Everybody's Business

The Community Safety and Criminal Justice Plan for Hertfordshire

2019 - 2024

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Statement from PCC David Lloyd

This Community Safety and Criminal Justice Plan is being prepared as central government has announced the good news that there will be a further 20,000 officers recruited to policing in England and Wales. The details about deployment are not yet clear. However, I am determined that, as with all big issues that impact on Hertfordshire Constabulary, the public are involved in how we introduce this change, and I would like to hear from partners and the public about suggestions for deployment of extra officers.

Executive Summary

David Lloyd, Hertfordshire's Police and Crime Commissioner



This Plan is called Everybody's Business and at the heart of it is the belief that maintaining Hertfordshire as a safe county relies on everyone: the public, our partners in the community safety and criminal justice field and businesses to play their part. The Plan represents a continuation of the same principles that were endorsed by the electorate of Hertfordshire and includes an update to reflect progress made on the delivery of those pledges.

In formulating this Plan, a number of key strategic documents were used to provide the operational and organisational context within which our community safety and criminal justice partners operate, and how they will address key challenges. This included the 2019 Annual Force Management Statement issued by Hertfordshire's Chief Constable which outlines the current and future demand that the Chief Constable expects to face over the months and years ahead. These operational challenges outlined in the statement align with the objectives set out in this Plan.

This Plan includes a range of cross cutting strategic priorities and actions that sit with a number of community safety and criminal justice partners, including: Hertfordshire Constabulary, County and District Councils, health providers and commissioners, Housing services, Emergency Services, Businesses, Crown Prosecution Service, Probation and Prison Service, Courts and Tribunals Service, amongst others. An Annual Delivery Plan will be published alongside this Community Safety and Criminal Justice Plan that outlines the organisations responsible for the delivery of the actions and the timescales by which they are to be completed. It will make clear those that require further working and why. Taken together with my new Commissioning Plan, it will be clear for partners and the public to see how the commissioned services support the delivery of the priorities outlined in the Plan.

Changing nature of demand

Everybody's Business looks to the future and sets out our response to meeting the changing picture of demand, including the rising threat of knife crime and on-line fraud, in addition to 'traditional volume crimes' such as vehicle-related theft. In Hertfordshire only 17 per cent of command and control calls received by the Constabulary's Force Control Room resulted in a crime being recorded, with a significant proportion of what the police do relating to 'public safety and welfare'. We have also seen an upward demand trend in terms of the calls made for police assistance relating to mental health in the last two years. These changes have required us all to challenge our thinking about crime reduction, partnership working and community engagement. I continue to argue that all agencies need to shift the pattern of investment to early intervention if we are to reduce public sector spend[1], make best of our health, police and justice resources and achieve better outcomes for the public. The best outcome for the public is not crimes solved, but not to have crimes occur in the first place.

Building on Success

Hertfordshire Constabulary continues to be an efficient and effective police force for which the public has a high regard. I have continued to commit to only raising for policing what is required to provide the level of service needed to meet on-going demands of reported crime and protect frontline policing. I will continue to spend money wisely. In 2019/20 the residents of Hertfordshire still have the fourth lowest police element of the council tax precept in the country.

I continue to invest in our local policing model which provides the essential foundation for effective policing in Hertfordshire. Our Safer Neighbourhood Teams (SNT) across the 10 districts and boroughs provide the basis for effective working and help the police and partners understand the nature of local problems through a problem solving approach. I remain committed to ensuring that these strong neighbourhood teams have at least one major accessible police station where the core local police team are based and are further supplemented by smaller stations.

1 We know that one incident of violence with injury alone is estimated to have an economic cost of just under £14,000.

Putting Victims at the Centre

My proposals on page 26 show my unwavering commitment to putting victims at the heart of all that we do. Whether an individual is a victim of a relatively 'low level' offence or subject to the most serious violent and sexual crimes, the impact can be distress, hardship, life-changing injury or bereavement. I will continue to ensure that we have the right support in place to help victims cope and recover from their ordeal. A continued focus during my second term has been to push forward improvements in the criminal justice system locally. There is still much to do to create a more efficient and effective system that works from the beginning to the end. It can't be right that criminal justice agencies are spending millions of pounds preparing cases that are not heard in court, and the amount that collapse (or crack) due to prosecution reasons including non-attendance of witnesses and incomplete case files. These delays and collapsed trials damage public confidence in the system and exacerbate the stressful process for witnesses and victims.

Public Focus

Much has been achieved over my second term to push forward improvements in the culture of the Constabulary to create a transparent, open and learning organisation. Holding misconduct hearings in public has sent a clear message to the public how seriously these cases are being taken and the robust decisions taken. I am pleased that the learning from reviewing the cases that have gone through professional standards has helped to challenge and change perceptions and behaviour.

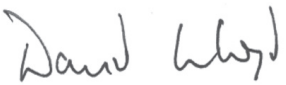
I spend much of my time meeting members of the public. I am struck by the fact that, whilst they recognise that most police resource should be spent on high-harm, low-volume crimes, their most frequently voiced concerns relate to high-volume low-harm crimes that need to be approached by a wider range of partners than just police; these issues include fly tipping, speeding motorists and anti-social behaviour. The public also rightly demand continued improvements in customer services. My proposals outlined from page 40 on input and output flows, sets out how I want to make improvements in the day-to-day contact to the public in relation to 'non-crime' and ensure they receive timely feedback on how that information has been used.

Business Sense

I have continued to consider carefully how we collaborate with our neighbouring forces to achieve savings, deliver more efficient and effective policing, and preserve local policing. With 26 per cent of our turnover spent on collaboration with Bedfordshire and Cambridgeshire, now is the time to look at what savings can be driven from our collaborated units. I am supportive of the strategic framework across the three forces to help understand what benefits have been realised and where we can drive further efficiencies to improve frontline delivery. I remain committed to looking at how we can best utilise three or seven force arrangements to protect services that the public most value and those that have the best chance of delivering results.

This Plan includes a number of strategic priorities and actions for the delivery of the priorities at the back of each chapter. Unlike a number of Police and Crime Plans, I have sought to be clear on what the priorities are and through the subsequent publishing of a Delivery Plan will be clear on the timeframes that have been ascribed. There are a number of ways in which the public can hold me to account for what has been achieved. In addition to being accountable to the people of Hertfordshire through the electoral process, my decisions and actions are scrutinised by the Police and Crime Panel and I publish an Annual Report on the progress against the actions.

As I always say, my priorities remain to reduce crime, catch criminals and keep people safe in Hertfordshire. I look forward to working collaboratively for an even safer Hertfordshire.



David Lloyd
Police and Crime Commissioner for Hertfordshire

KEY PRIORITIES

Put Victims First

Continue to put victims first with improved services available through Beacon, our victim care centre and improvements in the criminal justice system.

Keep Crime Low

Ensure Hertfordshire continues to be one of the safest places in the country through a continued focus on crime prevention and robust enforcement.

Protect Local Policing

Strong neighbourhood teams with at least one major police station in each borough and district where the core local police team are based.

Increase Officer Numbers

Ensure the right sized force and the public have a say in how the officers are used.

Keep Tax Low

Only charge tax payers what is required to meet changing operational demands, continuing a focus on efficiency and effectiveness and keeping council tax charged in the lowest quartile nationally.

Chief Constable Charlie Hall



As Chief Constable I have the great privilege of seeing and hearing about the many things that our police officers, staff and volunteers do every day to deliver excellent policing for the communities of Hertfordshire. Working with partners across all sectors, we have maintained Hertfordshire's reputation as a safe place in which to live and work and we continue to deliver against our pledge to keep people safe, reduce crime and antisocial behaviour and catch criminals. We remain focused on putting victims at the centre of everything that we do, particularly those that are vulnerable, intimidated or less able to help themselves.

We continue to strive to do this in manner that is both effective and efficient, with smarter use of technology to assist us in preventing and detecting crime as well as making it easier for our communities to interact with us. We continue to work in close collaboration with Bedfordshire Police and Cambridgeshire Constabulary, as well as more widely with all seven Eastern Region forces, taking advantage of economies of scale and maximising opportunities for efficiency. We are working closer than ever with our colleagues in the Fire and Ambulance services, sharing resources and exploring better ways of managing demand across the services, a good example being the joint training and development centre in Stevenage, which is used to train officers from all three services. This saves money, maximises our effectiveness and generates greater interoperability. I am also keen that we continue to learn as much as we can from private sector organisations, taking a business sense approach to policing. I recognise the importance for people to be able to both see us and reach us when in need, whether they are residents, visitors or come to Hertfordshire to work. We will continue to modernise and make best use of our estate, including property shared with partner agencies, and develop technology to maximise our accessibility.

Tackling serious violence is essential, including where it affects young people or involves domestic abuse. It's all the more critical when there are aggravating factors, such as hate, drugs supply or the use of a weapon. Other local community concerns are important too, such as rural crime, fly tipping, speeding and anti-social behaviour. To help deal with these issues, I am committed to protecting the overall level of local policing to ensure that the service we provide is as visible and proactive as possible, taking a problem solving approach with our partners and communities to achieve sustainable solutions

The Commissioner's Plan sets the strategic direction for policing in the county and contains key themes that, alongside partner agencies, we will continue to translate into operational delivery for the public. We can only truly do that with the trust, confidence and co-operation of the public. As the Chief Constable, my key focus will continue to be the delivery of first class policing services that communities can have confidence in and which support this Plan.



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

Building on Success

In Hertfordshire we have one of the highest performing police forces which works hard to maintain the county's position as having one of the lowest levels of crime in England and Wales. It continues to put victims first and is trusted and respected by the communities it serves. HMICFRS produce Value for Money profiles to help the public and police understand their force's performance relative to others. It shows that recorded crime per 1000 head of population in Hertfordshire has not risen as much as the national or its Most Similar Group (MSG) averages[2], positioned second in their MSG[3] and 15th nationally of all the 43 police forces in England and Wales[4]. This is a significant achievement given the size of the county and its proximity to areas with much higher rates of crime. I am pleased that through rigorous and sustained hard work, crime is being recorded accurately and ethically in accordance with the National Crime Recording Standards (NCRS). My challenge remains to continue this very good performance, listen to what the public tell me is important and hold the Chief Constable to account, scrutinising performance and highlighting areas of concern and success.

Protecting Local Policing

Our local policing model provides the essential foundation for effective policing in Hertfordshire. Throughout my terms of office as PCC, I have continued to maintain the local policing model and grow the number of frontline police officers that are engaged and responsive to the community. Through investment in 2018/19, actual (strength) police officer numbers in Hertfordshire rose by 3.5 per cent to 1980.73 FTE[5] and are projected to rise to 2034 by 2020/21. This is before any further and exceptional increases provided by central government. I have put the protection of frontline local policing at the centre of previous Police and Crime Plans and that will continue to be the case in this Plan.

I will continue to ensure we have local policing teams in each district and borough, led by a visible senior police leader, comprising warranted police officers, Police Community Support Officers (PCSOs) and Special Constables. This local policing model provides the basis of effective working with our district partners and

2 Hertfordshire Constabulary's Most Similar Group is identified by the Home Office and comprises Avon and Somerset, Hampshire, Leicestershire, Staffordshire, Sussex, Surrey and Thames Valley.
3 Uses iQuanta Force insight data for the estimated 2018-19 year end position
4 Estimates based on the 12 month period to March 2019.

the community to better understand the nature of problems, to undertake preventative crime reduction activity and reduce the escalation of problems. Hertfordshire broadly spends £5.2 million more on visible frontline operational policing when compared to peers[6] and, unlike neighbouring forces, continues to recruit PCSOs who provide valuable contact with the public. Whilst there are cheaper ways to police the county, the Chief Constable tells me they are not as efficient or effective and not what the public have told me they value. With the support of the Chief Constable, I remain committed to ensuring that each of Hertfordshire's 10 districts and boroughs will continue to have at least one major police station where their core local police team are based[7] and this will be supplemented by smaller local stations where required[8].



Crime Reduction: Early Intervention and Prevention

It is clear that while crime broadly falls into three types (you have hurt someone – physically or mentally; you have deprived someone of their property; or you have been dishonest), the nature of crime and the way in which crime is perpetrated has evolved and changed. The police are no longer dealing exclusively with the crimes that happened today, but also with those that are historical and those which are increasingly complex and 'hidden'. New digital developments have facilitated online cyber-enabled crimes, which are increasingly complex and costly to investigate.

Most professionals tell me that agencies should be focusing on preventing crime from happening and they continue to make the case for early intervention and investing 'upstream' to tackle problems at source.

