

— David Lloyd —  
**Police and Crime  
Commissioner**  
for Hertfordshire

# ANNUAL REPORT

2019/2020

## STAY IN TOUCH

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# 1

## Foreword by David Lloyd

**This Annual Report was prepared during the worldwide Covid-19 pandemic. While the longer-term impact of the pandemic on the reporting of crime is not yet clear, and will not be realised for some time as we move into the recovery phase, there have been changes to both the nature and volume of crime. The report highlights the key progress and achievements from 1 April 2019 to 31 March 2020 which includes the early part of the UK's response to the Coronavirus pandemic. For a full account of activity against my Community Safety and Criminal Justice Plan 2019 -2024 (CSCJ Plan), please read my Annual Delivery Plan: <https://www.hertscommissioner.org/police-and-crime-plan-herts-pcc><sup>1</sup>.**

Last year showed a very positive picture for the performance of Hertfordshire Constabulary with crime down by 1.8 per cent and a criminal justice outcome rate of 13.4 per cent. As a county, Hertfordshire continues to be very safe with the second lowest level of crime within its Most Similar Group (MSG) of forces and fourth in its MSG for criminal justice outcomes.

<sup>1</sup> Hertfordshire Constabulary's MSG is identified by the Home Office and comprises Avon and Somerset, Hampshire, Leicestershire, Staffordshire, Surrey, Sussex and Thames Valley. The figures cover the period 12 months to 31 March 2020.

I am pleased that victims now have the confidence to come forward to report crime and get the support they need.

Under-reported crime means that victims are not getting justice and perpetrators are free to harm others. During 2019/20, reported domestic abuse increased by 11.2 per cent (12,259 crimes), sexual offences by 0.7 per cent (2,209 crimes) and other crimes involving vulnerable victims including stalking and harassment also increased.

Policing is not just about numbers though and I was pleased that our policing inspectorate, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) judged Hertfordshire to be 'good' across each of the areas of Police Effectiveness, Efficiency and Legitimacy (PEEL) in keeping people safe and reducing crime.

During 2019/20 Hertfordshire was experiencing locally some of the national challenges seen around modern slavery, county lines and serious and organised crime. During the budget setting, the public overwhelmingly told me that they are prepared to pay more to meet these operational demands through an increase in officer numbers. As a result of the £24 increase on the average (Band D) property, I was able to ask the force to support recruitment of 75 more police officers, setting the establishment figure over 2,000 for the first time since 2011. With the additional officers through this year's national uplift programme, the Constabulary now has 2,123 officers<sup>2</sup>.

Over the last year I have continued to support the Chief Constable to move towards a 'Prevention First' approach, making substantial investments in early intervention measures to work with those young people at risk of violence and exploitation and have funded a dedicated Modern Slavery Coordinator to develop awareness packages to help local organisations identify victims and perpetrators, and tackle exploitation in supply chains.

<sup>2</sup> Figure as of 31 March 2020 based on headcount.

I have also been at the forefront of driving better services for victims by piloting a new safeguarding Hub in the force's Domestic Abuse Investigation and Safeguarding Unit (DAISU), introducing a specialist ASB Caseworker and, following a trial, formalising a local and innovative response to victims of fraud in Beacon, our Victim Care Centre.

As Chair of the Hertfordshire Criminal Justice Board I have been calling for reform of the criminal justice system, recognising that currently it serves neither the accused /defendant, nor complainant /victim well characterised by low rates of guilty pleas at first hearing, over-listings, a backlog of cases and high rates of victims and witness attrition.

In a civilised society both parties require our full support through the system, and beyond. That is why I commissioned a review of file quality in 2019 to examine how we can reduce the number of prosecutions that cannot be progressed due to inadequate file preparation. It is also why I awarded funding from my [Criminal Justice Innovation Fund](#) to develop innovative solutions including one that sends a text message to the accused/defendant of the date of first hearings at court, so that we can reduce the number of defendants who fail to appear and improve the effective trial rate.

