Everybody's Business

The Police and Crime Plan for Hertfordshire

2015-2020

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Executive Summary

Hertfordshire Police and Crime Commissioner David Lloyd



In the introduction to my first Police and Crime Plan 'Everybody's Business', I said that Hertfordshire is one of the safest counties in the country. This remains the case today. Levels of crime remain low in Hertfordshire and the Constabulary continues to perform highly, best in its most similar group of forces and the envy of most. Hertfordshire Constabulary has some of the highest levels of satisfaction and crime detections in the country. You are very unlikely to be a victim of crime.

Through continued prudent and responsible budget management, I have not increased the police element of the council tax paid by one penny for four consecutive years. Despite reductions in the annual grants that government gives for policing, I have continued to ensure greater efficiency savings in policing through collaborating with neighbouring forces and investing in new technology to improve productivity.

This refreshed Police and Crime Plan is more than just a legal requirement, it sets out my plan and vision for policing and crime across Hertfordshire to 2020. It reflects both the continuity in the principles and priorities outlined in my first plan, and also the changes in the nature of crime, and the new responsibilities of my office in commissioning victims' services - putting victims at the centre of all that we do. It sets out how the Constabulary will respond to their Strategic Policing Requirements and ensure we get the best from our collaborated units, with whom we share resources, to drive crime down and provide an efficient and effective service for the public.

Everybody's Business looks to the future and sets out the challenges and opportunities ahead of us and asks individuals, businesses and partners to take action and play their part in preventing and reducing crime across the county, protecting the most vulnerable and providing the highest quality of service to victims. Keeping Hertfordshire safe is best achieved when we have a strong community and one which works together to harness and make best use of the collective resources and effort that each of us can make to maximise our impact.

There is no doubt that the nature, type and level of crime is changing. The traditional 'volume offences' are declining, but we face complex and emerging local, regional and national threats in the areas of safeguarding,

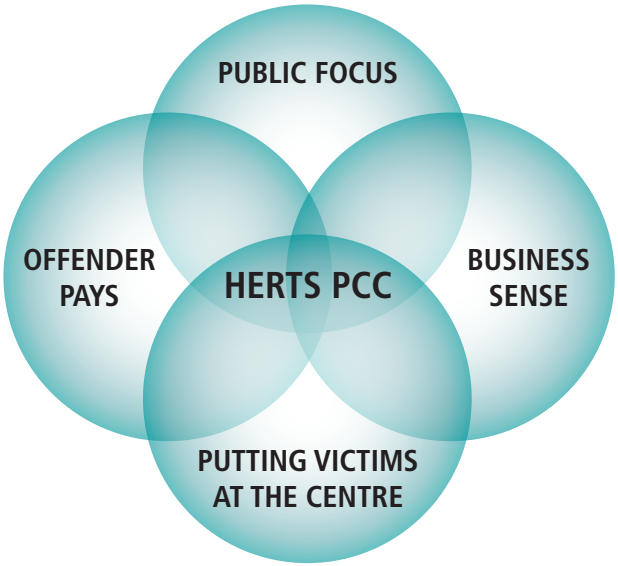
e-crime, abuse and exploitation, much of which continues to remain hidden and under-reported. In an era of rapidly expanding technology and digital developments, the police and partners need to be agile to these changes and reflect them in their approaches. Robert Peel's seventh principle of policing stated that 'police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police'. This public contract is changing. Criminal justice and community safety partners must adapt their engagement and responses better to suit this new world.

Crucially the 'crime' part of my role means that this is not simply a plan for the police. Continuing to reduce crime and preventing it from happening is more than just effective policing. It relies on everybody to tackle the societal, cultural, economic and environmental issues often embedded within criminality. This includes health – both public health, with local government, and acute services like accident and emergency; it includes the courts and prosecution services, who work with offenders, and housing associations, that may come into contact with vulnerable people. We all need to play our part in keeping Hertfordshire safe and use new skills, ideas, innovation and best practice locally and nationally to stay on top of the game. There can no longer be business as usual.

At the core of Everybody's Business is delivering effective local policing. I was as clear in my first plan, as I am today, that the local policing model is fundamental to my vision for crime reduction in Hertfordshire and the foundation of partnership working and community engagement. It creates a police force that is embedded in, and supported by, a community working together to cut crime, rather than one which is distant and engages only when they are called in to clear up the damage. At a time of austerity some would question whether this local policing model is sustainable, and some forces are changing their models. But the public tell me in regular meetings with them, and the Chief Constable affirms when I am holding him to account, that it is the best way to cut crime. I listen to what others tell me.

My first Police and Crime Plan centred around three key strategic themes; this one has four. What they have in common is a clear focus on what I want to see from the police, from partner organisations and from the public in helping to keep crime low and protect the most vulnerable in our communities, including children, young people and vulnerable adults.

Putting Victims at the Centre – I want to ensure that victims are treated with compassion and empathy and receive the highest standards of care and support when and how they need it. My proposals for victims outlined on page 19 set out my plans for giving victims a stronger voice throughout the criminal justice process and choices over the services they may need to enable them to overcome their ordeal and rebuild their lives. Public satisfaction with policing in Hertfordshire is high when compared to other forces, but the same cannot be said for victim satisfaction. I want to take our service to the next level to ensure both are the best they can be.



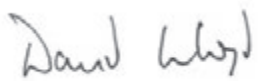
Public Focus – We must continue to improve customer services for the public across the criminal justice system, tailoring services that are better attuned to the needs of the public and their engagement with services through better exploiting the use of technology. My proposals outlined from page 25 also set out how I want to continue to develop innovative ways to include the community in the delivery of policing, both with statutory partners and increased engagement with voluntary, faith and community groups, utilising their skills, energy and commitment to keep this county safe.

Offender Pays – I strongly believe that we must make those responsible for crime bear the costs, not the law abiding citizen. I want to continue to ensure that those who offend face the consequences of swift justice, are effectively managed and that rehabilitation is the norm. My Offender Pays theme (covered from page 33) discusses my commitment to undertake a concerted attack on criminal assets to recover the proceeds of crime and to utilise the income generated by offenders to pay for initiatives to help victims and communities. I want the public to see how income generated from offenders is being spent.

Business Sense – I want to apply more business sense into policing to ensure the service is as efficient as it can be, delivering savings and improvements in the quality of service. My Business Sense proposals outlined from page 37 are about working with our strategic partners – Cambridgeshire and Bedfordshire – to share protective services

and organisational and operational support to deliver improved effectiveness and resilience and, importantly, efficiency savings to maintain local policing. I also set out my vision under Business Sense for closer working across the public sector to deliver improved efficiency, through sharing of accommodation to ensure more centralised and coordinated services for the public. I am clear that more can be done to learn from, and work with, the private sector to find the best solutions through outsourcing and technology, and work with responsible businesses to improve the sharing of information and intelligence to bring to justice those who flout the law.

All these plans highlight the challenges and opportunities that await us and how we all play a vital part in working in partnership to deliver these ambitious proposals. It is Everybody's Business to keep Hertfordshire safe. Over the coming years we will see further changes underway with new and expanded responsibilities which will continue to challenge us all to radically reform policing and criminal justice.



David Lloyd
Police and Crime Commissioner for Hertfordshire

Key Ambitions



- **Keep People Safe** – ensure resources protect those most at risk of harm.
- **Cut Crime** – continue to work with our partners to drive crime and disorder to lower levels and, through the management of effective resources, deliver both local policing and our national requirements.
- **Be a Voice for Victims** – putting victims at the centre of all we do by investing in new services and giving victims a voice.
- **Protect Local Policing** – continue to deliver a model of policing that maintains visibility and contact with the public, improves trust and, importantly, cuts crime.
- **Spend Wisely** – deliver policing within the available budget, ensuring activity is implemented that will help to reduce costs, improve efficiency and deliver effective services.


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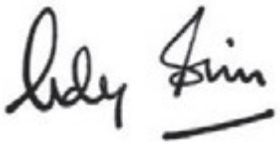
Chief Constable Andy Bliss



Hertfordshire Constabulary is a high performing force that works hard to maintain the county's position of having one of the lowest rates of crime in the country, with the highest rates of satisfaction and confidence. Around the clock, my outstanding team of officers, staff and volunteers work to reduce crime and anti-social behaviour, catch criminals and keep people safe. We aim to work ethically and with integrity to bring those who offend to justice and to provide victim care of the highest standard.

Policing needs to adapt in order to respond to new crime challenges, as reflected in this refreshed Commissioner's Police and Crime Plan, and now, more than ever, it is important that we work together with other agencies to help achieve our shared objectives/responsibilities. The budget pressures facing all police forces mean that our collaborative work, especially with Bedfordshire Police and Cambridgeshire Constabulary, will be essential for us to help deliver the required savings and efficiencies to allow us, wherever possible, to protect frontline policing in Hertfordshire.