5 For clarity, the Budgeted Establishment (which is FTE) relates to the 'Post'. Actual Strength (which is FTE) relates to the 'Person'. This figure includes 53.90 FTE Officers posted to the Regional Organised Crime Unit/CTP, but excludes 27.94 FTE Officers on career break and 11.00 FTE on external secondments.
6 According to HMICFRS Value for Money Profiles (2017). HMICFRS categorise the following as 'visible operational frontline': Neighbourhood Policing, Incident (response) Management, Specialist Community Liaison, Traffic Units, PCSOs (traffic), Mounted Police, Dogs Section and Firearms Unit.
7 In-line with the estates strategy, access to police in some districts will be via shared accommodation.
8 Hertfordshire has 20 operational police stations. Hatfield, Stevenage and Watford police station have a front counter service. Abbots Langley and Rickmansworth police stations have an appointment service, a general enquiry service and a free outside public telephone to the Police Control Room. Berkhamsted, Bishop's Stortford, Borehamwood, Buntingford, Cheshunt, Hemel Hempstead, Hertford, Tring, Hitchin, Letchworth, Oxhey, Royston, St Albans, Harpenden and Welwyn Garden City have an appointment service running with a free outside public telephone to Police Control Room. A new police office in Ware is being found for the Safer Neighbourhood Team.



Whilst arresting criminals is important, preventing crime in the first place is better still – producing a safer society with less crime and fewer victims. We all have a role to play in improving the safety of our communities, preventing and reducing crime, and most of all, protecting those who are vulnerable. As a public service leader, I have responsibility to ensure that public money is used in the most efficient and effective way, and to ensure that we are achieving the best outcomes for the individual and the taxpayer, this is through early intervention and prevention. I will be asking the Chief Constable to ensure that a problem solving model continues to be embedded across all areas of business, providing the basis for a more preventative policing model and helps partners understand and address crime and ASB. It provides the foundation and principles which bring together all those in the community safety arena to address local issues, marshalling resources and coordinating responses to address public problems. I want to build upon the Knowledge Hub we have for policing in Hertfordshire and look to widen it out to include community safety and criminal justice partners so that best practice is being shared locally on what works, using the best from the national evidence base. I want to see this form the centre piece of Hertfordshire's new Community Safety Hub (see my proposal in Business Sense on page 52).

Tackling Serious Violence

While serious violence remains much lower in Hertfordshire than in many parts of the country, I recognise that we are not immune from national trends and travelling criminality from London and elsewhere. As a result of the new countywide Serious Violence Strategy which we developed with partners we are now taking a coordinated and whole systems approach from prevention and early intervention through to

enforcement. I want to see partners continue to deliver on the actions outlined in the Serious Violence Delivery Plan and build an evidence base to understand what works.

In support of our efforts to reduce serious violence, I have made a series of investments in preventative activity including training practitioners on the impact of Adverse Childhood Experiences (ACEs)[9] and setting up a dedicated Schools and Gangs Team to prevent young people at risk of serious violence, and help them to develop the skills and resilience to live happy and productive lives away from violence. I will seek to monitor the impact of the investments and will scrutinise the findings to ensure that preventative activities are diverting young people away from gang affiliation and activity. I also want to see county partners explore the introduction of a Vulnerability Panel for young people in Hertfordshire that triages vulnerable and 'at risk' individuals and considers a range of wider needs beyond a single 'crime type'. I will seek to explore with partners the benefits that can be achieved from having a co-located multidisciplinary hub that improves joint working on vulnerable young people.

Our ability to deliver on the priorities outlined in the county's Serious Violence Strategy rests in part on effective information sharing. I have been clear with partners that as a county we need to do more to overcome the reluctance of some statutory agencies to share personal information legally and professionally to inform the safeguarding and wider needs of vulnerable people, particularly when being re-homed across the county. All responsible authorities must improve the ways in which they share information in the interests of the prevention of crime and public safety. Through my Community Safety Board, I will seek to ensure that as a county we have a robust information and intelligence sharing agreement in place that supports the early identification, signposting and sharing of data between responsible authorities.

Nationally the changing drugs market is identified as one of the drivers of the recent increase in violent crime. I will continue to support a robust effective law enforcement and criminal justice response so that those who commit violent offences feel the full force of the law and want to see the Constabulary continue using Stop and Search as an important tool against violence.

9 Adverse Childhood Experiences includes those that are 'conventional': Physical Abuse; Emotional Abuse, Physical neglect; Emotional neglect, Sexual abuse, Violence towards mother, Substance abuse in the household, Household, Mental illness, Parental separation or divorce. It also includes 'Expanded' experiences: Discrimination, Witnesses violence, Unsafe neighbourhood, Racism or Poverty.

Tackling the Misuse of Drugs and Alcohol

The misuse of drugs is far from a victimless crime and is a menace to society. The public have a role to ensure that they are not fuelling the supply chain and support police to disrupt, prevent and target organised drug distribution which attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities.

I want to review the effectiveness of the county's 'Drug Testing on Arrest' scheme to provide an evidence base for its continued and expanded role in tackling class A drug abuse, reducing users dependency and giving agencies the earliest opportunity to direct them swiftly into treatment and other interventions that will address their wider needs. I recognise as a partnership that there is more we can do to prevent substance misuse, whether it be drugs or alcohol and am keen to explore what interventions for alcohol and cannabis can be put in place for those who do not meet the threshold for drug testing on arrest.

I am keen to explore with HM Courts and Tribunals Service, other criminal justice agencies and Public Health the proposal for having a dedicated Drug and Alcohol Court for those that have been referred in from police and probation to better understand the wider determinants of crime and ensure that any orders are tailored to the individual's socio-economic issues. I would also like to work with partners to ensure that we have suitable drug and alcohol treatment interventions and other interventions in place as out of court disposals for low level offences caused by substance misuse.

Preventing Fraud

Fraud is an 'everyday' and 'all age' crime that affects and harms all sections of society. It is a pernicious problem and one that requires a multi-agency response in order to: prevent it from taking place, protect victims to cope and recover, and pursue and prosecute those responsible for Fraud. I have worked with partners, including Trading Standards, Police, Community Protection, Health and Adult Social Care to publish a countywide Fraud



Strategy that takes a whole systems approach requiring all agencies who work in the community including health visitors, GPs, social workers, voluntary and third sector groups to play their part in preventing and tackling fraud. As a result of the £260,000 that I awarded to Hertfordshire Citizen Advice Service, 600 frontline staff and volunteers will now be trained to identify fraud or potential vulnerability and up to 2,000 residents will be protected. This is a major step forward.

I also want to take the embarrassment and shame out of being a victim of fraud so that we can provide support and care for victims and stop repeat victimisation. On page 27, I explain how I have explored how Beacon, Hertfordshire's Victim Care Centre, could be used to play an important role in assisting those who have fallen victim of fraud. The fraud hub pilot which is the first of its kind in the country, provides local support and advice to every fraud victim in Hertfordshire who have reported the crime to Action Fraud. I am committed to ensuring that residents of Hertfordshire will have access to the best advice and support available.

Safeguarding Vulnerable People

We must all work together to continue to improve the safety of our communities, keeping people safe and protecting the vulnerable in our society who are at risk of harm, and preventing further harm, runs throughout the Plan. With projected increases in the youth population, particularly 10-19 year olds and population growth across the county in the number of older persons, we must all be responsive to the changing demographics and ensure that we have the right coordinated activity in place to safeguard children and adults from harm.

In accordance with legislation under the Care Act (2015), all agencies have a duty to ensure that local safeguarding arrangements are in place to prevent abuse and neglect where possible. I am pleased that we have strengthened our response to safeguarding provision across the county, through the setting up of a Safeguarding Referrals Hub which provides a single point of access and better alignment of process. But there is more to do. Given the maturity of our safeguarding arrangements, I am keen for our partners consider our response to children who are transitioning into adulthood. Whilst we have a low number of children in care across the county, 70 per cent of those children are adolescent. I would like partners to

10 Data analysed by the College of Policing in 2015 shows that police reports relating to mental health and police time spent responding to mental health-related incidents have both been increasing.

consider how they manage and adopt 'transitional safeguarding' to provide better coordination in the transition of children into adulthood.

Improving our response to Mental Health

It is estimated that on average 20 per cent of police officer time is spent responding to mental health-related incidents[10]. This places significant demand on frontline policing, whether or not this is the best use of police time. We know that mental health crisis is often preventable and avoidable and that better outcomes can be achieved for the individual, and it is far cheaper for health agencies and other appropriate authorities to deal with, if they intervene early than wait for crisis. Our Street Triage Scheme[11] continues to respond to ever more incidents and whilst there has been a reduction in detentions, many were avoidable with some individuals been detained for drug and alcohol issues, rather than mental health, and others were preventable by earlier intervention. I am concerned that the police and mental health services are not always talking to each other before detention which is an area I want to see improved. This indicates to me that the system is falling people, as well as placing additional demand on the Constabulary. As a county we are not giving enough emphasis on early intervention and primary care to prevent the need for a crisis response. I would like to see public service leaders across Hertfordshire look at what their response to mental health should be and I will be encouraging health partners to continue to invest in mental health.

Dealing with people with mental health problems is complex and high risk, and requires expert support. Often police officers do not have the skills they need to support people adequately and find themselves responsible for the safety and welfare of people that other professionals would be better placed to deal with. The Policing and Crime Act 2017 banned the use of police stations for children detained under Section 136 of the Mental Health Act (1983), and placed extreme limitations on police stations being used for adults; it is vital therefore that people suffering mental ill heath get the right support from the right person at the right time. It is not right that well over half of people in mental health crisis in Hertfordshire are not being transported to a place of safety in the most appropriate vehicle because of the length of time waiting for an ambulance. I would like to see the Constabulary continuing their work with the

11 Street Triage Scheme provides street level support throughout the county everyday through the provision of three response vehicles available 20 hours a day (8am - 4am). The co-funded scheme with the Constabulary, NHS Partnership Foundation Trust and East of England Ambulance Service resource a police officer and a trained mental health clinician in all three vehicles, and one of the three vehicles contains a paramedic.

Ambulance Service to reduce their dependency on the police service and in doing so, ensure that the right services are responding to those in mental health crisis.

Strategic Policing Requirement

All police forces have a responsibility set by government to make an effective contribution to tackling national threats. These include incidents that would cause serious harm or threat to the nation's security and public safety, including: terrorism, serious and organised crime, cybercrime, child sexual abuse, and major public unrest or civil emergencies. I will continue to ensure that the Constabulary are properly funded and performing to support national efforts to counter these threats and risks, to reduce crime and keep the public safe. Nationally, outcome rates, particularly those relating to high harm and complex crimes such as sexual offences and modern slavery are an issue and one on which I intend to focus on through my performance meetings with the Chief Constable.

Serious and Organised Crime and Cybercrime

Tackling serious and organised crime[12] presents considerable challenges at a local, regional and global level. I recognise that organised criminality does not respect borders and Hertfordshire needs to play its part. I remain committed to supporting and utilising the force's resources through our Eastern Region Specialist Operations Unit (ERSOU)[13] - to provide a range of specialist policing capabilities to help forces tackle serious and organised crime effectively. Unlike a number of forces, Hertfordshire is starting from an excellent position in responding to cybercrime threats through a dedicated Cyber and Financial Unit (CFU), consisting of investigators who work with the National Crime Agency, the National Cybercrime Unit, HM Revenue and Customs (HMRC) and the County Council's Anti-Fraud Services to investigate and prevent crime. I welcome the growth of the Constabulary's Serious Cybercrime and Fraud Unit with the appointment of six new officers following a successful bid to the Police Transformation Fund. I want to see the Constabulary maintaining and further developing this capability in response to rising and changing threats. I am supportive of the concept of regional policing hubs across the country to ensure that we

12 It includes key areas such as child sexual exploitation and abuse; illegal drugs; illegal firearms; fraud; money laundering and other economic crime; bribery and corruption; organised immigration crime; modern slavery and human trafficking; and cybercrime.
13 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. ERSOU is divided into two parts – the Regional Organised Crime Unit (ROCU) and Counter Terrorism Policing (CTP).
14 County lines is the police term for urban gangs supplying drugs to suburban areas and market and coastal towns using dedicated mobile phone lines or "deal lines". It involves child criminal exploitation as gangs use children and vulnerable people to move drugs and money. Gangs establish a base in the market location, typically by taking over the homes of local vulnerable adults by force or coercion in a practice referred to as 'cuckooing'.

have the right level of policing in the right place to provide greater efficiency and effectiveness, whilst recognising that local policing remains with local Constabularies.