I am pleased that work has progressed at pace this year to achieve the benefits of closer integration and collaboration between our emergency services following the signing of the Memorandum of Understanding (MoU) in January 2019 with Hertfordshire Fire and Rescue Service. As a result, we now have protocols in place for missing people and a new state of the art drone to enhance capability. Looking ahead, the ambulance service is now engaged in our Collaboration Board and we will take advantage of enhanced collaborative opportunities including co-location and a joint training base.

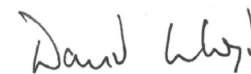
A key responsibility of a PCC is to listen to public concerns and articulate these to the Chief Constable to help guide police priorities, especially regarding local policing. I hear from, and speak to, thousands of people across the county every year, collating feedback and

ideas, and making sure that individuals feel their voices are heard. My community connection stands across the county have provided invaluable touchpoints with the public to test ideas and seek views, including those on my draft refreshed [Community Safety and Criminal Justice Plan \(2019- 2024\)](#) that I published in September 2019.

Local communities often have the best ideas for preventing crime which is why I am still committed to making funds available from my [Action Fund](#) and [Road Safety Fund](#). In 2019/20, 24 projects have benefitted from the Action Fund in the last year alone amounting to £114,250 and nine projects benefitted from the Road Safety Fund totalling £122,250 during 2019/20.

None of the programmes, initiatives and results described in this report could have been achieved without the dedication and professionalism of my staff, countless police officers and police staff at all ranks and grades, or without the enthusiasm and perseverance of our partners and volunteers. It really is 'Everybody's Business' to continue keeping Hertfordshire the safe county it is to live and work.

I look forward to continuing the conversation with you on how we can all work together to build on the successes over the next year to keep us all safer in Hertfordshire.



**David Lloyd**

Hertfordshire Police and Crime Commissioner

# 2

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

# 2a

## A YEAR IN FOCUS: BUILDING ON SUCCESS

- Protect local policing and ensure services are visible and accessible
- Intervene early to prevent crime and safeguard vulnerable people
- Provide specialist capabilities to support National Strategic Policing requirements
- Work collaboratively to dismantle and disrupt criminal activity and reduce the impact of drugs and alcohol



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

In 2019/20 the Police and Crime Commissioner continued to strengthen Hertfordshire's well regarded and publicly supported local policing model using extra money raised from the policing element of the council tax rise to recruit an extra 75 police officers, setting the police officer establishment figure over 2,000 for the first time since 2011.

The additional officers have supported the proactive work in neighbourhoods that the public tell the Police and Crime Commissioner they want to see including the specialist units such as the Scorpion Team to tackle threats from serious violence, county lines and travelling criminality.

In September 2019, the Police and Crime Commissioner heard the good news that there would be a further 20,000 new

officers recruited to policing in England and Wales as part of the Police Uplift Programme, setting Hertfordshire a target of 2,108 police officers for the year. By the end of 2023 there will be 305 more police officers in Hertfordshire which represents an 18.1 per cent increase on the 2018/19 levels.



**PCC WELCOMES  
MORE POLICE  
OFFICERS**

Work has also progressed at pace to deliver on the Police and Crime Commissioner's Plan commitment to redevelop and modernise police stations to improve public accessibility including better utilising police stations and enhancing the appointment-based system.

## EARLY INTERVENTION AND PREVENTION PROGRAMMES TO TACKLE SERIOUS VIOLENCE (Priority 6)

Following the successful pilot tackling youth crime, the Police and Crime Commissioner awarded £140,000 from his Community Safety Fund to recruit four additional SOS St Giles' Trust youth project workers to be based within the districts to focus on early intervention and targeted help for young people at risk of serious violence and criminal exploitation. These posts have been critical in

supporting a countywide whole systems approach to reducing violent crime and the delivery of a three year strategy. Specifically, the focus on early intervention provides an opportunity to eradicate the exploitation of 'foot soldiers' in serious and organised gangs and establish an environment in Hertfordshire that is resilient and hostile to county lines and organised crime.