The Commissioner's Police and Crime Plan sets the strategic direction for policing in Hertfordshire and contains key themes that, alongside partner agencies, we must now translate into operational delivery for the public. I am committed to delivering against the policing objectives of this plan, being held to account by the Commissioner and updating him on a regular basis about progress. Hertfordshire is a county where true and effective partnership working does exist and works, and this plan will help to harness the energies of all of those who have a role to play in keeping Hertfordshire a safe and low crime county.



Andy Bliss QPM
Chief Constable

Building on Success

Hertfordshire Constabulary remains a top performing force - the best in its Most Similar Force (MSF) group when looking at both absolute numbers of crime and levels of crime per head of population[1]. Hertfordshire is one of the safest places to live and work and continues to have low levels of crime. Our local policing model is a big part of the reason why. The public like this style of policing. The latest results from the Crime Survey for England and Wales showed that Hertfordshire ranked first nationally, achieving a much higher level of public confidence than the national picture – 86 per cent compared to 74 per cent; indeed 73 per cent of Hertfordshire residents rated us as excellent.

Across the country crime has continued to fall, with crime now at its lowest levels since the Crime Survey for England and Wales began in 1981. As a result of better compliance with the National Crime Recording Standards (NCRS), Hertfordshire Constabulary has seen an overall improvement in the amount of crime recorded. I am particularly pleased that part of this rise is also due to the increased reporting of abuse as a result of victims having the confidence to report crime.

I will continue to hold the Chief Constable to account, scrutinising performance and highlighting areas of concern and success over the coming years, so that we can be confident that, as crime continues to fall, the Constabulary act appropriately. Despite fraud representing a significant challenge nationally, little is known about the scale and nature of it. The Crime Survey suggests 36% of crime is attributable to fraud offences, but this may only be the tip of the iceberg. I want to get a better understanding of the nature, size and scale of fraud offences in Hertfordshire so that we can ensure that processes and procedures are put in place to minimise the number of victims of crime. Therefore, a year ahead of the Crime Survey for England and Wales reporting on the data, I will be asking the Constabulary to re-double their efforts with Action Fraud and other partners in Hertfordshire, including Trading Standards, to report on this data.

Protecting Local Policing

At the core of my current Police and Crime Plan is delivering effective local policing. Since my appointment I have been clear that maintaining local policing is important: not only because the residents of Hertfordshire have

1. Hertfordshire's Most Similar Forces (MSF) group is identified by the Home Office and comprises Avon and Somerset, Hampshire, Leicestershire, Staffordshire, Sussex, Surrey and Thames Valley Police.

consistently told me that they value the Hertfordshire way of policing, but because it improves visibility and contact with the public, and, importantly, it cuts crime. When the police are deeply embedded in their communities we can harness our collective efforts much more effectively.



Despite the financial pressures, the Chief Constable and I have been able to maintain the current strength of police officer numbers and have plans in place to support a programme of recruitment. I have set a budget which will allow the Chief Constable to increase his total number of officers in the coming year. At a time when most forces across the country are meeting the challenges of austerity by centralising their services and reducing their local presence, Hertfordshire is maintaining its unique position of having local policing that sits at its very core.

The local policing model I have inherited is a good delivery model designed around the ten local authority district and Community Safety Partnership boundaries, with each district having a visible senior police leader, supported by a Safer Neighbourhood Team comprising of all those integral to supporting public safety, protecting victims and identifying the most vulnerable. This structure ensures that the most appropriate resource is deployed and that areas are supported by specialist teams. We will continue to review this structure over the coming years and be responsive to any changes to local government structures.

I will ensure that in each of the ten districts and boroughs the Safer Neighbourhood Teams work with their respective Community Safety Partnerships to support the delivery of local priorities both in rural and urban areas. Whether it is anti-social behaviour (ASB), dangerous/obstructive parking, fly-tipping or abandoned vehicles, Safer Neighbourhood Teams, supported by Special Constables, will provide a locally tailored response to priorities that suit different communities across the county, and through a problem solving approach deliver solutions.

I also want to see Safer Neighbourhood Teams and Community Safety Partnerships better utilising the wealth of data and information available through geographical information software and predictive mapping to better map, layer and target vulnerability across the county. Partners should explore together how they can best build upon and

utilise existing multi-agency information systems to help in the early identification, signposting and sharing of data across agencies.

Strategic Policing Requirement

We must not underestimate the scale of the challenges we face and the need to ensure that we respond effectively to our national responsibilities locally. The Constabulary will continue to deliver its Strategic Policing Requirement to counter a number of specified threats to national security and public safety, including those presented by: child sexual abuse, modern slavery, domestic abuse, extremism and counter terrorism (including Prevent), serious and organised crime,national cyber security incidents andcivil emergencies. These present a danger for Hertfordshire and I will make sure the Constabulary are properly funded and performing to counter these threats and risks, to reduce crime and keep the public safe.

Child Sexual Abuse

We have all heard about the many trials and serious case reviews in respect of child sexual abuse which have highlighted significant failings across the country with how this complex issue is dealt with, and illustrate incidents where children have been let down badly by services. I am assured that the Chief Constable is engaging with partners across the criminal justice sphere to use community safety tactics to prevent and disrupt child sexual abuse and, where possible, to build intelligence to help secure prosecutions.

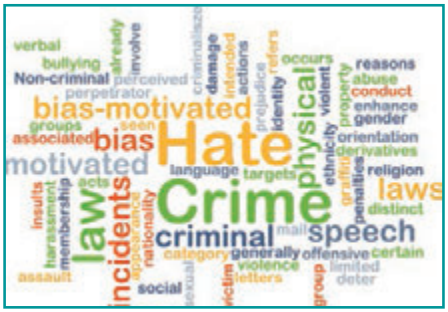


As part of my role in commissioning victims' services, I want to ensure that we have the right service provision of counselling and victim support in place for children who are victims of sexual abuse and exploitation across the county, ensuring that appropriate pathways are supported. My new strategy on child sexual abuse will focus on supporting those children who go missing from home and who have suffered or are likely to suffer from child sexual exploitation or abuse. The distressing reality is that not all young people recognise when they are a victim of crime. I want to give run-away children the opportunity to have an interview with an independent case worker who can signpost or refer into Beacon, Hertfordshire's Victim Care Centre, or report directly to the police.

Hate Crime

Hate crime is an important issue both nationally and locally across the partnership. I want to ensure that the Constabulary are not only fulfilling their statutory obligations in relation to the monitoring of hate crime incidents, but also to examine the extent to which it is happening within different districts and boroughs. I want to ensure that all victims and witnesses have confidence in the criminal justice system to protect and support them and will be commissioning specific hate crime services, so that victims can access the services they need and ensure that we continue to improve the reporting rate. I am pleased that the County Community Safety Unit are also playing a vital role in raising awareness of the issues of hate crime and the devastating effects it can have on victims, witnesses and their families. I want to drive forward progress to ensure that hate crime gets the attention that it needs on the local agenda and will oversee progress.

Serious and Organised Crime



Tackling Serious and Organised Crime and the threats posed by terrorism and public order present considerable challenges at a local, regional and global level. Ensuring that we share intelligence across the county to build up a detailed local picture of threats, risks and vulnerabilities, is crucial to keeping the county safe from criminals and strengthening our capability to disrupt and prosecute serious and organised crime.

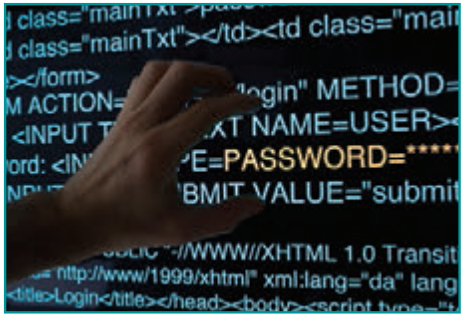
The Constabulary is committed to continue working nationally in partnership with the National Crime Agency and, at a regional level, with the Eastern Regions Special Operations Unit (ERSOU)[2], to disrupt those who are intent on bringing crime to the county by providing greater resilience and capability across borders. The Chief Constable and I will be exploring the opportunities for potential efficiencies of wider regional service delivery for all non-locally delivered services and I will scrutinise the regional structures to ensure they remain fit for purpose. We will also seek to ensure there are sound arrangements in place with national organisations to deal with a number of foreign national offenders living in the UK who are classified as missing or absconded.