I will continue to ensure that the Constabulary has sufficient resources to tackle gang activity and 'county lines'[14] and work closely with external partners and councils to build up a detailed local picture in order to disrupt gang activity at the earliest opportunity. It is clear that if we are to properly understand threats, risks and vulnerabilities locally, we must work with all responsible authorities and each of the 10 Community Safety Partnerships (CSPs)[15] to share information on vulnerable adults and children and those who regularly come to authorities' attention, including missing people. I want to see each of the CSPs embedding the local profiles within their work plans, so that all agencies can bring to bear the full range of their powers and the information available against these threats.

Tackling Modern Slavery

Modern Slavery[16] includes human trafficking, slavery, domestic servitude, forced or compulsory labour, and sexual exploitation. It can affect anyone regardless of age, ethnicity, nationality, gender or economic background. Victims are usually vulnerable, and criminals target them in order to coerce them into forced or exploitative work. I am pleased that Hertfordshire is starting from a good position having recently published the countywide Modern Slavery strategy with Hertfordshire's Modern Slavery Partnership[17]. As a result we now have a coordinated strategy and action plan that seeks to identify and reduce all forms of modern slavery and human trafficking by increasing awareness of the subject, better coordinating operational activity, better sharing of information and ultimately providing a better service for victims. But there is more to do. I will be monitoring how the work is progressing to deliver the ambitions outlined in the strategy and reporting back to my Community Safety Board.

Through the Constabulary's 'Operation Tropic', we now have specialist support in place to detect and respond to signs of modern slavery and are leading the way in having a team of Modern Slavery first responders who work with other organisations including the fire service to undertake assessments of premises and engage the local community, gathering intelligence to identify potential victims or issues.

15 The CSP is a statutory body under the Crime and Disorder Act 1998. Each District in Hertfordshire has a CSP which is made up of local and countywide representatives from community safety and criminal justice.
16 The Modern Slavery Act 2015 sets out to specifically tackle slavery and trafficking in the modern age. The Act consolidates the current offences of slavery and human trafficking.
17 The Hertfordshire Modern Slavery Partnership was set up to strengthen partnerships and systems to tackle human trafficking in the county.

I want the Constabulary to continue identifying those who are vulnerable as a result of Modern Slavery and put the necessary safeguarding arrangements in place. I also want to see the Constabulary targeting those who profit from enforced labour and those who traffic for the purposes of Modern Slavery. In line with Section 54 of the Modern Slavery Act, I will be looking to see if Hertfordshire's businesses are fully compliant with their duty to make a Modern Slavery statement that sets out what steps organisations have taken to ensure modern slavery is not taking place in their business or supply chains.

Utilising Proceeds of Crime Act Funds

ERSOU continues to pursue Proceeds of Crime Act (POCA) cases on behalf of Hertfordshire to disrupt and deter criminal activity, recovering the proceeds of crime from criminals' assets, seizing their cash, houses and vehicles. I am pleased that ERSOU are making good use of the Criminal Finances Act (2017) to tackle money-laundering and corruption[18], enabling officers to take swift and effective action to seize criminal or terrorist funds held in bank accounts.

There has been some great successes over the last five years, with nearly £2m being seized from criminals and around £4m returned to victims of crime. In line with the national trend, Hertfordshire has seen decreasing incentivisation, but increasing compensation to victims over the last four years. I want to ensure that our regional arrangements remain fit for purpose and will commission a review of ERSOU to ensure there is sufficient resource to pursue high-value cases and specifically target those who continue to make a lifestyle from illegal drugs that fuels county lines and serious violence. I want to send a clear message to offenders that in Hertfordshire crime does not pay and if they commit crime they can expect to be harried and chased down using every avenue of the law.

I will also commission a review of the funding formula under the current regional arrangements to better understand if the current model adequately incentivises each force to improve their performance. I will consider the extent to which additional investment made to the ROCU will achieve higher returns and will ask the Chief Constable to develop a 7 force plan on ERSOU.

18 ERSOU is divided up into two parts - the Regional Organised Crime Unit (ROCU) and Counter Terrorism Policing (CTP). All ROCUs have an Economic Crime Department with a core capability called the Regional Asset Recovery Unit (RART). The RART undertakes proactive operations against to highest level Money Launderers. The RART is funded by Home Office Grant and by the 7 Forces. All forfeitures secured by the RART are directed back into the Forces.

Working in Partnership to make improvements to the Criminal Justice System



In my last Police and Crime Plan, I was clear that making improvements to the criminal justice system locally was a key priority. As Chair of the Association of Police and Crime Commissioners and member of the National Criminal Justice Board, I have led the way for the publication of the new local and national protocols which set out the leading role that PCCs should have in supporting victims and setting priorities for their local criminal justice board. I am pleased that the government has acknowledged this vital step in bringing about change to, and oversight of, the criminal justice system. There is more to do to make the system work.

Currently the system does not have a single local or national end-to-end 'owner' with organisations having different functions, accountabilities and geographical structures. As Chair of the Hertfordshire Criminal Justice Board, I will continue to work with service leaders in the crown prosecution service, youth justice and probation services as well as community leaders and with the magistracy to foster a culture shift away from a series of single organisations to take a whole systems approach to budget and priority setting.
I am clear that as a criminal justice system we need to work together in order to prevent more victims coming into the system, ensure perpetrators are not trapped in a cycle of reoffending, and undertake more early intervention work. I know there is more that we can do to ensure that we are delivering the best standards of care for victims and witnesses before, during and after court. I remain concerned that victims of crime and offenders still have to wait together for hours for trials that may not proceed due to offenders changing their plea or due to cases being double booked in the court room. This is not good enough. I will continue to push for further improvements whilst recognising judicial and prosecutorial independence.

I have invested heavily in a criminal justice analytical tool to help criminal justice agencies understand the drivers in performance measures, areas of risk and inform decisions on prioritisation and spend. I want to see the output of that investment to drive up local service delivery. I will publish a force wide performance

framework for measuring effectiveness to enable comparison and encourage data driven approaches across the criminal justice system.

Reducing Reoffending

We know that a large proportion of crime is committed by a small number of criminals and that many go on to reoffend when released from prison. I will continue to work with local leaders in the national probation service and the county's resettlement prison HMP The Mount to use the opportunities we have to find ways to bridge the gap between support within prison and then into the community so that we can continue to drive down reoffending. In particular, I am keen to see improved pathways in place to support rehabilitation efforts around physical and mental health care, employment, training, education and housing. I am concerned that a high proportion of those leaving prison and resettling in Hertfordshire do not have suitable accommodation upon release which hampers rehabilitation efforts, increases risk to the public and results in a greater likelihood of reoffending.

In my first year as Chair of Hertfordshire's Criminal Justice Board I invested £184,000 through my Criminal Justice Innovation Fund, using POCA funds to support new and innovative practice. This has included working with third sector charities and criminal justice agencies to help ex-offenders start their life away from crime by supporting them to find suitable accommodation through a Rent Deposit Scheme and assisting male ex-offenders into independent living arrangements following release from custody. It is vital that all criminal justice agencies play their part in looking at new and innovative ways to break the cycle of offending, so that we continue to make Hertfordshire a safe place to live and work.

I want to see all community safety and criminal justice agencies working together to ensure that there is a coordinated and consistent approach applied to reduce offending and the harm caused by offenders. I am pleased that despite Hertfordshire having one of the largest youth offending services in the country and the second highest volume of cases of any service, it is one of the most successful. I want all community safety and criminal justice agencies to learn from the success of Hertfordshire's Youth Offending Service in achieving 'Outstanding' in its recent 2018 HMIP Inspection arrangements around the quality of its court orders and out of court disposals.

We recognise across the county that we do not have adequate programmes in place for adult perpetrators and there remains no clear county-wide on-going commitment or identified partnership approach. Perpetrators come into the system through different entry points and therefore we should not be waiting until the court process before identifying suitable programmes. As a county we need to design fit for purpose programmes that have a good evidence base and seek to change behaviour. I recognise that there are some pockets of effective practice across some of our CSPs, but the same cannot be said for all areas of the county where it is piecemeal and uncoordinated. I want to see our CSPs working with our criminal justice partners, particularly the probation services, to identify and understand the current demand for perpetrator programmes across the county and look to roll out good practice from areas which are working well. I also want to see better strategic governance of the Integrated Offender Management (IOM) scheme across Hertfordshire between Hertfordshire Constabulary and the Probation Service in order to deliver a cohesive strategy.

Working in Partnership and Commissioning Services

Within my PCC budget, I award £1 million a year in grants to a range of community safety projects delivered across a range of districts, the County Community Safety Unit, and other departments within the county council that have been subject to an open bidding process. Going forward, I will be looking at the business benefits of moving to a commissioning based approach that is more targeted and specific in delivering the community safety activity outlined in my Plan. Producing a sound evidence base will help secure the best provision of services that promote crime reduction and support victims and witnesses. Over the coming year my office will develop a Commissioning Plan to help support the delivery of the priorities outlined here. Further detail on the arrangements for this, including the criteria and conditions that will apply, will be provided in my Commissioning Plan, and in the interests of transparency, this will be published on my website.

Priorities for Action

Strategic Objective	Actions
Protect Local Policing	(1) Ensure that the local policing model in Hertfordshire is maintained with a local policing team led by a senior police officer. (2) Ensure that each borough and district in Hertfordshire has at least one major police station that is publically accessible and supplemented by smaller local police stations.
To utilise regional units to dismantle and disrupt criminal activity	(3) Explore the opportunities for additional investment into ERSOU to enhance incentivisation around drug seizures to support efforts around serious violence. (4) Scrutinise regional structures to ensure that they remain fit for purpose and commission a review of the funding formula to understand if it adequately incentivises each force to improve their performance.
Work in partnership to tackle serious violence	(5) Ensure information sharing agreements are in place across statutory agencies to support the early identification, signposting and sharing of data on vulnerable and 'at risk' people. (6) Ensure partners continue to deliver the actions from the Serious Violence Delivery Plan and build an evidence base on what is working and not working.

Work in partnership to deliver the most appropriate response to vulnerable people	(7) Work with partners to adopt a focus on transitional safeguarding to ensure that those who are vulnerable to criminality and transitioning from children to adult care services are protected. (8) Monitor Hertfordshire's Modern Slavery reported cases and outcomes. (9) Work with Hertfordshire businesses and membership organisations to ensure that they are fully compliant with their duty to make a Modern Slavery statement. (10) Continue to support the delivery of Hertfordshire's Mental Health Crisis Care Concordat. (11) Continue to ensure that custody is not used as a place of safety under Section 136 of the Mental Health Act. (12) Work with health partners to see further investment in mental health services and support. (13) Work with the local Ambulance Service to ensure that vulnerable people in mental health crisis are being attended to, and transported by, ambulance staff.
Support the Constabulary's National Strategic Policing Requirements	(14) Ensure that the Constabulary are properly funded and performing to support national efforts to counter threats and risks, to reduce crime and keep the public safe. (15) Monitor the outcome rates for all offences, particularly sexual offences at the Chief Constable's performance meetings. (16) Grow the Constabulary's Serious Cybercrime and Fraud Unit to further develop its capability to respond to rising and changing threats. (17) Support the concept of regional policing hubs across the country to ensure the right level of policing in the right places whilst recognising that local policing remains with local Constabularies.

Work in partnership to reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and new innovative responses	(18) Explore proposals to reduce the number of defendants that fail to appear at their first hearing at court. (19) Work with agencies to improve the pathways in place around physical and mental health care, housing and those relating to Employment, Training and Education to ensure a smooth transition for those leaving prison and going into the community. (20) Publish a force wide criminal justice performance framework for measuring effectiveness to enable comparison and encourage data driven approaches across the criminal justice system. (21) Ensure better strategic governance of the IOM scheme. (22) Work with CSPs and criminal justice partners to identify and understand the current demand for Perpetrator Programmes across the county and roll out good practice.
Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk	(23) Ensure that POCA opportunities around drug trafficking investigations are prioritised and maximised in line with assessed threat and harm. (24) Target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities. (25) Review the effectiveness of the county's 'Drug Testing on Arrest' scheme to provide an evidence base for its continued role in supporting our efforts to reduce offenders' dependency on class A drugs and direct into treatment. (26) Work with partners to explore what early help and interventions can be offered for alcohol and cannabis use who do not meet the threshold for Drug Testing on Arrest. (27) Explore with HM Courts and Tribunals Service, other criminal justice agencies and Public Health the proposal for having a dedicated Drug and Alcohol Court in the county. (28) Provide drug and alcohol treatment courses as out-of-court disposals for low-level offences caused by substance misuse.

Commissioning services and utilising best practice	(29) Explore moving away from grant giving to a commissioning based model and develop a Commissioning Plan to support delivery of the priorities outlined in the CSCJ Plan. (30) Build upon the Knowledge Hub by widening it out to community safety and criminal justice partners to ensure best practice is being shared locally.