## TACKLING MODERN DAY SLAVERY AND HUMAN TRAFFICKING (Priorities 8 & 9)

In support of this focus on exploitation, and recognition of the successful work being delivered through the Modern Slavery Partnership Board, the Police and Crime Commissioner committed to another year of part-funding with the Shiva Foundation for the dedicated Modern-Day Slavery Partnership Coordinator post. This post has helped to drive forward the countywide strategy to: build capacity within local organisations to increase identification and reporting of victims; tackle exploitation in supply chains; and identify potential perpetrators.

## NEW COUNTYWIDE FRAUD STRATEGY

2019 saw the Police and Crime Commissioner's office come together with range of statutory, community and voluntary partners to publish a three year countywide Fraud Strategy. Building on the success of the work with businesses since 2017, the strategy takes a whole systems approach to fraud, focusing on fraud committed against residents of Hertfordshire around three priority areas: Prevent, Protect and Pursue. The strategy recognises that fraud is visible across all sections of society and requires a wide-ranging approach in order to reach the groups that are affected by it, and to engage and tackle those who perpetrate it. Work will progress over the coming years to deliver on the SMART<sup>1</sup> objectives against the three priority areas.

**RATED 'GOOD' BY HMICFRS**



<sup>1</sup>SMART stands for Specific, Measurable, Achievable, Relevant and Time bound.

## IMPROVING POLICE EFFICIENCY, EFFECTIVENESS AND LEGITIMACY



The Police and Crime Commissioner continued to hold Hertfordshire Constabulary to account for Police Effectiveness, Efficiency and Legitimacy (PEEL) to improve the service provided to residents in Hertfordshire.

Hertfordshire was praised by the policing inspectorate, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), for having an efficient, effective and legitimate force, rating it 'good' and acknowledging its greater level of spend on frontline operational policing in its value for money profiles relative to other forces of its size.

HMICFRS' value for money dashboard showed that, when comparing nationally, Hertfordshire has low levels of crime, an emphasis on local

policing and lower costs of support, reflecting the relatively high level of collaboration Hertfordshire takes part in.

In line with statutory obligations, the Police and Crime Commissioner has responded to each of the inspection report's recommendations and these have been published on the website, sent to the Home Secretary and Police and Crime Panel. The reports can be viewed here: <https://www.hertscommissioner.org/holding-police-to-account-herts-pcc>

## PERFORMANCE AND ACCOUNTABILITY MEETINGS

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

In 2019/20, challenges in those meetings included delivery of the CSCJ Plan priorities, complaints handling, provision of victims' services, HMICFRS inspection recommendations, Proceeds of Crime Act (POCA) income, the use of body-worn video, officers giving evidence in court over Live Link, serious violence, crime recording, performance of the Children and Young People Team, police officer recruitment, the Policing Education Qualifications Framework, police station visibility, performance of the force control room, fire collaboration, estates strategy and redevelopment requirements, the special constabulary, health and safety, forensic provision, and the response to Covid-19.

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

The Police and Crime Commissioner holds the Chief Constable to account in relation to any trends identified in causes of complaints so that the Chief Constable can improve the service delivered to the public. In addition, the OPCC conducts quarterly meetings whereby specific cases are discussed and reviewed with the PSD.

As well as the efficiency and effectiveness of Hertfordshire constabulary, the Police and Crime Commissioner also holds

the Chief Constable to account for the collaborated units across Bedfordshire, Cambridgeshire and Hertfordshire, and the Eastern Region. As a result of these scrutiny mechanisms, improvements have been made to a number of areas within Hertfordshire Constabulary.

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



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

- Improve the overall experiences and outcomes for victims and witnesses
- Work in partnership to make those at risk less vulnerable to (re)victimisation
- Deliver the most appropriate response to vulnerable people





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



In 2015, the Ministry of Justice devolved the commissioning of victim services to Police and Crime Commissioners. The Hertfordshire response was the creation of Beacon, which set out three primary aims:

- **No one victim should be left behind.**
- **Services to be safe, accessible and empowering.**
- **Beacon to become an 'expert' organisation.**

Since its inception, 250,000 victims have been contacted and supported by Beacon. In many instances all victims require information on their crime and how to stay safe, whilst for others it involves supporting people who have experienced anxiety and stress, loss and grief, or require help in navigating through what can be a complex criminal justice system.