Targeting organised criminality, however, is not just a matter for regional or national policing structures. Criminality does not respect borders and Hertfordshire needs to play its part in ensuring that the whole country is kept safe. We

2. ERSOU operates on behalf of the six Chief Constables and the six Police and Crime Commissioners for the counties of Hertfordshire, Bedfordshire, Cambridgeshire, Essex, Norfolk and Suffolk.

will continue to work with the Constabulary to implement the countywide strategy and embed local profiles within each borough and district delivery frameworks. I want to see Community Safety Partnerships bringing together the relevant law enforcement agencies, regulators, housing providers, charities and the private sector, to maximise the impact against serious and organised crime at the local level and to be assured that agencies are using the full range of their powers and the information available against these threats.

National Cyber Security Incidents



Unlike many forces, Hertfordshire is already starting from an excellent position in responding to threats around cybercrime, through the setting up of a dedicated Cyber Crime unit to improve our response to fraud. The challenge looking ahead is to provide the same level of capacity to look at digital crime and keep improving our ability to respond to digital threats, as we do policing the frontline. I will be working with our partners at the University of Hertfordshire to help support the expansion of cyber security training for all front-line officers, so that we have first-class provision for training officers in cyber security technology, cyber security forensics and cyber security management.

Actions:

- Maintain and strengthen the local policing model.
- Contribute resources to our National Strategic Policing Requirement.
- Work with Action Fraud and other partners in Hertfordshire, including Trading Standards, to better understand, and report on, the extent of fraud across the county.
- Expand the use of existing information sharing systems across agencies to support the early identification, signposting and sharing of data across agencies.
- Provide improved cyber crime training to police officers.
- Help to tackle serious and organised crime at a local as well as a national level.

Preventing Reoffending

Working collectively with partners, I want to take a fresh look at the end to end criminal justice system processes. We will look at where we can make improvements to modernise it, so that it is flexible enough to deliver swift justice, but also proactively engages with offenders at times they are most at risk of offending. I welcome the move to give all offenders who receive a custodial sentence of less than 12 months a period of licence and post-sentence supervision. It is vital for all criminal justice agencies to play their part in looking at new and innovative ways to break the cycle of reoffending, so that we continue to make Hertfordshire a safe place to live and work.

I am pleased that as a result of persuading the Ministry of Justice to designate the Mount Prison a resettlement prison for Hertfordshire prisoners, we are now a step closer to getting prison leavers integrated back into the community and preventing further reoffending. I want to work with our Community Rehabilitation Company to make best use of this opportunity. As a first step I have funded an investment by the Chief Constable to set up a new constabulary team within the prison to work directly with inmates and other partners to make sure we get the best outcome.

Tackling the Misuse of Drugs and Alcohol

The misuse of drugs, whether it is psychoactive substances, often known as 'legal highs', or illegal drugs, is far from victimless and is a menace to society. We know that those involved in drug misuse can succumb to a myriad of problem with the cost at a cost borne by the ordinary taxpayers and society. I want the constabulary to focus on drug misuse, which fuels other types of crime and has a significant impact on local communities, and to play its part in addressing market availability as described by the National Drugs Strategy. I welcome the Constabulary's work to enforce the offence of driving whilst impaired through drugs and want to see more awareness being raised about the dangers of drug driving.

I want to build on existing local and national partnership work to tackle alcohol related disorder and violence and the subsequent cost to the long term health of our communities and the public purse. Local authorities have a key role to play in working with licenced premises and taxi companies to ensure persistent offenders are kept away from pubs and clubs.

Being a Voice for the most Vulnerable

We must all work together to continue to improve the safety of our communities. Keeping people safe, protecting those most vulnerable in our society who are at risk of harm, and preventing further harm, runs throughout my Police and Crime Plan. To do this requires strong and effective partnership working across the county, so that we can be truly responsive to changes in the landscape and ensure that we have the right coordinated activity in place to safeguard children and adults from harm.

Within Hertfordshire we have a number of vulnerable communities with specific needs. These have been identified as:

- The elderly
- Vulnerable adults and children[3]
- Young people
- Faith and community groups
- Gypsy, Roma and Travellers



Hertfordshire Constabulary's Equality and Diversity Plan 'Policing Hertfordshire for everyone' identifies a number of objectives to ensure communities specific needs are recognised, understood and met wherever possible, working with partner agencies and communities. Specific groups may be more affected by particular crime types, such as: hate crime; distraction burglaries, scams and abuse; cyber-bullying; harassment and domestic abuse.

Much work is underway to reduce the number of distraction burglaries, where criminals target the elderly and vulnerable adults. I am delighted that support has been further enhanced for victims of burglary, through referral to the Victims' Support and the Herts Home Security Service (HHSS), provided by the County Community Safety Unit and paid for by the Prisoner Earnings Fund (see my Offender Pays proposal on page 33). I am keen to explore how this service can be further developed to enhance the safety and protection of victims of domestic abuse, so that victims know the options available to them and are able to make an informed decision regarding their safety, and, should they choose to pursue a case, have the confidence and evidence to support them through to prosecution.

3. Vulnerability is a broad term used to define any individual who may be a greater risk of victimisation. This could include those who have a mental health issue or learning disability or difficulty.

Working in Partnership



Everybody's Business calls upon local leaders across community safety, criminal justice and beyond to ensure that local resources are used in the most effective and efficient ways. For me, prevention and early intervention are at the heart of wider public sector reform and are important in helping to create a safe county. Specifically across criminal justice, the prevention dividend is substantial, as service users often engage with a range of services once in the system. Most spend only focuses on the outcomes and its consequences. Together with partners I am making a major investment in the county's Adults with Complex Needs project, to establish a preventative and intensive support service. By working together more smartly we will be able to tackle problems at source and shift the pattern of investment upstream to proactive and preventative measures, which will provide better and more effective outcomes for the public. I will closely monitor the effectiveness of this investment and ensure strong governance is in place.

Enhancing Safeguarding

In light of the tight financial times and the changing landscape, I have taken a fresh look at how our partnership arrangements are funded and coordinated, in order to continue strengthening our response to safeguarding vulnerable people. The County Community Safety Unit (CCSU), which I fund jointly with the County Council, will be refocused around three key areas: community protection, adults and children. This new model will help to structure activity that better prevents people from becoming a victim of crime and provides targeted protection for those have been unfortunate enough to become a victim. Future development could also see the bringing together of the Community Protection Joint Protection Scheme, which includes Fire Prevention, Fire Protection, Youth Engagement, Trading Standards and Police Community Safety Officers.

We will also be strengthening our response to safeguarding provision across the county, through the setting up a new Multi-Agency Safeguarding Hub (MASH) to protect children from harm. The MASH brings together a range of co-located professionals, including those who deal with domestic abuse, sexual violence and rape, to share information to ensure early identification of potential harm, and trigger interventions to prevent further harm. The

MASH will help to ensure more effective and earlier identification of vulnerable children, providing a single 'front-door' for children coming to notice. I want to see further provision being made over the next 18 months to expand the MASH to not only support the safeguarding of children, but also adults, so that we have excellent provision for both across the county.



The County Council will be setting up multi-disciplinary Family Safeguarding Teams to help provide additional preventative services to children, by enhancing children's social work teams to include mental health officers, domestic abuse specialists and community psychiatric nurses. Crucial to the success of these new safeguarding arrangements will be the joining up and sharing of data and intelligence between the different teams, the breaking down of operational barriers and a shared data management system.

Improving our Response to Mental Health

Partnership work has also extended significantly in a number of areas, particularly with colleagues in Health. As a member of the Health and Wellbeing Board, I now have a full role in the work of the board and wider work on the health agenda. Following the signing of the Mental Health Crisis Care Concordat, all partners need to deliver on the Action Plan to help improve the end-to-end treatment and services for those with mental health issues. In Hertfordshire we have already succeeded on ending the unacceptable situation where mentally ill people in crisis find themselves detained in police cells because there is nowhere else for them to go. I want to see this maintained, but also see the Constabulary and health partners ensuring those who are mentally ill are transported to hospitals and other 'places of safety' in appropriate vehicles, not police cars.

Innovative work is already taking place to provide appropriate and effective triage services to assist police in their use of S136 of the Mental Health Act (1983), with a mental health nurse working within the Constabulary's control room to help provide early intervention to divert some of those with mental health issues out of the criminal justice system and into the treatment they require. Through this work I would like to see a reduction in the number of S136 detentions where the outcome is 'no evidence of mental disorder' and an assurance that there will be accurate

and consistent referral or signposting to relevant services for people who do not need immediate care or control. I would also like to see the Health Trusts working with the County Community Safety Unit and Constabulary to ensure the effective collection and sharing of anonymised data from the Lister and Watford General Hospitals to support alcohol-related violence reduction.

Working with Community Safety Partnerships

I have continued to provide financial support, through my Community Safety Fund[4], to give Community Safety Partnerships strategic drive, coordination and scrutiny locally, in areas such as domestic abuse, serious and organised crime, and Stop and Search. Having had the experience of doing this for a number of years I will be reviewing the effectiveness of this in supporting the delivery of the Police and Crime Plan, to ensure that we continue to make improvements in efficiency and effectiveness.