Putting Victims at the Centre

For me, putting victims first is more than ensuring victims have their day in court as I recognise not all victims will want to report, or are able to report the crime to police, or indeed wish to go through a court process. It is also about the way people are treated and ensuring victims receive proper care and support in their first encounter with the criminal justice system. It is vital that we create a culture and mind-set that listens to people, shows empathy and identifies their needs and requirements and helps them recover. It might be the first time someone has been a victim of crime or they have been a victim multiple times, it does not matter. What matters is giving victims the time and space to hear their stories and have the right services in place to respond. I am determined to ensure that we continue to find ways to provide the best possible services we can.

Beacon - Hertfordshire's Victim Care Centre



Beacon, Hertfordshire's flagship Victim Care Centre continues to be a resounding success. Initiated in my first term of office, the co-located multi-agency centre consisting of Hertfordshire Constabulary and Catch-22 staff continues to provide support to thousands of victims of crime whether they choose to report to police or not. Funded directly from the victim surcharge that offenders pay in court, Beacon delivers a professional case managed service to support victims of crime, whatever their age. Our dedicated Victim Case Managers are able to provide a complete service to help victims cope and recover, providing confidential and specialist care for those most traumatised by the crime. Over the coming year I want to build on the success of Beacon and develop it to become an acknowledged and recognised expert organisation, one that provides services that are safe, accessible and empowering and ensures that no one victim is left behind.

Code of Practice for Victims of Crime and Witness Charter

It is only right that victims and witnesses receive the services they are entitled to under the Code of Practice for Victims of Crime[19] and the Witness Charter. For the first time formal processes will be put in place to measure how well the Constabulary are adhering to the Code of Practice and will take a lead role in ensuring victims' entitlements are upheld. Some aspects of the Victims' Code are dependent on other criminal justice agencies working collaboratively and effectively together. As Chair of the Hertfordshire Criminal Justice Board, I will be actively monitoring levels of compliance with VCOP and asking partners to report back in early 2020 on how they are delivering to the requirements of the Victims Code so that we continue to ensure victims are put at the heart of all that we do.

Supporting Victims of Fraud

With direct responsibility for commissioning support services for victims in Hertfordshire, I am keen to ensure that services are tailored locally to meet the needs of different victims of crime and the responses they require. In line with the rest of the country Hertfordshire Constabulary has seen increases in reporting of fraud. This is to be welcomed, but we must have the right support in place for victims to help them cope and recover.

We know that individuals often feel embarrassed to admit to their family, friends or police that they have been a victim of fraud. Those that do report their crime directly to Action Fraud only receive a letter often advising that they will not be investigating the crime and to provide a crime reference number. As a consequence I have looked at how we best support every fraud victim in the county, who have reported the crime to Action Fraud, to ensure they receive the same offer of support as those whose crime has been reported to, and recorded as a crime by, Hertfordshire Constabulary. Using £150,000 Ministry of Justice grant, I am leading the way in piloting a proactive and coordinated approach to helping residents and businesses who have had money stolen by deception. The Beacon Fraud hub project, was recently hailed by the College of Policing fraud conference as the 'gold standard' for victims of this crime type in England and Wales, is the first in its kind in providing support and advice to victims of fraud. I recognise that while the investigation and any subsequent prosecutions in relation to fraud are the concern of other criminal

19 Anti-social Behaviour, Crime and Policing Act 2014. Section 415.

justice agencies, I am committed to ensuring that residents of Hertfordshire will have access to the best advice and support available. I will be closely monitoring the findings from the pilot to see if there is a business case for further investment.

Support for victims of Anti-Social Behaviour

I recognise that Anti-Social Behaviour (ASB) can cause harassment, alarm and distress to those who suffer it and that those who experience it may need support to help them cope and recover. I want to undertake a scoping exercise to understand the demand for support for those who experience ASB in Hertfordshire and to consider undertaking a pilot scheme focused on case managed support for those who need it.

Creating a victim focused Criminal Justice System

Being a victim or witness of a crime can affect people in very different ways and have a significant impact on the person's life, their family, and the local community. Their initial contact will often be with the police, but thereafter they may have to go to court, give evidence and await a verdict, whilst also dealing with the emotional aftereffects of what can be a traumatic and life-changing experience. It is critical that victims' and witnesses' needs are identified from the outset and that they receive swift and effective help and support to cope and recover from the crime.

Whilst the care and support that victims receive following a crime has significantly improved, the same cannot be said for victims' and witnesses' experience of the wider criminal justice system that involves multiple services at various entry points. I have been clear throughout my terms of office that we must create a criminal justice system that works for us all. In the Building on Success Chapter, I outlined the issues within the criminal justice system and how the constituent parts are failing to work efficiently or effectively from the beginning to the end. This is particularly the case in relation to the support that victims and witnesses receive on their journey through the criminal justice system. I want to aspire to achieve end-to-end support for victims and witnesses as has been achieved in other parts of the country.

I am also acutely aware of the lack of awareness and use of special measures to support elderly and vulnerable victims to give evidence for court. I would like see a review undertaken of victim services locally and introduce a pilot scheme that sees all vulnerable and elderly victims managed by Beacon when attending court.

Community Resolution

When I say 'putting the victim at the centre of the Criminal Justice System' it means recognising that the person will have a view on how the crime should be dealt and that they should have a say on what should happens next. It does not necessarily follow that a victim would wish for the case to go to court, especially when this can result in more anxiety for the victim. Community Resolution offers victims a greater voice in appropriate punishment for those who have committed a low-level offence, through an out of court disposal[20] which includes anything from an apology through to reparation. I am keen to ensure that Community Resolution is effectively managed within the Constabulary's Out of Court Disposal Strategy. For some victims, the opportunity to receive an explanation of why the crime was committed against them, and to receive a genuine apology, can be both empowering and a way to put what has happened behind them. I want to ensure that Community Resolution becomes embedded across the Constabulary and the findings from the Out of Court Scrutiny Panel are used to ensure accountability for victims and the public.

Embedding Restorative Justice

Victims are already receiving a better service thanks to the progress we have made through investing in Restorative Justice, enabling victims to have a say about the harm that has been caused, and to find a way to repair that harm. I am pleased that all the Victim Case Managers in Beacon and Youth Justice Victim Liaison Workers are fully trained Restorative Justice Practitioners to facilitate this. I want to build on the success to date and find ways to increase the interest in, and demand for, Restorative Justice Services and highlight the benefits and opportunities that exist around Restorative Justice. Moving forward, I will seek to encourage restorative 'conversations' and the development of restorative communities and ensure that those victims seeking a restorative approach can do so with ease. Where appropriate, I will be encouraging local authorities alongside businesses to play their part in promoting restorative approaches.

Tackling Domestic Abuse

Much has been achieved over the past five years to prevent and tackle domestic abuse to give victims the confidence to come forward and report the harm they have suffered so they can receive the support they deserve. I have made substantial investments in our Domestic Abuse and Investigation Safeguarding

20 'Out-of-court disposal process' means the process by which a person is dealt with under section 102 or by means of a conditional caution or youth conditional caution.

Unit (DAISU) over successive years to bolster the investigative capacity relating to intimate relationships, honour-based abuse and forced marriage. However, I recognise there is still more that we need to do. With national data[21] suggesting that nearly 20 per cent of domestic abuse remains unreported, we must continue to encourage victims to get the support they require and ensure that the Constabulary fulfil the new requirements of the Domestic Abuse Bill (2019).



I am pleased that our Multi Agency Safeguarding Hub (MASH) in the DAISU is able to respond to events where both vulnerable adults and children are identified as living in abusive households. I would like to broaden the level of support available so that all victims of domestic abuse, irrespective of whether they report to police, can get the support they need and will be seeking to strengthen the referrals pathways between statutory agencies and voluntary sector organisations, including the Sunflower network hub. With one in three cases of Domestic Abuse now resulting in a male victim[22], I will ensure that services are non-discriminatory and readily available irrespective of gender or orientation.

In 2018 I commissioned a review to examine in detail the reasons why a third of all domestic abuse cases failed at a Magistrates Court because the victim 'fails to attend'[23] which results in no evidence being offered and the case being discontinued. The review has acted as a catalyst for change, providing key insights into the barriers victims face and how to establish positive interventions. I am pleased that the recommendations are being taken forward by the Domestic Abuse Executive Board, including those relating to establishing an unsupported prosecution protocol; the use of LiveLink[24] as a default for vulnerable or intimidated witnesses to give evidence; and establishing multiple safe channels of contact. I will be paying close attention to the delivery of these actions and monitoring how they are adopted.

21 The latest available estimates from the Crime Survey for England and Wales (March 2018) showed that over four in five victims (83%) of partner abuse did not report the abuse to the police: https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018
22 The estimated number of victims of domestic abuse in the last year (year ending March 2017 to year ending March 2018), by sex, according to the CSEW suggest that 34.6% were men and 65.7% women:https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/domesticabuseinenglandandwalesappendixtables
23 This is recorded as an E52 Outcome: 'Victim Fails to Attend'
24 Live Link enables Police Staff, Officers and Vulnerable, Intimidated Witnesses to give their evidence to court remotely.

Serious Sexual Violence

I understand the life-long and devastating impact that sexual assault, both recent and non-recent, has on those who have been victims of the most intrusive of crimes. I am pleased that a national strategy to improve the response to victims has been developed with a view to improve provision and to ensure that services provided deliver to a nationally approved accreditation. Across the county demand for these services has increased, particularly for those who are male and transgender. Having reviewed the current provision of our Sexual Assault Referral Centre (SARC) and paediatric services with regards to facilities and location, I have provided significant investment to ensure those who require our support get the very highest standards of care and support. I will continue to review the service on a frequent basis to ensure it remains fit for purpose.

Violence against Women and Girls

I recognise the reality of women's and girl's lives and the scale of abuse they suffer and remain committed to tackling the growing number of victims. The three year £436k awarded to my office in 2018 by the Police Transformation Fund will enable the creation of a Sunflower Hub with a Champion's network, caseworkers and an outreach worker to improve access to services for BAME and traveller women and girls. I want to conduct an assessment of the scale and nature of all forms of violence against women and girls and remain committed to working with partners to provide sustainable support services for survivors of abuse. I want to see Hertfordshire County Council engaging with the CSPs in the delivery of the Domestic Abuse County Strategy and will be monitoring the progress made around delivering the Sunflower programme and discussing the recommendations with CSPs.

Rape Scrutiny Panel

Across the country, rape prosecutions levels remain low[25] and Hertfordshire is no exception. This has a significant impact on the publics' confidence on the efficacy of the criminal justice system and can affect the willingness of a victim to come forward and report rape, fuelling the cycle of under reporting and further preventing positive criminal justice outcomes. I am keen to introduce more transparency and

25 According to the Crown Prosecution Service, Rape Prosecution Data Key Facts, 2017, prosecution levels for rape offences is at its lowest in 10 years. According to 2018 Home Office statistics, 1.7% of rape offences resulted in prosecution in England and Wales with 3.8% of sexual offences resulting in a charge or summons.

scrutiny into the system in order to drive improvements in rape outcomes and improve public confidence. By scrutinising rape case files where it has been judged that no crime has been committed, or which were said not to have achieved the required threshold for charging of rape cases, can help to provide an insight into the effectiveness of the police investigation and identify lessons-learned for the future management and investigation of cases. I will undertake a review of Rape Scrutiny Panels in operation across the country to better understand the role that one could play in driving improvements in Hertfordshire.

Support for Victims of Stalking

My office conducted a review on stalking last year which highlighted that some 54 per cent of stalking cases were domestic abuse related and that in 94 per cent of Domestic Homicides, the perpetrator had indicated some form of staking behaviour. I am pleased that a new service by Safer Places to support domestic abuse victims of stalking has been put in place. Despite this, there are still 46 per cent of victims who are a victim to either work based or cyber stalking and where Post Traumatic Stress Disorder (PTSD) shows a higher prevalence than most other crime types. I want to make sure that all victims of stalking, irrespective of causation, have access to high quality support.

Tackling Hate Crime

We know that crimes motivated by hate can have an intense, enduring and sometimes devastating effect on victims and communities. It is particularly distressing to be a victim of crime because of who you are or what you believe. I recognise the challenges in relation to the under-reporting of hate crime, particularly relating to disability, and the increase use of cyber as a means to target and exploit the vulnerable. I am pleased that, as a result of the countywide Hate Crime Strategy, partners now have a better understanding of, and response to, hate crimes of all types. We must ensure that we continue to work together to prevent hate crime from occurring, bring offenders to justice using the appropriate legal tools and where hate crime does occur, give victims the confidence to report the crime and to cope and recover. I want to see the county maximising the use of third party reporting centres as a way for victims to report hate crime without having to attend a police station and will use the findings from the strategy to help inform commissioning intentions.

