts Police & Crime Commissioner