Commissioning Victim Services

I continue to support bids from innovative local schemes, allowing for fresh new ideas and plugging gaps in service delivery, to support providing enhanced services for victims. I continue to welcome new ideas.

Actions:

- Crackdown on drug driving.
- Promote changes to the criminal justice system to make it more victim-centred and provide more efficient justice.
- Provide alternatives to the criminal justice system for those in mental health crisis.
- Work with health partners to improve the collection and use of data to support violence reduction.
- Ensure effective targeting of the community safety funding.

4. For the avoidance of doubt, in Hertfordshire the Crime and Disorder Reduction Grant is called the Community Safety Fund.



Putting Victims at the Centre

I have responsibility for directly commissioning victim support services for Hertfordshire. This means I can commission services that are locally tailored to better reflect the needs of different victims of crime and the responses they require, putting victims at the centre of all we do. My office has made significant progress towards giving victims a voice, choices about the services they receive, and support for them to cope and recover, so they are able to rebuild their lives. But we need to continue to do more. I want to ensure that supporting victims is seen as important and is given the credit it deserves.

Giving Victims a Voice



Now that victims have a voice through the Victims' Voice Survey, I want to make sure they can use it. The results from the initial survey showed a high level of satisfaction both with the response from the police and from Victim Support. However, it also raised some areas for improvement and it is those areas that I want to focus on. Victims need to be kept better informed and updated on the progress of their case, and have a single point of access, leading to practical and emotional support when required. I want to continue to listen to victims. The Victims' Voice website will be maintained as a permanent portal, so that victims can continue to let us know about what their needs are and how well they are being served.

I welcome the new Victims' Forums, run by the Constabulary, as an opportunity for the police to understand what victims are going through and for victims to gain an awareness of what service provision and support is available. Going forward I would like to see more representation from Black and Minority Ethnic (BME) and marginalised communities, working with the Constabulary to better understand victims' needs, which may include support and provision for specialist services, such as fraud and sexual abuse. I would like to see the voices of victims feeding back in to help support the training and development of officers.

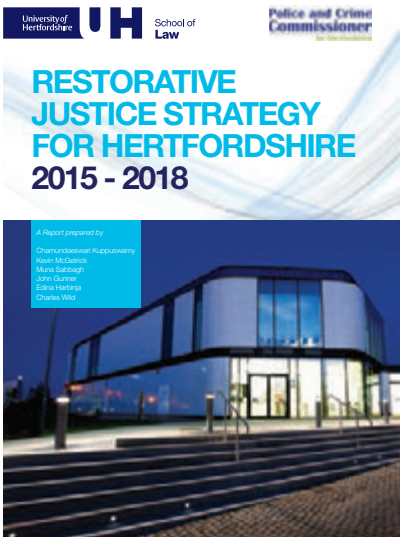
Victim Care Centre

The Hertfordshire Victim Care Centre, 'Beacon', a co-located multi-agency hub, provides a single point of access for all the support that victims require. The blue ribbon marks an awareness of the rights and entitlements for victims, as outlined in the Victims' Code and Charter. For me, Beacon represents an important step change in the way victims are able to access a range of coordinated services in Hertfordshire, to help them cope and recover from their ordeal. But this is just the beginning. I would like to develop Beacon so that it coordinates the victim/witness journey throughout the Criminal Justice System, therefore ensuring that the entire experience is as seamless as possible.

You can find out more about Beacon by visiting: http://www.hertscommissioner.org/beacon

Restorative Justice for Hertfordshire

Investing in Restorative Justice is a key component to providing a better service to victims. It gives victims the chance to meet or communicate with the offender in their case, to talk about the harm that has been caused, and to find a way to repair that harm. Many victims feel empowered, letting them have their say, which helps them to move on with their lives. It also helps offenders to recognise the impact of what they have done, take responsibility and make amends.



We are working in partnership with the University of Hertfordshire to deliver and embed a Restorative Justice Strategy across the county, to ensure that practitioners, criminal justice partners and community leaders have a common understanding of what Restorative Justice is and understand how to deliver Restorative Justice in practice. We will now deliver our five year Restorative Justice Strategy for the county and, as part of that, my office will be funding a dedicated Restorative Justice Coordinator, to manage and facilitate the restorative justice response, and will work with the University of

Hertfordshire to develop a Restorative Justice Centre, where training, personal development and sharing of best practice can be disseminated to all partners. I want to make sure that all victims in Hertfordshire have the opportunity to access a Restorative Justice solution if it is appropriate for them, and that resources are in place to deliver this.

Domestic Abuse



The focus on domestic abuse has been a top priority in my Police and Crime Plan and we have already seen a significant impact, with more victims coming forward, improved police response and investments in new services. We now intend to go further. Since 2013, through a series of successful strategies, 47 per cent more victims have had the confidence to report the harm they have suffered. We now must make sure that in Hertfordshire we have the right services available to provide them with the help and support they need. Whilst confidence and reporting has increased, we know that this does not reflect the full scale of the abuse as there are many more cases that are not reported. It is my intention to continue to increase levels of reporting, notably maintaining the Constabulary's focus on identifying offences of Forced Marriage, Modern Slavery, Honour Based Violence and Female Genital Mutilation, protecting victims and increasing support to those at risk of becoming victims.

In 2014 I commissioned SafeLives (formerly called CAADA) to conduct the first ever comprehensive review of domestic abuse services in Hertfordshire. As a result, responsible partners across the public sector, including health, social services, local government and the police, have come together to pledge to make things better. A range of measures have been agreed around joint commissioning, referral and provision of services, and improvements to governance and leadership. I will seek to ensure that these measures are driven forward through my position on the new Domestic Abuse Executive Board, and I will support the implementation of a new Domestic Abuse Strategy and Action Plan. In the meantime I will continue to use the victims' funds now at my disposal to provide additional support for victims of domestic abuse,

including supporting the expansion of Independent Domestic Violence Advisors (IDVAs).

I want to see all police officers wearing body worn cameras when attending a domestic abuse incident, in order to better support and enhance the effectiveness of initial investigations, particularly those where victims may initially have been reluctant to make a statement or would prefer an authority to progress it on their behalf. I will also continue to challenge the performance around domestic abuse to ensure this remains top of the agenda.

Virtual Courts

Victims come into contact with a variety of criminal justice agencies through the end-to-end process of the criminal justice system and, at times, have very different experiences. In my first Police and Crime Plan I mentioned the importance of delivering a quality of service so that, whether victims are engaging with police or any other criminal justice agencies, such as the prosecution, courts, youth services or probation services, and at any stage of the criminal justice process, victims feel supported and not forgotten. I am pleased that we now have a dedicated Victims and Witnesses group in place to provide assurance around the quality of care we provide to victims of crime.

Great strides have also been made in speeding up justice for victims across the county as a result of using technology to improve victims' experience. My first Police and Crime Plan called for a virtual court system to be developed in all of our custody centres. This has now been achieved and I am pleased to say it has revolutionised the way we can now handle cases, with over a third of all remand cases now being held via a video link. Moving to this system has led to better outcomes: a quicker justice for those accused, a higher guilty plea rate, huge savings in police time, and a reduced risk of prisoners absconding.

Going forward, I want to see an expansion of LiveLink, which allows victims and witnesses, including police officers, to give evidence by video link. This is not just about convenience, but can also offer protection to vulnerable victims and witnesses, who are too often traumatised by the judicial process. For police officers it allows them to make better use of their time, rather than being tied up for hours at courts waiting to be called. I therefore want to see an expansion of our LiveLink network, an increase in its use by courts, and that it should become the default system for police officer evidence.

Actions:

- Establish Victims' Voice as a permanent platform for victims' views.
- Promote changes to the criminal justice system to make it more victim-centred and provide more efficient justice.
- Create a Restorative Justice Centre and make Restorative Justice widely available.
- Additional support for victims of domestic abuse, including an enhanced IDVA service.
- Expand the use of LiveLink to improve the experience of victims and witnesses and increase the efficiency of courts.