From the outset it was important that Beacon was established as a service accessible to all, not just those who report crime, recognising that some peoples' personal circumstances may prevent or inhibit them from contacting police or other statutory partners.

### LEADING THE FIELD IN INNOVATION



Since then, Beacon has shown its expertise in supporting victims as young as 4 and as old as 96. In its fifth year, Beacon continues to innovate, by piloting a new Safeguarding

Hub in the Constabulary's DAISU, introducing a specialist Anti-Social Behaviour (ASB) Caseworker and, following a trial, formalising a local and innovative response to victims of fraud.

Beacon has also been at the cutting edge, by spearheading a service to support young people caught on the periphery of gang crime with a view to help and empower them to make informed choices. In its first five years, Beacon has made considerable inroads into its original aims and objectives and looks forward to developing its services still further over the next five years.

## BEACON FRAUD HUB TO SUPPORT VICTIMS *(Priority 49)*

As reports of fraud continued to rise in Hertfordshire, the Police and Crime Commissioner was concerned that the national response to victims through Action Fraud was not configured to deliver the levels of victim care that would otherwise be made available through Beacon.

Following several discussions with City of London Police and Action Fraud, Beacon managed to negotiate access to information on Hertfordshire victims on a weekly basis, compared to the conventional monthly reporting elsewhere. This meant a specialist team could rapidly contact Hertfordshire victims to offer support and advice.

In the last reporting year, the Beacon Fraud Hub received 7381 cases with 4209 victims successfully contacted by phone.



**FRAUD HUB  
CASE WORKERS  
SUPPORTED 4209  
VICTIMS**

This personal contact enabled conversations to take place which have proved highly effective in gleaning additional information that has assisted with police investigations and ensured safeguarding, including a suicide being prevented.

Whilst the Fraud Hub is not set-out as an investigative or loss-recovery service, as it focuses

on providing advice, support and advocacy, staff have been instrumental in recovering £300,000 of lost monies.

It is also known that a number of residents become 'recognised' to perpetrators of fraud as 'soft targets' and regrettably, go on to become repeat victims of crime. Of those contacted by Beacon, only 14 returned as a repeat victim, underpinning the preventative and protective nature of the service.

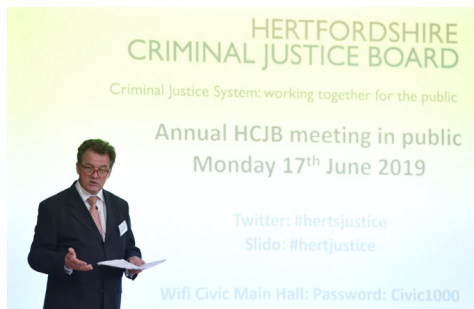
**£300,000  
RECOVERED  
FOR VICTIMS  
OF FRAUD**



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

In his role as Chair of the Hertfordshire Criminal Justice Board (HCJB), the Police and Crime Commissioner has pushed forward changes and improvements around some key areas, including file quality. The PCC was concerned that the file quality, as measured by the Crown Prosecution Service's (CPS) National File Standards, was consistently within the bottom quartile for file quality performance, which was an organisational risk and showed little sign of sustained improvement. The continuous churn of case files going back and forth between police and CPS was causing delays in the progression of cases, which was generating a significant volume of failure demand in the criminal justice system.

The Police and Crime Commissioner commissioned a review that highlighted key challenges around governance, quality and timeliness and a case was made for the creation of a new Case File Standards



Unit that would help to reduce pre-charge and post-charge file error rates. £400,000 of funding was approved by the Police and Crime Commissioner in the 2020/21 budget.