Using Innovation in the Criminal Justice System

Hertfordshire has been at the forefront of innovation in the criminal justice system, using technology to create efficiencies and speed up justice for victims across the county. Everyday police officers are able to appear at court via video link from police custody. These developments have revolutionised the way cases are handled with over a third of all remand cases now being held on via video link, removing costs and delays in the system saving thousands of hours of police officer time. I am keen to ensure that all frontline officers are ensuring that their Body Worn Video (BWV) are being switched on in all encounters and at the earliest opportunity to support achieving best evidence. I will ask the Chief Constable to carry out an audit of BWV to ensure an improvement in levels of compliance and increased efforts to overcome issues relating to battery life and digital storage.

We have also made great strides through effective partnership working between Hertfordshire Constabulary, the NHS and Hertfordshire's SARC to enable victims of rape to give evidence via LiveLink without needing to attend court in person, helping to overcome one of the main barriers to rape victims proceeding with their case. But there is more that we could do to ensure that we have the right accessibility and digitally enabled technology for other vulnerable and intimidated victims and witnesses. I intend to review what further opportunities exist at other locations beyond the secure police estate to support vulnerable victims and witnesses to give evidence remotely.

Priorities for Action

Strategic Objective	Actions
Work to improve the overall experiences and outcomes for victims and witnesses	(31) Build on the success of Beacon and develop it to become an acknowledged and recognised expert organisation, one that provides services that are safe, accessible and empowering and ensures that no one victim is left behind. (32) Monitor levels of compliance with VCOP and ask partners to report back in early 2020 on how they are delivering to the requirements of the Victims Code. (33) Continue to listen to, and respond to, the needs of victims by developing the Victims Voice, establishing service user groups and ensuring that entitlements such as Victims Right to Review are easy to access. (34) Commission services that are driven by the needs of the victim and regularly seek feedback to ensure services are tailored, so victims are able to cope and recover from their experience. (35) Ensure police officers and staff have a clear understanding of the Victims' Code and Special Measures through further training and awareness of their obligations, and ensure appropriate auditing. (36) Continue to ensure Community Resolution is embedded across the organisation and use the findings from the Out of Court scrutiny panel to ensure accountability for victims and the public. (37) Ensure, where appropriate, that all victims where the offender has been identified, will have the option of Restorative Justice explained. (38) Encourage restorative 'conversations' and the development of restorative communities to ensure victims that seek a restorative approach can do so with ease. (39) Encourage local authorities alongside businesses to play their part in promoting restorative approaches. (40) Investigate pre and post-trial support for victims and witnesses. (41) Carry out an audit of BWV to ensure improvement in levels of compliance and achievement of best evidence.

Work to improve the overall experiences and outcomes for victims and witnesses	(42) Undertake a review of victim services locally and introduce a pilot scheme that sees all vulnerable and elderly victims managed by Beacon when attending court. (43) Ensure those victims, who are deemed entitled to an enhanced service as specified by the Victims' Code of Practice, will be assigned their own Case Manager in Beacon. (44) Exploit avenues to make best use of digitally enabled technology for vulnerable and intimidated victims. (45) Review the processes within the criminal justice system to ensure they consider the impact upon victims and witnesses. (46) Work with criminal justice partners to ensure a joined up criminal justice system that delivers value for money for the community and inspires public confidence. (47) Undertake a review of Rape Scrutiny Panels in operation across the country to better understand the role that one could play in driving improvements locally.
Work in partnership to make those at risk less vulnerable to (re) victimisation	(48) Ensure that all victims of stalking, irrespective of causation, have access to high quality support. (49) Learn from the Beacon Fraud Hub pilot to see if there is a business case for further investment. (50) Monitor the delivery of the recommendations and actions from the Domestic Abuse review to reduce the high levels of attrition. (51) Maximise the use of Third Party reporting centres for victims to report Hate Crime without having to attend a police station and use the findings to inform commissioning intentions.

Work in partnership to deliver the most appropriate response to vulnerable people	(52) Ensure the Constabulary are fulfilling the new requirements of the Domestic Abuse Bill (2019). (53) Strengthen the referral pathways between statutory and voluntary organisations for victims of domestic abuse and ensure services are readily available irrespective of gender or orientation. (54) Undertake a scoping exercise to understand the demand for support for those who experience ASB in Hertfordshire and consider undertaking a pilot scheme focused on case managed support for those who need it. (55) Conduct an assessment of the scale and nature of all forms of violence against women and girls. (56) Ensure that the County Council is engaging with the CSPs on the delivery of the Domestic Abuse county strategy. (57) Monitor progress made around delivering the Sunflower programme and discuss recommendations with CSPs.

Public Focus

Leadership: Ensuring greater transparency, accountability and ethical behaviour



In Hertfordshire we have a professional and effective police force which is highly regarded by the public for the excellent work that it does. The public value it highest in the country, with public confidence for 'police doing a good or excellent job[26] at 83.9 per cent. This is higher than most large companies and should be celebrated. Many more victims who in the past have been reluctant to report crime to police, now have the confidence to come forward to ask for help and to get the support they need. Findings from The Crime Survey for England and Wales show that the residents of Hertfordshire feel that the Constabulary are reliable and treat them fairly and with respect. This has been reflected in the Constabulary being graded 'Good' for legitimacy by our policing and fire inspectorate HMICFRS[27] for three consecutive years.

Whilst this should be celebrated, there are still areas for improvement and on occasions the force makes mistakes. On the rare occasions when something goes wrong, it is vital that we are open and transparent about it, where possible put it right and use the learning to develop the workforce. I am pleased that the force have invested in a dedicated corruption prevention officer to assess risk and that our professional standards unit in collaboration with Crimestoppers now enables confidential reporting lines to help increase confidence in the integrity of the reporting. This is a positive step forward.

I continue to welcome misconduct hearings held in public and this year saw four such hearings. For me it is important for the public to see just how seriously these cases are taken and to have confidence that those who fail to meet our high standards are dealt with robustly. For far too long police discipline was carried

26 Figures taken from the latest Crime Survey for England and Wales, April 2019
27 Her Majesty's Inspectorate of Constabulary for Police, Fire & Rescue Services

out behind closed doors and it was rare for the press and public to learn of cases. I want the Constabulary to continue moving the culture to one that is open and transparent and retains public confidence and respect. In my last Plan I said I wanted the Constabulary to set a strategic vision statement which will require transparency, openness and ethical behaviour to be the foundation of our communication and engagement with the public. Having now agreed a vision for open communications with the Constabulary, I will be actively seeking to ensure that it is fully delivered in practice. I also want to see a greater level of proactive communication with the public. Residents often report to me that they want to be kept better informed about all aspects of police activity in their area –the threats that exist, the crime that is taking place and the successes the police have in combatting it.

I will ensure that the College of Policing's Code of Ethics continues to form the bedrock of standards and behaviour within Hertfordshire Constabulary. Since setting up the Ethics, Equality and Integrity Board during my first term, great strides have been made to embed ethical behaviour throughout our standards and processes including most recently guidance to all staff on using dating websites. The use of morally ambiguous dilemmas as part of officers' ethical behaviour training, provides useful challenge of views and beliefs. The Chief Constable and I also ensure that any learning from Professional Standards to inform training and development is used effectively.

I am pleased that Hertfordshire Constabulary is committed to providing the best possible service to our communities, ensuring that everyone has fair access to all services and treating everyone with respect at all times. Hertfordshire Constabulary's Equality and Diversity Plan 'Policing Hertfordshire for Everyone' identifies six objectives that seek to ensure the Constabulary continues to eliminate discrimination, advance equality of opportunity and foster good relations between different groups when carrying out policing activities. It is vital that the police and partners have a good understanding of the communities they serve in order to ensure communities' specific needs are recognised, understood and met wherever possible. I recognise that specific groups may be more affected by particular crime types, such as hate crime, fraud, abuse, cyber-bullying and domestic abuse.

The service the police provides the community is critically reliant on the quality of its people. Policing needs to be delivered by a professional workforce that is equipped with the skills and capabilities to tackle new and emerging crime types and maintain a relationship with the communities they serve. I am pleased

that the Constabulary's workforce has become more diverse since 2012. I will continue to ensure that this positive trend continues so that we have a representative workforce. As public sector organisations, the Constabulary and my office remain committed to ensuring that our statutory duties under Section 149 of the Equalities Act 2010 are met and reported on. I will continue to monitor the Constabulary's exercise of the equality duty and its outcomes. I will also ensure that the welfare of officers continues to be monitored and managed effectively so that the Constabulary has a productive workforce that is not only well equipped, but is in good health and has a high level of morale.

I will continue to hold the Chief Constable to account for the delivery of the priorities set out in this Plan. Records of the three key meetings (Strategic Executive Board, Holding to Account and Performance Management) that I regularly hold with the Chief Constable are published on my website. In accordance with legislation, I have an active role in the monitoring of complaints that have come through Professional Standards and undertake monthly dip sampling of individual cases as part of that process, holding the Chief Constable to account for any trends identified in causes of complaints so that that it can lead to an improvement in the service delivered to the public. This provides a useful temperature check of how the public feel about the service they have received from the police.

I welcomed the government granting PCCs a greater role in handling complaints about the police from the public as a way to provide a better customer service[28]. Since 2017 my dedicated Customer Response Team (CRT) have continued to deliver excellent customer service, providing a prompt and efficient triage system that manages and resolves low–level dissatisfaction enquiries within hours, rather than days. This open and less bureaucratic process, has resulted in satisfaction levels reaching 91 per cent. This is to be welcomed. Now I will be reviewing what action the Chief Constable has taken to address the learning from those complaints which includes officers' attitude and behaviour and compliance with the Victims Code of Practice, so that we can continually improve the service that is delivered to the public.

As a leader of public services, I want to ensure that we are actively managing the impact of policing locally on the environment whilst using our resources efficiently and effectively. I want to look at a range of initiatives to help us to be more environmentally sustainable and develop initiatives for energy efficiency, fuel saving and carbon off-setting. As part of our estates programme, I will be asking the Chief Constable

28 The Policing and Crime Act 2017

to ensure that all new buildings are energy efficient by improving insulation and fitting LED lighting. I would like the Constabulary to work with the Chiltern Transport Consortium to consider proposals to reduce the Constabulary's impact on climate change which includes their carbon footprint of 640 vehicles. I also want to ensure that the redevelopment of Police Headquarters into a Community Safety campus provides an opportunity to consider how we can reduce our reliance on fossil fuels such as gas by considering heating buildings using solar power, or biomass boilers using sustainable and locally-sourced wood.

Improving an already excellent customer service

Whilst the people of Hertfordshire do have a high regard for the police force, where things do go wrong, it is often around the day-to-day public contact. The public expect and deserve a police service that is responsive and approachable - that comes out quickly when called to an incident and responds to the information provided by the public, updating them on progress even where there is no action the police are able to take. I am concerned with how long the public are waiting when they have reported 'non-crime' information to the Constabulary to receive feedback about how that information provided has been used, if it all. The public provide a vital source of information on policing matters and I would like to see there being a much more structured and auditable way of tracking and monitoring the information that comes into the Constabulary and what goes back as feedback. I want the Constabulary to take a public-centric approach and consider a range of digital solutions to facilitate a better customer experience and journey. To do this, I will ask the Chief Constable to build a comprehensive picture of the inputs and output flows so that we can see how the information is being processed and improve public confidence.

I frequently hear residents tell me their frustrations on the call handling times to the non-emergency 101 reporting system. I recognise that for many people their first contact with a police officer is over the phone so the 101 non-emergency number is vital to get right. Following a major review of the Force Control Room I have invested significantly to uplift officer numbers and introduced a pilot scheme which sees a switchboard triaging all calls and assessing the best route to direct the enquiry. I will be scrutinising the impact of that investment over the coming months to see the if there is an improvement in the effectiveness of service delivery in average call handling times and abandoned calls.

I am pleased that we now have a comprehensive Digital Strategy for Hertfordshire, Cambridgeshire and Bedfordshire (BCH) that is driven by business need and is transformative. Over the coming years the strategy will transform how we invest in new technology to deliver better business outcomes. In my last Community Safety and Criminal Justice Plan I pledged that more should be done to provide an improved level of customer service, giving the public greater flexibility to contact the police and report crimes at a time and place of their choosing. As a result of these changes, there has been big improvements in digital public contact[29]. I want to continue to see expansion and improvement in digital public contact. A key driver will be the adoption of the national Single Online Home (SOH) system next year which will greatly expand the facilities available. I will expect the force to focus not just on developing these new interactions with the public, but actively seeking to exploit the opportunities they offer the police to change the way they work to increase efficiency and effectiveness and reduce demand.