Heritage Watch
Protecting the Past
HERITAGE WATCH
Heritage Watch is a Hertfordshire Constabulary led scheme that aims to protect our county's historical sites, monuments and artefacts from heritage crime.
• Architectural theft
• Arson
• Anti-social behaviour
• Metal theft
• Criminal damage/graffiti
• Unauthorised excavation
• Damage caused by vehicles
• Theft of historical artefacts
• Unauthorised metal detecting
Police and Crime Commissioner

Public Focus

Delivering an Excellent Customer Service

Strengthening public confidence and satisfaction in policing is fundamental to maintaining its legitimacy in our communities. In Hertfordshire, the public is more satisfied with policing than in any other part of the country, which means we are well placed to develop an even stronger public focus. For me it is about putting the public at the centre of our thoughts, our plans and our services. Whether it is reporting a road traffic collision, fly-tipping or fraud, it is the public that should determine the type of response they receive. Some people want to tell their story, particularly those for whom the incident has impacted upon personally. Others may prefer not to see or speak to anyone directly, but would rather use online resources to communicate with the police or obtain information. We must recognise that the public expect a personalised and tailored service, attuned to their needs, and one that treats them with sensitivity, integrity and respect.

In common with forward-looking successful business organisations, I want to continue to improve the level of customer care by developing online tools. Whether it is making direct contact with police officers through an online directory, reporting a crime online or finding lost property, these are areas I would like the Constabulary to develop. The roll-out of an appointment booking system for face-to-face meetings with members of the public who need to talk in person about a policing or crime issue has marked the path that I want to set in making improvements to public satisfaction. I would like to see all victims of crime across the county being offered scheduled appointments to speak to an officer in person.

In my first Police and Crime Plan I pledged that more should be done to ensure that lost or stolen property is reunited with its rightful owners. In 2015 I launched HertsReunited, a new online website (www.hertsreunited.co.uk) to do just that. I recognised that some items may have monetary value, whilst others are more of sentimental value, both equally important in returning them to their rightful owners. I also want the Constabulary to take advantage of new technology to enable people to report crimes and to follow how they are being investigated and progressed.

Focus on Areas that matter to You

I continue to listen and engage in issues that the public tell me are a high priority across the county. In my first Police and Crime Plan the public told me that ASB was a key concern because of the blight that it causes to communities. Since 2012 ASB has reduced by nearly a third (30%), as a result of the relentless targeting of persistent ASB around repeat victims and locations. I want this reduction to continue.

I am pleased that the SafetyNet case management system is being used to coordinate the ASB and Thriving Families' data, within the multi-agency CCSU, to help aid better identification and joint action across partners, and is being expanded to support the reporting and coordination of other important areas of work, including domestic abuse and hate crime. I want to see this go further to ensure that other partners, such as the fire service, contribute to and share intelligence on their daily interactions with many vulnerable and at risk residents, in order for us to get better at the early identification of vulnerable and repeat victims. I would like the county to move to a single data depository for all agencies to be able to coordinate information about vulnerable people across the county. This is why I am leading the way on 'blue light' collaboration nationally for those areas where we could do more, rather than those areas where we already work together closely.

Road traffic collisions are of fundamental importance to the people of Hertfordshire. The Police and Crime Plan will look at innovative ways of tackling it, rather than just using more enforcement activity. I want to see more resources being directed and use new money generated through offender pays to fund new activity.

Responding to Your Concerns

I will continue to find better ways to triage the complaints received from the public through my office to ensure we continue to move towards better customer service. Although I do not have a statutory duty to investigate complaints about Hertfordshire Constabulary or the conduct of its officers or staff, I do have a monitoring role over complaints and meet with the Professional Standards Departments frequently to ensure focus is given to those complaints that are more serious.



The public often tell me that it is matters relating to anti-social driving that are of most concern to them. This includes inconsiderate parking and speeding. The public also write to me on a wide range of issues, ranging from business fraud to feeling let down by the Courts. Where concerns are raised with my office regarding operational matters, these are brought to the attention of the relevant Safer Neighbourhood Team Chief Inspector to investigate and respond to. I will continue to provide a scrutiny role over complaints and ensure that the issues raised by the public are listened to.

Engaging the Public

I continue to engage and listen to what matters to partners and the public throughout the year and around specific initiatives during my District Day visits to each of the ten districts and boroughs twice a year. Spending dedicated time in each of the district areas across the county enables me to clearly see how the community safety partners, together with local businesses, charities and volunteer groups, work together to address local issues and keep communities safe.

Each year since being elected I have attended Barn meets in the rural areas of the county to really get underneath the issues that matter to rural residents, parish councillors, local landowners, farmers and rural business owners, which affect them on a daily basis and impact on their quality of life. I am aware that some rural communities can often feel ignored because of the relatively low levels of crime when compared to more urban areas of the county. I am confident in the Chief Constable's assurance that rural issues such as theft of high value machinery, unlawful hunting, fly tipping and fly-grazing are being taken seriously and are on the local policing agenda, supported by dedicated Rural Specials.

Actions:

- Improve online public services, including crime reporting and tracking.
- Provide a responsive service, which recognises the priorities of the public and acts on them.
- Develop innovative ways to reduce road traffic collisions.
- Continue to scrutinise complaints and the delivery of customer service.
- Continue a Police and Crime Commissioner programme of public engagement across Hertfordshire.

Empowering the Community



Active citizens are critical to supporting the delivery of policing and community safety in Hertfordshire. Excellent work has been achieved to date to harness the valuable skills and community spirit of Hertfordshire residents in playing their part in keeping Hertfordshire a safe county. Hertfordshire has a strong tradition of voluntary work, with over 40 per cent of people regularly taking part in some form of volunteering every month, bringing in valuable skills, experience and knowledge. Whether it is taking part in 'Watch' schemes, conducting checks of custody suites or the welfare of dogs, or supporting DriveSafe roadside activity, I want to continue to grow and expand the number of volunteers involved in community safety and crime reduction and the number of opportunities available to them, building on their energy and commitment to support civic participation, as outlined in my Volunteering Strategy.

Special Constables

Special Constables are an integral part of modern policing and play a vital role in strengthening local policing, working with the Safer Neighbourhood Teams in each of the ten districts and boroughs across Hertfordshire. They are the most visible face of volunteering within the Constabulary and potentially in



the criminal justice system, helping to tackle local community problems, tailoring their response to local priorities and adapting their style to suit different communities in Hertfordshire. This is why I made a commitment to welcome into the policing family as many applicants to the Special Constabulary as meet the qualifying requirement. The Constabulary has not made sufficient progress with this commitment and I am sharpening my focus. I want to continue to see Special Constables bolstering the number of front-line officers across the county, tackling problems that most matter to those communities and providing an additional accessible policing presence. I want to do more.

Excellent work has been achieved by the Constabulary in supporting rural policing and I am proud to say that we now have at least one Rural Special Constable in all rural and semi-rural beats in Hertfordshire. However, I want to continue my plan to increase the roles and scope of Rural Specials in farming communities, maintaining and developing their skills, so that they are able to deal with the challenges that blight rural communities, such as fly-tipping, theft of fuel, poaching or hare coursing, and support the delivery of the Rural Policing Strategy.

It is not only front line roles that Special Constables support: they play a critical role in helping to improve the Constabulary's capacity, capability and resilience in tackling new forms of crime and the complex challenges around cyber-crime, or e-crime, through the wealth of skills, experience and knowledge they can bring to policing.

That is why I am committed to working with the Constabulary to review how Special Constables are trained, deployed and integrated within Hertfordshire Constabulary. I have asked the Chief Constable to increase the number of specialist departments in the Constabulary that are supported by Special Constables, recognising and utilising the specialist skills, knowledge and experience of those who volunteer and the value they can bring to crime reduction and community safety. Whether it is accountants

and finance managers supporting complex fraud investigations to recover the proceeds of crime, interpreters supporting complex translations, or computer and technology experts tackling cybercrime, all Special Constables will be supported to play their part whether on the front-line or behind the scenes. I will ensure that all those who meet the qualifying requirement and have the experience and interest in supporting these specialist departments are welcomed into the policing family.

To do this I want to explore setting up an Employee Supported Volunteering (ESV) scheme , with local businesses in Hertfordshire, to help bring in vital skills to the policing and community safety arena and, in return, provide transferable training and skills back to the workplace. It makes good business sense for organisations to demonstrate their corporate social responsibility and results in employees who are more skilled, motivated and engaged individuals. Whether it is allowing time off for individual volunteering or an on-going commitment within a team, I want to see businesses playing their part in supporting employees to become Special Constables.

If you would like to find out more about the Special Constabulary, please visit:
http://www.hertspolicecareers.co.uk/

Volunteer Police Cadets



I am delighted that our Volunteer Police Cadet scheme has gone from strength to strength, and has seen the number participating dramatically rise to over 200, with coverage in each of the ten districts and boroughs. I want to commission the Constabulary to further develop and expand the number of cadets across Hertfordshire, to encourage more young people to get involved in policing and community safety. As a member of the National Volunteering Police Cadet Scheme, I want the Constabulary to continue professionalising the scheme, ensuring that all cadets continue to develop a practical understanding of policing, inspiring young people to participate positively in their communities, supporting local policing priorities through volunteering.

'Blue Light' Volunteers

Tackling crime is far wider than relying on the police support alone: it requires a smarter approach, working with a range of partners from the public and private sector, and better coordination of services that help to keep people safe and reduce crime. That is why I want to explore how to achieve closer governance, training, tasking and joint working between the Special Constabulary, Fire Safety Community Volunteers and Trading Standards Volunteers, so that we are able to provide a more coordinated and flexible resource, that can support a range of proactive community safety initiatives around fly-tipping, frauds and scams, home safety measures, ASB initiatives and missing people. I am keen to see how we can best brigade resources across the teams to build on the successful youth diversion and engagement programme currently run through the Prince's Trust and Duke of Edinburgh Award Schemes. We will also seek to explore better joint tasking for both police and fire service Volunteer Cadet schemes.

Citizens' Academies

I have sought to look for opportunities to generate a more participative model of policing, engaging the public on policing and crime prevention issues, giving them a better awareness of what the police do and the competing pressures. Building on the learning from the three pilot projects across the county, I want to roll-out a new approach to crime fighting in the form of a web-based Citizens' Crime Prevention Academy, designed by the Constabulary and in consultation with Community Safety Partnerships, to enable the residents of Hertfordshire to play their part in the fight against crime.

Through a series of e-learning training modules that cover a number of topics, including financial crime prevention and personal security, the public will be able to complete a range of modules designed to give them a greater understanding of what the police and community safety partners do and how to prevent crime. I am particularly keen to develop specific modules on e-safety to prevent the harm and exploitation of children and young people. I want young people to understand digital protection and how to remain safe online and not become a victim of crime. I will be looking to work with the University of Hertfordshire to provide accreditation to the scheme.

Independent Custody Visitors

Police support volunteers represent a significant opportunity to increase the capacity and capability of the Constabulary and to increase the trust and confidence of the public in its police force. It is a statutory duty of my office to administer and monitor the Independent Custody Visiting Scheme (ICVS). I am delighted that we have over 55 volunteers making unscheduled checks in the custody suites, checking detainees' rights and the quality of custody suites, and holding the Custody Inspector to account for any changes that need to be made. I recognise the important role that volunteers play and the need to ensure that volunteers offer unbiased observations to complement government inspections. I want to continue recruiting new volunteers from all parts of society, so that they fully reflect the demographics of Hertfordshire and can offer a fresh perspective.

Watch Schemes

Volunteers play a vital role in helping to keep people safe and to prevent and reduce crime. In Hertfordshire, over 80,000 households are signed up to Neighbourhood Watch. This represents one in every six households, which is excellent. I want to see all Safer Neighbourhood Teams, Town and Parish Councils, and local authority partners continue to promote the scheme so that we can increase coverage across the county, giving watch members the information and tools they need to act against crime.

There is much more we can do to support the role of Neighbourhood Watch members around crime reduction and community safety, as well as supporting them in feeding back information on local crime or concerns to the Constabulary. I will also be looking at other ways to better support victims of crime, by extending the reach of Neighbourhood Watch to our most vulnerable residents through the targeting of good prevention advice, including that on fraud, such as door step and Payment Protection Insurance (PPI) based scams.

I also want to further support the different watch schemes currently operating across Hertfordshire and look at how we can best support them. I am particularly keen to explore how we can better work with Hertfordshire's Chamber of Commerce, the Institute of Directors and other organisations to support and grow the current 2,300 Business Watch members across Hertfordshire.

Actions:

- Increase the recruitment and improve the retention of Special Constables.
- Establish an Employee Supported Volunteer Scheme with Hertfordshire businesses.
- Develop a new programme of Blue Light Volunteers with the fire service.
- Expand the Volunteer Police Cadet scheme.
- Increase the number of households supported by Neighbourhood Watch and develop other 'Watch' schemes.
- Roll out a countywide online Citizens' Crime Prevention Academy.

Offender Pays

My first Police and Crime Plan laid down a very clear principle - that those who are responsible for crime must bear a greater proportion for the costs of dealing with that crime and putting right the harm that they have caused. This is not about pushing offenders to pay twice: this is about fairness. Whether through attacking criminals' assets, expanding Community Payback and rehabilitation schemes, or the repatriation to victims and communities, I will continue to seek ways for offenders to pay. Some of my proposals are innovative solutions, which will require long-term reform, involving lobbying or legislative changes, but there are others that can be achieved in the short-term. I will continue to work with the Constabulary and partners, including Probation, Trading Standards and other local authority services, to help develop these plans and a vision for how offenders can bear the costs they create.

Services paid for by Offenders

I am delighted that £1.2 million, generated from offenders' fines and out-of-court disposals through the Victim Surcharge, is being used to support the provision of new emotional and practical support services

for victims of crime in Hertfordshire. Such changes speak to the heart of my Offender Pays principles. It is only right that, where possible, money spent on commissioning services for victims is coming out of the pockets of those responsible for causing harm, rather than your taxes.

I have also been using funding raised through the Prisoners' Earnings Act to support the Herts Home Security Service (HHSS) for elderly, vulnerable or high risk victims of harm. Over £20,000 has been provided to HHSS, to enable a range of security devices, including door and window locks, side or rear gates, and fire-proof letter boxes, to be fitted to victims' homes, paid for by offenders. These measures will go some way to help victims feel safer and reduce the likelihood of further victimisation.

Using revenue paid for by Offenders

I want to send a clear message to offenders that crime does not pay. For some career criminals, a prison sentence can merely be an inconvenience, so the real value is coming after offenders through their wallets. Whether it is seizing their cash, houses or cars, having an impact on the lifestyle they are accustomed to hits criminals where it hurts them the most - in their pockets. The move to ERSOU for pursuing Proceeds of Crime Act cases, on behalf of Hertfordshire, will enable greater expertise to recover assets. Looking ahead, I will ensure that the revenue generated through proceeds of crime will help to provide direct financial support for services for victims, as well as more general policing in the county.

I will continue to ensure that the money the Constabulary raises through those who break the law is spent appropriately and will be undertaking a root and branch review to better understand income generation and expenditure. I want to explore the legality of introducing a DriveSafe levy and, if viable, ask for feedback from the residents of Hertfordshire on how the money generated by offenders, who have been caught speeding, should be spent to support road safety initiatives.

Ensuring the Public and Victims have their say on Payback and Rehabilitation

Community Payback has real value: not only does the public benefit from the unpaid work untaken by offenders for the crimes they have committed, but it has a positive impact on offenders, often instilling a sense of structure and value that is often missing from their lives. It gives the public, and often local

businesses, a direct say in determining the kinds of unpaid work offenders should do, which might include removing graffiti, clearing wasteland, or decorating public buildings.

Across Hertfordshire offenders have paid back considerable time, undertaking a range of projects, including: grounds, roads and pathways maintenance for Parish and District Councils; and litter picking and garden clearance for local Councils. I want to continue to see more members of the public and local businesses having their say on the payback and rehabilitation work offenders do across the county, through nominations. Whether it's small tasks for individuals to longer-term group projects, the public can have a direct say in what work they feel would best benefit their communities.

Community Remedy and Community Trigger

The introduction of a Community Remedy and Community Trigger in Hertfordshire has given victims a choice for the first time about how offenders are punished for low-level crime and ASB. Whether it is making financial reparation directly to them, signing an ASB agreement or making a verbal or written apology, it gives victims a voice – a true say in how they want to be compensated for what has happened – and, importantly, it enables victims to feel empowered to take back some control for the decisions that are made. I want to see further options being made available to victims in the near future, including: repairing damage; taking part in diversionary activity; or being referred to relevant supportive services, such as substance misuse or mental health services, to help offenders understand the consequences of their actions.

Actions:

- Allow the public and local businesses to have more of a say over Community Payback.
- Ensure more of the revenue generated from offenders is used to support victims.
- Expand Community Remedy, to give victims more options on how offenders pay.



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Business Sense

Ensuring that the 'business' of policing is as efficient as it can be makes good sense. This is about taking the best from across other sectors, improving customer service and making best use of public money. I am convinced there is much we can do to apply more business sense into areas of policing and community safety and be smarter with how we use our resources. Although Hertfordshire is not starting from a blank sheet of paper when it comes to considering all options available, I will not let this stop us striving to achieve the best possible solutions to deliver high quality services at reduced cost to the people of Hertfordshire. With less money across the public sector we need to be better at coordinating services, jointly funding initiatives that deliver against a common interest, and looking at what services should be delivered externally to help deliver greater savings and improve efficiency. I will be asking the Constabulary to apply a 'customer service' test to any new technologies invested in, to understand what the external and internal impact of them will be.