A number of residents continue to express their concern about the number of closures of front-counter services at some of our police stations. I recognise that while the vast majority of people prefer to interact with the police by phone, digitally or in person at their home or a convenient venue in the community, that there are a few who would prefer to meet an officer inside a police station. Whilst those front counter services were underused, I asked the Chief Constable to look at new measures to improve public accessibility including better utilising unoccupied police stations. I am pleased that we now have an appointment system in place which enables the public to attend a police station and speak to an officer at any of the 20 police stations we maintain across the county as long as they call ahead. On a daily basis, 58 station and diary appointments are being made. To complement this, every police station is also being fitted with new noticeboards to share information with the public about their Safer Neighbourhood Team which includes the local policing priorities for their area. I will continue to

29 My investment in 'Echo', the new digitally led innovative platform will change the way the Constabulary Requests, gathers and actions the views and opinions of the public and victims, enabling callers to provide fast feedback via their mobile devices.

review the effectiveness of the appointment system and am keen to receive feedback from the public as to their experience so that I can better judge whether measures have improved accessibility.

Working Together: Focusing on issues that matter to the public

A fundamental duty of a Police and Crime Commissioner is to listen and engage on issues that the public are concerned with across the county. Since I was first elected in 2012, ASB has reduced by over fifth, (22 per cent) across all three recorded types of ASB (Personal, Nuisance and Environmental) as a result of a relentless approach to targeting repeat victims and locations. The Constabulary's problem solving approach together with £400,000 of funding from my Local Partnership Fund has enabled each of the districts community safety partnerships over the last four years the opportunity to drive forward a coordinated programme of action to stamp down on ASB and tackle other related nuisance issues.

Rural Crime



Rural crime issues, including coursing, dog fighting, cock fighting, fly tipping and theft of agricultural machinery are raised regularly by residents at Barn meetings. Some of the incidents are isolated and small in scale; others are the result of serious and organised crime groups. I will continue to support the delivery of the Rural Policing Strategy to ensure that rural crime issues are properly looked at and resourced in terms of core services through our Rural Operational Support Team (ROST). I will continue to monitor feedback from Barn meetings to ensure that reports of rural crime are being taken seriously. Given the success of the Barn meetings, I will be looking to look at how we can replicate them for the wider community.

Fly Tipping



In response to concerns raised by the public about fly tipping, I have worked with Hertfordshire's multi-agency Fly Tipping Group which includes representatives from each of the 10 boroughs and districts together with the Constabulary, Fire and Rescue Service and Environment Agency to better understand what is driving waste to be disposed of illegally and what activity is underway by partners to prevent fly tipping and enforce prosecutions on public land. I am delighted that Hertfordshire's countywide fly tipping campaign (#SCRAPflytipping) which I funded has received national success and has been adopted by 80 districts and boroughs across the country and has resulted in recorded fly tipping down seven per cent.

I recognise that a large proportion of fly tipping happens 'in the margins' between public and private and is therefore is not often covered by councils normal removal and disposal of waste. It is not right that businesses who are victims of fly tipping do not have the opportunity to have waste removed in same way and are liable to pick up the costs. Last year I set aside £20,000 to launch a fly tipping intervention pilot using POCA funds to compensate private landowners who are faced with the clean-up bill for items fly tipped on their land. I am pleased that the pilot which is already running in four of the 10 districts, is helping businesses to improve the security of their property and target repeat offenders. Over the coming year, I will be interested to understand the learning from the pilot and what we can do to better join up service provision and consider wider roll out across the county.

Improving Road Safety

I recognise that speeding takes a high toll in relation to those killed or seriously injured on the roads, but there are other harms to our communities too. Using the Road Safety Fund[30], I have addressed speeding

30 I set up a ring-fenced dedicated Road Safety Fund in April 2016 using the surplus generated from motorists who have committed driving offences and been ordered to pay court costs following prosecution or who have attended educational diversionary courses (such as a speed awareness course) to pay for road safety activity and initiatives that seek to change drivers' attitudes and behaviour.
31 Between 2013- 2018, 45 accidents in Hertfordshire were attributed with fatigue as a directly attributed contributory factor.

issues through DriveSafe, Speed Indication Devices (SIDs) and average speed cameras, but there are some places where it has been hard to change behaviour. I want to use some of the road safety funding to pay for community safety vans which can respond to requests from hard pressed communities around speeding and other dangerous and careless driving matters, including using a mobile phone and not wearing a seat belt, where other tactics have failed.

I also want to explore how we can reduce the number of accidents in Hertfordshire which directly relate to fatigue being a contributory factor[31]. Evidence shows that there are significant negative effects of fatigue and sleep deprivation on the brain which includes decision-making, reaction times, memory and concentration. I want to work with partners to target activity at those specific groups that are at a higher risk of driving fatigued to reduce the number of accidents and serious accidents on the Hertfordshire roads.

Active Citizens

This plan is called Everybody's Business' and at its heart is a belief that we all have a role to play in keeping Hertfordshire the safe county that it is today. As Police and Crime Commissioner I have a responsibility to empower people and provide them with opportunities for them to play their part. I have sought to provide a wide range of opportunities around the wider crime reduction and prevention agenda in addition to those that perform independent public scrutiny roles. These include the Special Constabulary, Neighbourhood Watch, Mini Police, Stop and Search, Community DriveSafe, Dog Welfare Visitors and Custody Visitors amongst others. These schemes are very successful but I now want to see volunteering further expanded to help bring people of all ages into community safety and crime prevention.

Special Constables

Special Constables remain the most visible face of volunteering within the Constabulary, helping to tackle local community priorities and adapting their style to suit different communities in Hertfordshire. Our Special Constables not only support frontline roles, but also increase the Constabulary's capacity to tackle complex forms of crime including cybercrime, domestic abuse, fraud and public protection. I am delighted that as a result of the work I commissioned, Specials now have structured career pathways in place and are able to volunteer in a variety of roles.

The Constabulary are hugely benefitting from the skills and expertise that have been brought in from

industry through the Employer Supported Policing Scheme. We now have over 30 local businesses signed up and giving their staff time to volunteer. Going forward, I want to see more businesses taking the opportunity to support Employer Supported Policing and will be asking all 10 of the district and boroughs councils to show their commitment to the scheme.

Much has been done over the last four years to ensure that the Special Constabulary are integrated within the existing policing structure and ensure that they receive the same training, the same protective uniform, and are expected when qualified, to perform the same role. The career pathways we have now launched are an integral part of not only supporting the delivery of Policing in Hertfordshire, but act as a key recruitment and retention lever for our volunteer officers. I will be asking the Chief Constable to review the current provision of training and development available, to ensure the ongoing delivery of career pathways are fully supported.

Emergency Services Volunteer

In my last Police and Crime Plan I said I was keen to explore proposals to expand the number and type of new roles including Volunteer Police Community Support Officers (VPSCO) should legislation be granted. Having considered the costs and benefits associated with the role and the learning from those forces that have adopted the role, I feel that more advantageous benefits could be achieved from having a uniformed and visible 'Emergency Services Volunteer'. Following the signing of the Emergency Services Collaboration Memorandum of Understanding (MoU) between Hertfordshire Constabulary and Hertfordshire County Council (see my Business Sense chapter on page 53), I am keen to explore how we can provide a more flexible and multi-disciplinary uniformed volunteer that supports a range of proactive community prevention and fire safety initiatives including fraud and scams, ASB, home safety and missing people. Over the coming months, I would like the Constabulary to present a detailed proposal for introducing Emergency Services Volunteers and the benefits that will be achieved by brigading our resources across teams.

Neighbourhood Watch

Hertfordshire's Neighbourhood Watch Scheme continues to be one of the strongest in the country with 150,000 members. One third of all homes in the county are able to receive key information on crime

prevention, missing people and engagement events. This is to be celebrated. However, there is much more we can do to further develop the scheme. However, there is much more we can do to further develop the scheme, including maximising the use of digital technology, social media and Apps such as 'Ring' and 'Neighbours' to give people the opportunity to share, view and comment on crime and security information in their communities. There is also scope for NHW volunteers to play an active role in the auditing, harvesting and exhibiting digital media including those from CCTV and doorbell cameras which could greatly assist police in the identification and arrest of offenders. I want to consider how we can better join up crime prevention messages across the emergency services to include those relating to fire prevention and increase membership in less represented boroughs and communities.

Mini-Police Programme and Volunteer Police Cadets



I have been supportive over the last year in trialling 'Mini Police', a scheme which sees 9 to 11 year olds take part in structured lessons to learn about the law and problem solving issues including tackling countywide dangerous parking outside of schools and water safety during school holidays. Following the successful trial, I committed £8,663 to fund a countywide roll out of the scheme so that even more children can take advantage of the programme which builds relationships between children and police officers, and encourages responsible citizenship. I want to expand the types of initiatives that Mini Police and able to be involved with including working with regular officers to address issues relating to speeding. I would like to see Mini Police helping to support educating motorists on speeding offences and be shown how to use the hand-held radar.

I am delighted that our Volunteer Police Cadet scheme for young people aged 13 to 18 has gone from strength to strength, with numbers now over 280 across 11 cadet units covering each of the 10 districts and boroughs. In my last Plan I mentioned that that I was concerned about the gap between the age that cadets leave and can then re-join as a Special Constable at 18. I am pleased that there is now a fast track

process in place for police cadets to join the Special Constabulary through a reduced application process which allows for a seamless transition from one volunteering role to another supported by a coaching and mentoring scheme and completion of workbooks. To date, 11 cadets have gone on to become Special Constables and 13 have gone on to become Cadet Leaders.

Community DriveSafe

Tackling speeding and anti-social behaviour on our roads is a concern that I frequently hear from Hertfordshire residents. I am pleased that the 28 active groups across the county continue to educate speeding motorists of the dangers they present and provide an evidence base for change to my Road Safety Fund, but I want to do more. I intend to build on the success of the current DriveSafe Scheme and expand it include 20mph zones. I also want to address concerns raised by residents regarding the volume of Lorries that frequently travel through villages in the county that ignore signage around weight restrictions. I will pilot 'Lorry Watch' which will see advisory letters being sent to Lorries and heavy goods vehicles that misuse weight restricted routes and frequently exceed the maximum load (7.5 tonnes).

Scrutiny Volunteers

It is vital that we have independent members of the public who able to scrutinise the activities of the police to ensure that they meet the standards that the public would expect. I continue to be encouraged by the number of volunteers who want to be involved and will look to develop new scrutiny roles to help provide challenge and change to the Constabulary on how practices can be improved.

Independent Stop and Search Scrutiny Panel

The independent Stop and Search Scrutiny Panel plays an important role in ensuring that we comply with the requirements of the Police and Criminal Evidence Act (PACE) 1984, Code of Practice A, to make arrangements for stop and search records to be scrutinised by the communities they serve. Since the Panel's inception in 2015, there has been significant improvements in the recorded grounds given by officers which has resulted in improvements to the quality of searches conducted. In line with Government's guidance, the scrutiny panel now has the opportunity to question Section 60 authorisations under the Criminal Justice and Public Order Act (1994) - to prevent serious violence.

In my last Plan I said I wanted to see the Panel having sight of any complaints made by the public relating to stop and search. I am pleased that we now have a formal process in place for the Panel to feedback to supervisors and to Professional Standards when a case of misconduct has occurred. As a result of the Panel reviewing BWV of the stop and search encounters, they have found that it is not being switched on in all encounters or at the earliest opportunity. In line with earlier sections, I will ask the Chief Constable to carry out an audit of BWV to ensure that we have the best evidence available and are able to overcome issues relating to battery life and digital storage.

Independent Custody Visiting Scheme

Our Independent Custody Visitors (ICVs) continue to support me to fulfil my statutory obligations under the Police Reform Act (2002) to provide public assurance that the rights, entitlements, wellbeing and dignity of detainees in police custody in Hertfordshire is being maintained. By undertaking unannounced visits daily throughout a 24 hour period 7 days a week in the two custody suites in Hatfield and Stevenage, the 37 volunteers provide a crucial intermediary role between detainees and the police, allowing detainees to raise any concerns about their treatment or their environment when in custody without feeling intimidated or uncomfortable by officers. I am delighted that Hertfordshire's ICV scheme has received the Silver Award Standard by the independent association recognising a good standard of custody visiting and volunteer management. I want to build on this achievement so that we continue to ensure that the service delivered in custody is consistent, transparent and safe.