Improving Efficiency through Collaboration with Forces

In the earlier section on Building on Success, I outlined how protecting local policing is an integral part of my Police and Crime Plan, and that the Chief Constable and I are clear that it must be protected and strengthened. My financial strategy has been to look at exactly how we will continue to protect our distinct style of local policing, whilst also making best use of public money. Collaborating with the neighbouring forces of Bedfordshire and Cambridgeshire has enabled us to do both, whilst improving our capability and the resilience of specialist policing units.

In all my decisions I have questioned the value of collaborating units across the strategic alliance: how much it will cost, who will pay and, most importantly, the impact it will have on the service the public receives. As we continue to collaborate further on operational and organisational support across the middle and back office, to deliver greater resilience and manage demand, I want to be clear that these benefits remain. There is a balance to be struck in achieving economies of scale and increased resilience, whilst minimising the impact on local policing in Hertfordshire. Although the reality of collaboration projects means a lack of parity, with the distribution of costs and benefits not always being equal or reflecting the

initial investment made by individual forces, I am clear that I will only collaborate when real savings can be achieved and there are significant benefits for the people of Hertfordshire.

Blue Light Collaboration

One of the areas I am committed to building upon is the close working and collaboration between 'blue light' services: police, ambulance and fire and rescue. This is why I have been at the forefront of setting up a national Emergency Services Collaboration Working Group, with funding from three Government departments. Through the working group which I chair on behalf of the Association of Police and Crime Commissioners, we have made important headway in bringing together all the emergency services to look at how services can be better coordinated. I will be taking forward a programme of work nationally to explore how Blue Light services can be run with greater business sense, delivering savings and improvement in the quality of service.

In Hertfordshire, much work has already been achieved to find synergies and savings within and across the blue light services. Since 2013, we have had joint leadership between my office and the Fire and Rescue Service, through the appointment of the Chief Fire Officer as the Chief Executive for the Office of the Police and Crime Commissioner for Hertfordshire. This is the first time that a Chief Fire Officer has worked for both a Police and Crime Commissioner and the Community Protection Directorate at a County Council. I recognise that there is more we can do to further collaborate between the emergency services, driving forward greater efficiencies and improving service delivery to the public, through closer work on sharing training facilities and activity to support repeat, high-risk and vulnerable individuals.

Delivering Better Services through Public Sector Collaboration

I want to continue finding ways to introduce a stronger public focus into service delivery across policing and the wider public sector, to deliver improved efficiency and partnership working. I will continue to look at ways to bring the police closer into the public realm, by looking at how we can best coordinate and locate public services, through the sharing of accommodation to ensure services are more central and convenient for the public. We should be working to provide one public service, whether that is in person, on the telephone or online. Putting the public's needs first should be the starting point.

Improving Productivity

I also want to have a long hard look at ways to make best use of public property and the police estate. Whether it is dispensing with public estates or undertaking joint ventures with the public or private sector to develop estates, I want the Constabulary to look at opportunities to bring in other bodies to find the best solution. Clearly it is only possible to do what can be achieved within the constraints of the law, but I would like to feel assured that all the options have been considered and on that basis that we are making the right choices. I am committed to ensuring that we get the best possible value for money from every pound that we have at our disposal, whether that is for day-to-day running expenses of the Constabulary and of my office, the reserves that are set aside for specific purposes, or unexpected events and emergencies. As I have demonstrated so far, I take a pragmatic, rather than purely ideological, approach in this area, but I will always look to see what the private sector can offer to improve efficiency and effectiveness.

Some areas of the public sector lag behind with technology: I want to bring the Constabulary in line with the best in its class. Significant investment has been made in mobile data devices, such as Tough Pads, to record Stop and Searches, and body-worn cameras when attending domestic abuse incidents. I will continue to make investments in technology to enable officers to be more efficient and effective with their time and, most importantly, visible and accessible to the public. In addition, over the coming years, as a result of further investments in new software and equipment the Constabulary will be modernising many of their core systems. I am determined to see that they maximise the opportunities provided to improve how efficiently they work, but also provide a more accessible service to the public.

Working with Responsible Businesses

Hertfordshire is home to a large number of businesses and their success is vital to the prosperity of the county. The Chief Constable and I are committed to understanding the devastating effect that crime can have on businesses. This is why I want to introduce an Impact Statement for businesses, to give businesses, including charities, the opportunity to set out the effect that a crime has had on the business, such as direct financial loss through fraud or theft, and wider impacts, such as operational disruption or reputational damage which they have failed to be heard on. I want the courts to recognise this and take it

into account when determining sentences.

Responsible businesses in Hertfordshire are already working hard to protect themselves from crime and comply with the law. I am delighted that, as part of an innovative project with the Cabinet Office, Hertfordshire's regulators are working with national and local services, including Trading Standards, HM Revenue and Customs (HMRC), Immigration and the police, to help businesses comply with the law. Tackling those who flout the law is everybody's business. I welcome the wide range of partnership working across the county's regulatory community, including the Better Business for All initiative. I want to see even closer working, to improve information and intelligence-sharing, supporting compliant businesses and targeting enforcement work on non-compliant businesses, who set out deliberately to profit from acting illegally, to the detriment of consumers, and undermining of their compliant business competitors.

I will continue to work with businesses across Hertfordshire to help them protect themselves from crime. Through my work as a member of the Institute of Directors, engagement with the Local Economic Partnership (LEP), Hertfordshire Chamber of Commerce, and District Day visits, I am able to better understand what issues concern the business community in Hertfordshire. I have now completed a countywide Business Crime Survey and will use that as a basis for developing a Business Crime Strategy and an Independent Business Advisory Group (IBAG).

Actions:

- Improve police efficiency and invest in new technology.
- Apply a customer service test when introducing new IT and system changes.
- Collaborate with other police forces to make savings and improve efficiency.
- Explore new opportunities for further emergency service collaboration.
- Develop co-location of police and other public services.
- Introduce Impact Statements for businesses who suffer crimes.

Managing Constabulary Performance



The primary duty of the Police and Crime Commissioner is to hold the Chief Constable to account for policing performance, on behalf of the public they serve. The Chief Constable and I meet regularly to discuss the performance of the Constabulary and I receive reports annually on the progress made on the Police and Crime Plan, which I publish in my Annual Report, and which is seen by the Police and Crime Panel. Through a number of boards, including the Strategic Performance Board, I am able to get an in-depth understanding of the challenges faced and solutions being delivered. I also hold a monthly executive board, attended by the Chief Constable and his senior officers, at which I formally scrutinise performance and seek assurances and resolutions to issues that I have identified.

Finances

The Police Funding Settlement (2015-16) confirmed grant reductions of 4.7 per cent cash in 2015-16 for Hertfordshire and challenges will continue following the Chancellor's Summer Budget in July 2015. We will receive less money from central government in the coming years, which will require us to choose how we protect the services that matter most to the public and those which have the best chance of delivering results. For Hertfordshire this will mean making savings of approximately £28m, or fifteen per cent, by 2018-19. This figure arises from net funding reductions of £16m, the impact of spending pressures of a further £12m, and additional expenditure on new areas of policing capability.

Prudent and responsible budget management has enabled Hertfordshire to face the forthcoming cuts to the policing budget and freeze the council tax precept that you pay for policing for four consecutive years. Savings have continued to be achieved as part of the Hertfordshire savings programme and from collaborating with our neighbouring forces of Bedfordshire and Cambridgeshire. During 2014-15 Hertfordshire made savings of £7.1m through both collaboration and Hertfordshire only savings, and the 2015-16 budget includes extending collaboration savings into new areas including the back office and Operational Support functions.

We are in a strong position to meet the forthcoming financial challenges in the years ahead, whilst we continue to protect local policing teams, safeguard vulnerable people, invest in resources to tackle new and complex crimes, and increase officer numbers. We will continue to explore new ways of doing business and build on existing improvements.

How Hertfordshire Constabulary is Funded

Where the money comes from	2015/2016 £m
Central Government Funding	118.6
Council Tax Precept	62.4
Collection Fund	1.4
Net Budget	182.4
Fees and Charges	6.4
Other Government Grants	2.0
Partner Funding for PCSOs	0.9
Use of Reserves	0.9
Gross Budget	**192.6**

How it is spent	2015/2016 £m
Police Officers and Staff	158.9
Supplies, Contracted Services, Premises and Vehicles	30.3
Office of the Police and Crime Commissioner	1.0
Commissioner Funded Initiatives	2.4
Total	**192.6**

Analysis of Commissioner Funded Initiatives		
Project	**Funding Source**	**2015/2016 £m**
Community Safety Fund	Base Budget	0.837
Commissioner's Community Fund	Commissioner's Reserves	0.250
Volunteering (including ICVs, Dog Welfare and DriveSafe)	Commissioner's Reserves	0.055
Victim Services Grant	Ministry of Justice	1.260
Total		**2.402**

£1.26m, generated from offenders' fines and out-of-court disposals through the Victims' Surcharge, has been allocated to my office, from the Ministry of Justice, to support the provision of new support services for victims of crime in Hertfordshire[6]. The suggested allocation by the Ministry of Justice is broken down as follows:

- £490,000 for referral and universal services;
- £466,000 for the delivery of enhanced specialist services; and
- £244,000 for the delivery of Restorative Justice and preparatory Restorative Justice work.

6. In accordance with Section 143 of the Anti-Social Behaviour, Crime and Policing Act 2014, the Police and Crime Commissioner is responsible for commissioning victims services, including referral services.

Response to the Consultation

Introduction

Public consultation is important. It allows me to 'test' my ideas and gather feedback from you to better understand what you think would work well in Hertfordshire, consider challenges we may have, and the opportunities we might like to take. In the initial stage of the consultation process I asked for feedback on my first Police and Crime Plan, Everybody's Business, to hear what the public felt was missing, given the changing and growing demands and challenges we face, as well as the new responsibilities of my office. It seemed right that a refreshed plan should reflect these changes and be responsive to them, seeking feedback from as many residents, community groups and partner organisations as possible.

The first draft of the refreshed Police and Crime Plan was circulated for consultation very much as a working document. It was my intention to show some of my early thinking and it was work in progress as my ideas developed and I considered the challenges that partners and the public had raised prior to the final draft.

I would like to express my gratitude to those members of the public and partners organisations who took the time and trouble to respond to the consultation. It is encouraging for me to see that the public are still very passionate about policing and crime in Hertfordshire and are engaging with me, as their Police and Crime Commissioner, in issues that matter to them.

Methodology

Between 20th March and 17th April 2015, members of the public and partners were invited to comment on the changes they would like to see in a refreshed Police and Crime Plan. This provided a useful starting point to help shape our thinking while ideas were being developed. The first draft of the refreshed plan was developed shortly afterwards and went out for consultation on 12th May. The draft document was circulated via OWL to over 80,000 households across Hertfordshire. It was also publicised via local media and through our dedicated Twitter (@ hertspcc) and Facebook (hertspcc) accounts. The document was also available to download directly from the Police and Crime Commissioner's website and was circulated to partner organisations.

In total I received over 90 detailed responses to the refreshed Police and Crime Plan, with 80 responses received from members of the public and the remaining from a wide range of stakeholders and interested parties, including local government, through their Community Safety Partnerships, the County Community Safety Unit, Clinical Commissioning Groups (CCGs), and voluntary organisations. The Chief Constable, Andy Bliss and his Chief Officers were also consulted throughout the development of the plan, and as you will have seen in the opening remarks, he has confirmed his commitment to supporting the delivery of the refreshed Police and Crime Plan, Everybody's Business 2015-2020.

Summary of the Feedback

Agreement of Existing Priorities and New Ideas

Many of the comments received on the draft refreshed plan were very positive and complimentary, noting how comprehensive, informative and well written it was. Many respondees expressed their agreement with the priorities outlined in the plan, in particular these included:

- Maintaining Neighbourhood Policing
- Putting victims first
- Supporting vulnerable people
- Tackling cyber-crime
- Transparency of revenue generated from speeding fines
- Introducing Business Impact Statements

A number of consultees also put forward some creative and good ideas, very much embracing the spirit of Everybody's Business and looking for opportunities to make linkages between organisations, under the key themes of Public Focus and Business Sense. These included:

- 'Getting local estate agents involved by giving new residents Neighbourhood Watch information as part of their new home pack'
- 'Role of GPs in the Blue Light Scheme'
- 'Opening 'cop shops' in vacant high street shops'

These are all very thoughtful and helpful suggestions. I have asked my team to take on board all of these ideas to see whether there is merit in them and what can be taken forward with relevant organisations, identifying early opportunities in 2015/16.

Resources and Performance

Three respondents suggested further clarification and a note of explanation in regards to certain areas outlined in the plan. In particular, respondees requested further budgetary information relating to what spending has been allocated to the Police and Crime Commissioner's Office and what activities are included under the heading 'Commissioner's funded activities'.

You will see in this final version that I have included a breakdown of all the main funding sources to make it clearer where money comes from to support the Commissioner's funded initiatives. You can also find further details of this on my website.

Two respondents queried the absence of police targets within the plan. I remain firmly of the view that the introduction of a plethora of targets can inappropriately skew performance and adversely affect service provision. However, I have endeavoured to provide a benchmark in relation to how the force is performing in relation to its Most Similar Forces throughout the plan. My Annual Report also contains the results from the Crime Survey for England and Wales, an independent survey by the Office of National Statistics, which outlines the public's perception of Hertfordshire in relation to a range of measures. It is particularly pleasing that the most recent survey shows that the public of Hertfordshire have greater confidence in their Constabulary than anywhere else in the country. They think of their police as the most reliable and respectful too.

General Observations and Other Priorities

A few respondents took the opportunity to raise additional concerns and issues through the consultation process, some of which were very broad, and many fell slightly outside of the themes and general strategic direction of the Police and Crime Plan. These included:

- Terms and conditions of serving Police Officers
- Street lights turned off at midnight
- Cycling on pavements and at night without lights
- Costs, supervision and insurance of Community Payback

Where possible, I will endeavour to raise these issues with the relevant authorities so that they are aware of them and your concerns are listened to.

Some respondents raised concerns as to whether Hertfordshire is subsidising Bedfordshire as part of our collaborated functions. As outlined earlier in the section on Business Sense, I do always question the value of collaborating units across the strategic alliance in regards to how much it will cost, who will pay and the impact it will have on the service that the public of Hertfordshire receives. I remain certain that I will only collaborate when real savings can be achieved and it leads to improved effectiveness and resilience. Collaborating with our neighbouring forces had helped to save money, improved interoperability and business practices and, importantly, it has allowed us to maintain local policing.

As a result of the consultation process, a number of amendments were made. Thank you to all who took the time to provide feedback.

Key Contacts and Useful Information

Our Partners:

Hertfordshire County Council
www.hertsdirect.org

Hertfordshire Fire & Rescue Service
www.hertsdirect.org/services/commsafe/commprotect/hfrs/

Hertfordshire Health & Wellbeing Board
www.hertsdirect.org/your-council/hcc/partnerwork/hwb/

Hertfordshire Probation Trust
http://www.hertfordshireprobation.gov.uk/

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

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

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

University of Hertfordshire – School of Law
http://www.herts.ac.uk/apply/schools-of-study/law/research

Neighbourhood Watch
www.ourwatch.org.uk

Community Safety Partnerships:

CSPs are made up of representatives from the local police, government, fire and rescue, probation, and healthcare services. They are responsible for protecting the safety of the local community. They meet regularly to discuss how best to deal with community safety issues.

Broxbourne

www.broxbourne.gov.uk/resident-community-and-living/community-safety-0

Dacorum

webdev.dacorum.gov.uk/dacorum-borough-council/council-democracy/committee-meetings/dacorum-community-safety-partnership

East Herts

www.eastherts.gov.uk/index.jsp?articleid=10443

Hertsmere

www.hertsmere.gov.uk/Community/Community-Safety/Hertsmere-Community-Safety-Partnership.aspx

North Herts

www.north-herts.gov.uk/home/community/community-safety/north-hertfordshire-community-safety-partnership

St Albans

www.stalbans.gov.uk/community-and-living/community-safety/

Stevenage

www.stevenage.gov.uk/about-stevenage/so-safe/53824/

Three Rivers

www.threerivers.gov.uk/egcl-page/community-safety

Watford

http://www.watford.gov.uk/ccm/navigation/community-and-living/community-safety/

Welwyn and Hatfield

www.welhat.gov.uk/safe

Contact

Office of the Police and Crime Commissioner for Hertfordshire

Tel: 01707 806100

Fax: 01707 806 169

Email: commissioner@herts.pnn.police.uk

Website: www.hertscommissioner.org/

Office of the Police and Crime Commissioner for Hertfordshire

Harpenden Police Station

15 Vaughan Road

Harpenden

Hertfordshire

AL5 4GZ

@HertsPCC facebook.com/hertspcc

Hertfordshire Constabulary

Tel: 101 (non-emergency issues)

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

Website: www.herts.police.uk/

Hertfordshire Constabulary Headquarters

Stanborough Road

Welwyn Garden City

Hertfordshire

AL8 6XF

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

Victim Support

www.victimsupport.org.uk

Beacon

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

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

Sunflower

Sunflower is a domestic abuse service, which provides advice to victims, people who know a victim, and professionals. You can call the confidential helpline on 08088 088088 anytime between 10am to 10pm Monday to Friday, or you can visit the website www.hertssunflower.org

Police and Crime Commissioner for Hertfordshire

June 2015