Independent Dog Welfare Lay Visitors Scheme

The Independent Dog Welfare Lay Visitor Scheme for Hertfordshire, Bedfordshire and Cambridgeshire, administered by my office continues to provide essential and robust public scrutiny of the care and treatment of police dogs, ensuring that it is humane, ethical and in accordance with the Animal Welfare Act 2006. Through robust inspections, I am pleased that the public can have confidence that we have a transparent and accountable scheme in place for the training and care of police dogs. This year I awarded £15,000 to the Dogs Unit from my Efficiency and Innovation Fund to build first class agility equipment together with a scent identification suite to enable police dogs to be trained to identify drugs, firearms, explosives and digital media.

Priorities for Action

Strategic Objective	Actions
Ensure that the Constabulary are transparent, open and ethical when communicating and engaging with the public	(58) Ensure the agreed strategic vision statement for open communications between the police and public is fully delivered. (59) Increase the level of positive and proactive communications to the public about initiatives, success stories and the outcomes of appeals. (60) With the Chief Constable, ensure that any learning from Professional Standards is used effectively to inform training and development. (61) Ensure that the Constabulary's workforce continues to become more diverse and representative of the communities it serves. (62) Monitor the Constabulary's exercise of the equality duty and its outcomes. (63) Ensure that the welfare of officers continues to be monitored and managed effectively.
Reduce our environmental footprint	(64) Work with the Chiltern Transport Consortium to consider proposals to reduce the Constabulary's impact on climate change including its carbon footprint. (65) Use the redevelopment of Police Headquarters as an opportunity to reduce our reliance on fossil fuels.

Improve public contact and the customer journey	(66) Build a comprehensive picture of the inputs and outputs of information that flows into and out of the Constabulary and suitable public feedback mechanisms. (67) Ensure that the Digital Strategy transforms how we invest in new technology and continue to monitor improvements in digital public contact. (68) Ensure the Constabulary exploit the national Single Online Home System to enhance digital public contact and increase efficiency and effectiveness. (69) Ensure that every police station has a visible noticeboard with information about the local policing teams and evaluate whether the new measures have helped visibility and accessibility. (70) Continue to monitor the usage and impact of the station appointment system to understand if it meets the publics' needs and review feedback on the publics' experience.
Increase engagement and respond to issues that matter to the public	(71) Monitor feedback from Barn meetings to ensure reports of rural crime are being progressed. (72) Widen the range of community engagement meetings and events. (73) Introduce a new Community Safety Van to address community concerns regarding speed, dangerous and careless driving. (74) Explore with partners what can be done to address the number of road accidents which are caused by driver fatigue. (75) Understand the learning from the Fly tipping on Private Land Intervention Pilot and roll out across the county. (76) Ensure that the trends and learning from complaints and dissatisfaction is continually driving improvements in the Constabulary and the service delivered to the public.

Increase opportunities for volunteering	(77) Expand the remit of Mini Police to include working with regular officers to educate those who have been speeding. (78) Produce a business case for introducing a new uniformed and visible Emergency Services Volunteer role that provides a more flexible and multi-disciplinary resource and supports proactive community prevention. (79) Continue to grow NHW (and other watch schemes) and extend coverage to our less represented communities and boroughs. (80) Use digital technology, social media and apps through NHW to help communicate crime reduction advice. (81) Expand the Community DriveSafe Scheme to include sending advisory letters to those who speed in 20mph zones. (82) Pilot an expansion of the DriveSafe scheme to include the monitoring of Lorries and heavy goods vehicles that misuse weight restricted routes and frequently exceed the maximum load. (83) Continue to develop new scrutiny roles to help provide challenge and change to the Constabulary on how practices can be improved. (84) Review the current provision of training and development available to Special Constables, to ensure career pathways are fully supported. (85) Encourage more businesses to support Employer Supported Policing and seek commitment from all 10 of the district and boroughs councils to join the scheme. (86) Build on the success of the Independent Custody Visitors Silver Standard to ensure that the standard delivered in custody continues to be consistent, transparent and safe.

Business Sense

I am keen to ensure that the 'business' of policing is as efficient as it can be, taking the best from other sectors to improve customer services in relation to accessibility, visibility and responsiveness, whilst making best use of public money. I firmly believe that we should be looking at what we can learn from how the private sector operates and how this can be adapted and applied to policing. I want us to be bold and seize every opportunity to think creatively and innovatively in order to reduce costs and improve service delivery.

Driving Efficiencies and Effectiveness through Collaboration

Over the last five years I have considered carefully how we collaborate with other police forces so that we continue to protect services that the public most value and those that have the best chance of delivering results. Collaboration with our neighbouring forces in Bedfordshire and Cambridgeshire, as part of the 'BCH strategic alliance' has helped us to find savings and deliver a more efficient and resilient policing service for the public at lower cost, whilst enabling us to preserve our local policing model and keep officers and PCSOs on the frontline. That collaboration will continue.

Since 2012/13 collaboration across BCH has realised savings totalling £15m[32]. With 26 per cent of our turnover collaborated, I am keen to continue looking at what savings can be driven from our collaborated units and will commission a strategic framework across the three forces to ensure that we understand what benefits have been realised and how they can further drive out efficiencies and improve frontline delivery. I am also keen to look at what we can achieve by working with other sectors, going beyond police only solutions to achieve improved business benefits and local solutions to local problems. It is only by working with a range of public and private bodies that we can get smarter with how we tackle complex problems, better coordinate services and deliver sustainable outcomes for the individual, family and the community.

Our regional collaboration within the 7 force area comprising Hertfordshire, Bedfordshire, Cambridgeshire, Norfolk, Suffolk, Essex and Kent has enabled the approval of new joint procurement arrangements,

32 Since 2012/13 some £15.000m of collaborative savings have been achieved; £8.900m in Joint Protective Services and £6.100m in Organisational and Operational Support areas.

creating the second largest police procurement area after the Metropolitan Police to deliver more efficiencies and savings. This allows economies of scale and buying power to be improved to achieve even greater effectiveness. I will continue over the coming years to look at how we best utilise our 7 force arrangement for the benefit of Hertfordshire residents.

Emergency Services Collaboration



Closer integration and collaboration between our emergency services offers the possibility of delivering great benefits in terms of public safety in the future and it is also something which is now mandated by the Police and Crime Act 2017. Under the provisions of the act I commissioned a business case which set how those benefits could be achieved by bringing Hertfordshire Fire and Rescue Service under my governance alongside the Constabulary. However, I was unable to reach agreement on a transfer with Hertfordshire County Council who currently govern HFRS, and have therefore been persuaded that most of the benefits set out in the business case could be delivered more quickly by agreement with HCC whilst maintaining the current governance arrangements.

As a result we have signed a collaboration agreement with an ambitious range of objectives including creation of joint headquarters and training facilities and we have set up a joint emergency services collaboration board to oversee their delivery. We have already started to see the benefits of this arrangement and the prompt delivery of this programme of change must now be a high priority for myself, the Constabulary and our partners in HCC and HFRS.

Making smarter use of our property

I will continue to work closely with our partners including the Fire and Rescue service and local councils to give us the best opportunity to modernise the estate and make far more efficient use of our buildings, save money and provide a more coherent service. We haven't chosen the simple option of selling police estates,



but have worked collaboratively with partners in St Albans, Hertsmere and Broxbourne to create co-located modern public sector hubs. Building on the success of the acquisition of the court in Watford, I will also continue to seek out opportunities across the county to create better commercial opportunities. In line with our estates strategy, I will continue to modernise our police estates to make them fit for purpose and operationally useable. They are a symbol of our engagement and I want to keep them. I remain committed to ensuring that there is at least one publically accessible police station in each borough and district where their core local police team are based. Going forward, I will seek to undertake an audit of property across Bedfordshire, Hertfordshire and Cambridgeshire so that we can better understand what we own and whether it meets the public's long term aspirations.

Working with Responsible Businesses

Our Independent Business Advisory Group (IBAG) with representatives from the Chamber of Commerce, Federation of Small Businesses, the Growth Hub, Local Enterprise Partnership (LEP), and business support organisations, play a key role in: supporting police efforts to tackle business crime; providing independent advice on how crime is impacting on Hertfordshire's businesses; and being a conduit for disseminating crime prevention and safety advice to businesses across the county.

I recognise that businesses are subject to a range of crimes, including cybercrime and fraud, which affects 70 per cent of all businesses nationally. Hertfordshire is home to over 60,000 businesses with micro businesses[33] representing over 90 per cent of the total. While the IBAG represents all businesses, I have remained committed to looking at how we can best support small businesses, typically those with fewer than 9 employees across the county who are at risk of cyber-attack. Using funds from my community safety grant, I set up a pilot to give up to 100 businesses the opportunity to receive a free cyber essentials health check. Over the coming months, I will be assessing the impact of the Cyber essentials pilot to

33 Micro businesses are those that have up to 9 employees.

determine whether it was a good financial investment and whether there is a business case for expanding it.

In collaboration with my office, the IBAG hosted two successful seminars to raise awareness of how businesses can be affected by cybercrime and modern slavery and what measures they can undertake to protect themselves. Going forward, I would like to see the Constabulary build up a detailed local picture of other crime types affecting small and medium sized businesses in Hertfordshire such as that relating to retail crime so that we are in the best position to prevent and reduce crime against businesses.

In my last Plan I said that I would campaign to encourage those organisations who effectively facilitate scams, by delivering mail or emails, to take their share of responsibility for preventing them. Whilst work is now underway with some of the key financial institutions across the county to understand how they are preventing, detecting and managing scams against vulnerable people, there is still further work to do. I will continue to work with all those concerned including Trading Standards to ensure this important work is further progressed.

Priorities for Action

Strategic Objective	Actions
Driving Efficiencies and Effectiveness through Collaboration	(87) Commission a strategic framework across the three forces to ensure there is a clear focus on benefits realisation, driving out efficiencies and continually improving frontline delivery. (88) Continue to drive out efficiencies and savings from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) collaborated units. (89) Examine how to better utilise our regional 7 force collaboration arrangement to deliver more efficiencies, improve effectiveness and achieve value for money for the benefit of Hertfordshire residents. (90) Review what can be achieved by collaborating with other sectors, beyond policing to achieve improved business benefits and solutions. (91) Undertake an audit of all the property within BCH to make best use of our estate and understand whether it meets the publics' requirements and aspirations. (92) Deliver the objectives outlined in the Police and Fire MoU to drive forward improvements in emergency services collaboration and integration.
Making smarter use of our property	(93) Continue to modernise our police estate to make them fit for purpose and operationally useable. (94) Ensure that we make efficient use of our buildings by co-locating with partners as outlined in the estates strategy.

Working with responsible businesses to support crime prevention and reduction	(95) Assess the impact of the cyber essentials pilot to better understand the business case for expansion. (96) Build up a detailed local picture of crimes against businesses to better inform our response to preventing businesses from becoming victims of crime. (97) Continue to work with banks, building societies and post offices to ensure they understand their responsibility to prevent and detect scams and safeguard vulnerable people.

Holding to Account

Managing Police Performance

A key duty for the Police and Crime Commissioner is to be democratically accountable to the people of Hertfordshire for the provision of an efficient and effective police force through holding the Chief Constable to account for the performance of the Constabulary. I have monthly performance and accountability meetings to hold the Chief Constable to account for the performance of Hertfordshire Constabulary against the priorities, objectives and actions set out in the Community Safety and Criminal Justice Plan.



Through a number of boards, including the Strategic Performance Board, I am able to obtain a detailed view of what Hertfordshire Constabulary are doing to reduce crime, improve the confidence of victims and witnesses and the general public, as well as getting best value for money. Where necessary, the Chief Constable will be formally written to regarding specific issues or concerns and I will request a formal written response which is published on my website in order to seek assurances and resolutions to issues I have identified. Over the coming year, I would like to see the Constabulary regularly reporting to the performance board on the number of high harm and complex crimes including modern slavery, human trafficking and fraud and the respective outcome rates. As mentioned on page 16, I am concerned that in line with the national picture, we have seen the number of cases increase, but the number of outcomes lower.

Financial Position

I am committed to being open and transparent with the public on decisions that I make, how much I spend and what I spent it on. You can find information on this by visiting: http://hertscommissioner.org/my-budget-herts-pcc

Tables 1-3 show a breakdown of Hertfordshire Constabulary's 2019/20 budget and spend

Where the money comes from	**2019/20** £m
Central Government Funding	118.7
Council Tax Precept	84.1
Collection Fund	0.6
Net Budget	203.4
Fees and Charges	7.5
Other Government Grants	4.8
Partners Funding for PCSOs	0.7
Use of Reserves	4.7
Gross Budget	**221.1**

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

*Funded Initiatives	Funding Source	2019/2020 £m
Victim Services	Ministry of Justice Grant	1.364
Road Safety Fund	Reserves	0.750
Community Safety Fund	Base Budget	0.850
Commissioner's Action Fund	Reserve	0.150
Criminal Justice Innovation Fund	Base Budget	0.150
Violence Against Women & Girls Fund	Home Office Grant	0.244
Fly Tipping Fund for Private Landowners	Reserves	0.020
Local Partnership Reserve	Reserves	0.100
Criminal Justice Board	Income / Base Budget	0.075
Volunteering Fund	Reserves	0.094
Total		**3.797**

As part of my responsibilities as set out under Section 143 of the Anti-Social Behaviour, Crime and Policing Act (2014), the Police and Crime Commissioner is responsible for Commissioning victim services including referral services. The Victim Services Grant, 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 of Hertfordshire. In 2019/20 this funding is £1,364,070[34].

34 The total is £1,364,070, of which £1,269,495 is allocated for Victim Services and £94,575 Child Sexual Abuse.

Response to the Consultation

Introduction



It is only right as an elected Police and Crime Commissioner that I consult with the public and partner organisations on the priorities outlined in my refreshed Community Safety and Criminal Justice Plan: Everybody's Business. For me, consultation is more than just a legal duty; it gives me the opportunity to set out my proposals and hear everyone's thoughts on the challenges and opportunities ahead of us.

Rather than circulate a series of 'first thoughts', the Plan was circulated as a full draft so that it gave everyone - police, councils, housing, Fire and Rescue, health services, businesses, private sector and the public, an opportunity to learn about my proposals in detail and use that as a basis to hear their thoughts on the proposed areas of prioritisation and direction of travel. Broadly the consultation shows that the partners and public of Hertfordshire endorse the Plan as the right vision for the county.

This refreshed Plan sets out the strategic direction for community safety and criminal justice across Hertfordshire and will be used by the Chief Constable, Charlie Hall, to help develop an Operational Policing Plan which will set out how he, along with many other partners, including our community safety partnerships, will deliver on the priorities set out in the Plan. As discussed earlier, following the publication of this Plan, I will also publish an Annual Delivery Plan that outlines the timescales by which the actions listed in each chapter are to be carried out and completed, and those that require further working and why. This will enable the public, partners and those who hold me to account, including the Police and Crime Panel, to see clearly the progress made around each action.

I am grateful to all the residents who took the time and trouble to respond to the Plan consultation. Many went to great lengths to provide specific and detailed commentary on the areas of the Plan that they agree with, would like to see more about, or took a differing view on.

Methodology

Engagement and consultation with the public and partners on the refresh of the Community Safety and Criminal Justice Plan started in October 2018 with a 'Looking Forward' event. The event brought together community safety and criminal justice partners across the county to have their say about the type of challenges they are facing now and foresee in the years ahead. At this event, and at subsequent formal meetings, the Chief Constable and Chief Officers were invited to input their thoughts on its development and were invited to give feedback on the draft Plan.

Between 6th August and 4th September 2019, partners and the public were invited to give their thoughts and comments on the first full draft of the Community Safety and Criminal Justice Plan. A variety of channels were used to publicise the consultation and reach out to all the major partners, in addition to community and voluntary groups, victims, businesses and the public. A copy of the draft Plan, together with a dedicated infographic was circulated to seven countywide boards[35] and Panels, and to 133,000 households and businesses via the OWL network. In addition, 200 victim organisations and 150 victims of crime who agreed to be contacted were asked their views.

The consultation was advertised through the local newspapers including the St Albans and Harpenden review, Bishop's Stortford Independent, Watford Observer and Hemel Gazette and Express. The Plan was also publicised using social media including Twitter @hertspcc and Facebook, and it also featured on my website. This resulted in 18,199 impressions and 403 engagements on Twitter and nearly 14,000 views of the public consultation webpage by 3,207 unique visitors. The draft Plan was also available for download on my website and printed copies were available from my office. For the first time, Echo, the new digitally innovative platform supported the consultation process providing a listening post and a SMS text messaging service giving residents the option to provide fast feedback via their mobile devices. I am delighted that over 25 people used Echo to feed in their comments and questions on the Plan.

Summary of the Feedback

In total, over 450 residents and stakeholders responded to the consultation. Of those, we received detailed comments from members of the countywide boards, Parish and Residents Associations, Clinical Commissioning

35 This included Hertfordshire's Drug and Alcohol Board, Youth Justice Board, Health and Wellbeing Board, Community Safety Board, Criminal Justice Board, Safeguarding Partnership Board, and the Community Safety and Waste Management Panel.

Groups and community safety and criminal justice partners. Overall respondents were supportive of my ideas, priorities and vision for community safety and criminal justice across the county and felt that the Plan gave them a clear sense of areas for development and progression. In particular, respondents were in favour of:

- Protecting and expanding frontline local policing
- Putting Victims First
- Tackling Cybercrime
- A focus on road safety measures

A number of respondents put forward ideas for new activity, very much embracing the spirit of Everybody's Business. These included:

- To introduce Volunteer Support Officers who would assist the police in managing and monitoring wildlife cameras and hotspots for fly tipping, gathering information and coordinating with the police and council.
- Opening 'cop shops' in vacant high street shops
- Getting local estate agents involved by giving new residents Neighbourhood Watch information as part of their new home pack.

Local Policing

There was strong support from respondents for the preservation and investment of the local policing model in Hertfordshire, based around 10 geographical areas and supported by a Safer Neighbourhood Policing Team. Unlike many police forces across the country, Hertfordshire is one of only a handful of forces that has maintained its local policing model, providing the fundamental structure and 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 that is distant and engages only when they are called to clear up the damage. The public tell me in regular meetings with them and the Chief Constable affirms when I hold him to account, that it is the best way to cut crime.

Several respondents requested clarification in the Plan and a note of explanation with regards to whether the numbers quoted in the text relate to police officers 'actual strength' or 'budgeted establishment'. You will see in the final version that I have provided clarity on this. There was also a request for the 2018 and 2019 figures to be

published. Over the last seven years I have ensured that we continue to recruit frontline officers to help bring them up to establishment levels to continue to maintain local policing. As of 1st April 2018, there were 1860.63 full-time equivalent (FTE) officers against an establishment of 1890.52 FTEs[36]. As of 31st March 2019, there were 1946.87 FTE officers against an establishment of 1890.52 FTEs.

Managing Performance

Respondents queried the absence of numerical targets and quantitative performance measures in the Plan and felt without it that there was an absence of any qualification in some of the actions. In 2015 a review into the use of targets in policing commissioned by the then Home Secretary found that the police needed to tackle a culture of narrow target-chasing and box-ticking which was argued got in the way of officers doing their job. The review recommended that forces and PCCs should move away from the use of hard numerical targets when setting police and crime plans and consider the potential negative impact this can have on behaviour. You will see throughout the Plan that I have endeavoured to benchmark Hertfordshire against its MSG for all recorded crime and have outlined levels of public confidence and satisfaction. Over the coming months, I will be having a closer look at what performance metrics and measures are useful to identify, particularly around Serious Violence, and will publish any proposed ideas on my website. In direct response to feedback received from the consultation, I will also look at how we can make performance information about recorded crime levels much more readily and easily accessible on the Constabulary's website.

Public Contact

Several respondents requested further information in the Plan on my efforts to improve public accessibility and feedback, specifically with regards to making appointments at police stations and 101 call handling times within the Force Control Room. You will see throughout the Plan, and particularly in the Public Focus chapter, that I recognise that while the vast majority of people prefer to interact with police by phone, digitally or in person at their home or convenient venue, there are those who would prefer to meet an officer inside a police station. I have asked the Chief Constable to look at new measures to improve public accessibility including better utilising unoccupied police stations and want to build on the appointment system in place which enables the public to attend a police station and speak to an officer at any of the 20 police stations in Hertfordshire as long as they call ahead. Over the last three years I have invested heavily in the Force Control Room which has led to improvements

36 These figures are for Hertfordshire officers in force and in collaborated units.

in call handling times, but I recognise there is more to do and this will be an area of continued focus. In particular, I am keen to improve the day-to-day contact to the public in relation to 'non-crime' and ensure they receive timely feedback on how the information they provide has been used.

Respondents were keen to seek reassurance that there was a level of scrutiny and monitoring in place around the performance of public contact channels and to understand how the publics' experience is shaping its development and refinement. You will see on page 58 that public contact is an area which continues to be of considerable focus and scrutiny in my performance meetings with the Chief Constable. Those who responded to the consultation were also keen to see a greater level of positive and proactive communication going out to the public from the Constabulary on the number of arrests, convictions and positive news stories. For example, many felt that if there was widespread publicity given to the number of motoring convictions that would help to reduce the number of drivers openly breaking the law every day. You will see in my Plan, on page 38, that I have outlined by ambitions to see a greater level of proactive and positive communication from the Constabulary to the public so that residents feel informed about initiatives, success stories and the outcomes of appeals.

Road Safety

The consultation showed that partners and the public of Hertfordshire are supportive of my proposals to drive forward interventions that help to address and change motorists' behaviour around dangerous and careless driving. Consultees showed considerable support for the continued use of SIDs and the installation of further speed cameras on some of the county's major roads given the success of those installed on the A10. Community DriveSafe was also seen as a very useful educational scheme, but one that would benefit from greater publicity and should be expanded to consider the inclusion of 20mph zones. A high number of respondents also showed their support for piloting 'Lorry Watch' which would see DriveSafe expanded to include the monitoring of Lorries and heavy goods vehicles that misuse weight restricted routes and frequently exceed the maximum load (7.5 tonnes). As a direct result of your feedback, you will see in the final draft of the Plan that I have included my intention to widen the remit of the DriveSafe scheme to include sending advisory letters to those that speed in 20mph zones.

Fly Tipping

Most respondents were pleased that the Plan covered various initiatives to dissuade and prevent fly tipping on public land, but felt that as a county further work should be undertaken by the council and police to address it. I recognise that fly tipping is a concern across the county and one that requires a multi-agency response to prevent and reduce the number of fly tipping incidents on public land. You will see on page 44 that Hertfordshire has a dedicated Fly Tipping Group that includes representatives from Boroughs, Districts and County Council as well as the police, my office, Hertfordshire Fire and Rescue Service, Environment Agency and the National Farmers Union to push forward activity to increase reporting, run campaigns and target activity. Over the last four years, I have made £100,000 from the Local Partnership Reserve available each year to partners to support initiatives to address a range of nuisance and quality of life issues including fly tipping. As a result of some very positive preventative and enforcement activity by members, the group has seen monthly reductions of approximately 159 incidents across the county compared to the same time last year. I want to continue to build on this success.

Contact Us

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 facebook.com/hertspcc

Hertfordshire Constabulary

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Welwyn Garden City
Hertfordshire
AL8 6XF

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

www.herts.police.uk

Emergency

In an emergency always dial 999. An emergency is when:

- A crime is in progress or a suspect is nearby
- Someone is injured, threatened or in danger
- There is a risk of injury or of serious damage
- You need immediate police assistance

Non-emergency

For general and non-emergency police calls, **dial 101***.

You can also use the webchat facility to speak directly to a communications operator.

Crimes can also be reported online at herts.police.uk/report

* Calls to 101 cost 15p for the duration of your call. If you have a calling plan with free 01 numbers, you can use 01707 354000 as an alternative.

Other useful local contacts

To report crime anonymously, call Crimestoppers on **0800 555 111** or go to **crimestoppers-uk.org**

To report anti-social behaviour including abandoned vehicles, noise complaints and fly-tipping contact your local council

To report a problem a roads or highways issue, such as potholes or traffic light fault, go to **hertfordshire.gov.uk** or call **0300 123 4047**

To report a trading standards issue call the Citizens' Advice consumer helpline on **03454 04 05 06**

For independent support, guidance and information across a range of subjects contact Herts Help on **0300 123 4044** or at **hertshelp.net**

For guidance and support for anyone affected by domestic abuse contact the Herts Domestic Abuse Helpline on **08 088 088 088** or the Herts Sunflower website **hertssunflower.org**

For free support and help to anyone who has experienced sexual violence or sexual abuse, contact Herts SARC on **0808 178 4448** or **hertssarc.org**

For a free home fire safety check call **0300 123 4046**

echo



You can tell us what matters most to you about policing, crime or anti-social behaviour in your area using echo. Your views will help us shape how we police your area. Visit www.bit.ly/herts-echo to have your say. (Please don't use echo to report a crime. Instead go to **herts.police.uk/report**).

beacon
Hertfordshire victim care centre

The Beacon Helpline is open from Monday to Friday 8am - 8pm & Saturday 9am - 5pm

Helpline: **0300 011 5555**
(calls charge at local rate)

hertfordshirebeacon.org

Hertfordshire is a safe place to live and work but should you ever become a victim of crime then the Beacon team is avaiable to help you.

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David Lloyd

Police and Crime Commissioner

for Hertfordshire

September 2019