For the second year, the Police and Crime Commissioner chaired the Hertfordshire Criminal Justice Board (HCJB) annual meeting in public, this time focused on supporting domestic abuse victims and witnesses through the CJS. The meeting helped to highlight the issues that victims and witnesses continue to face in the criminal justice system and identified what positive action agencies need to take to reduce victim attrition and improve confidence and experience in the criminal justice system.

The Police and Crime Commissioner's Criminal Justice Innovation Fund seeks to improve the end-to-end system for victims of crime and find new and innovative ways to improve the efficiency, transparency, accountability and democratic oversight of the criminal justice system.

During 2019/20, £114,795 was awarded across three funding rounds. This included £36,045 to GamCare, a gambling support charity to provide awareness and treatment for problem gamblers and their families. Funding has enabled the development of a screening tool, community support treatment options and clinics and in-cell access to support at HMP The Mount Prison.

£19,000 was awarded to Hertfordshire Constabulary's DAISU for Community Resolution as an out-of-court disposal option for low-level domestic abuse. The money will support a two day course to be delivered by 'The Change Project', providing perpetrators with awareness and strategies to prevent re-offending. A full list of the successful applications can be found here: <https://www.hertscommissioner.org/cj-innovation-fund>



**£114,795  
AWARDED  
FOR CRIMINAL  
JUSTICE PROJECTS**

## INNOVATIVE TEXT MESSAGING PILOT FOR DEFENDANTS (Priority 18)

One of the key challenges that remains in the criminal justice system is the high proportion of defendants who fail to appear for their first hearing at court. This not only causes delays in justice being delivered for victims and witnesses, it also creates additional administrative costs in the system, including warrants for arrest.

The Police and Crime Commissioner's office has led on delivering a new and innovative

pilot, which sees an automated text message being sent to a defendant's mobile phone to remind them of their court date. Although the pilot had only been running for six weeks before Covid-19 in March 2020, early indications from the data suggest a marked drop in failures to appear and warrants being issued for the cohort in receipt of a text message. It is anticipated that the pilot will resume in the near future, following the reopening of the courts.

## NEW RAPE SCRUTINY PANEL TO DRIVE IMPROVEMENTS (Priority 47)

In recognition of the prosecution levels of rape and serious sexual assault offences remaining low across the county, the Police and Crime Commissioner commissioned a review of existing Rape Scrutiny Panels in operation across the country (Norfolk, Essex, Durham and Northumbria) to better understand the role that one could play in improving conviction rates locally.

The review highlighted the value that an independent panel would bring in adding transparency to investigations and scrutiny to those cases that resulted in police or CPS no further action, acquittal or dismissal at court. The first panel session, consisting of key practitioners from NHS England, children and adult safeguarding teams and CPS, was convened in March 2020.

## LAUNCH OF THE SEXUAL ABUSE CONSULTATION

Police and Crime Commissioners have responsibility to co-commission sexual assault referral services, which include the provision of sexual assault referral centres (SARCs), in partnership with NHS England and the Constabulary.

Recognising both the changing national landscape and local needs, the Police and Crime Commissioner commissioned a comprehensive engagement and consultation project to allow for full and evidence-based preparation for revised and improved services to be delivered from April 2021.

As well as consulting with professionals, colleagues and practitioners locally and across the country to understand best practice and innovative projects, a public engagement online platform was launched on the 1 March 2020 to provide a safe and comfortable place for service users and survivors of sexual violence to share their views on how services could be developed.

To date there has been a very positive response to the consultation with invaluable insights provided that will be greatly influential in the service design.



## 2c A YEAR IN FOCUS: PUBLIC FOCUS

- Ensure greater transparency, accountability and ethical behaviour
- Improve public contact and the customer journey
- Increase engagement and respond to issues that matter to the public
- Increase opportunities for volunteering
- Reduce our environmental footprint



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

A faster, easier and more transparent police complaints procedure has been launched under new legislation that came into force after 1 February 2020. This has meant a greater role for the Police and Crime Commissioner's office in resolving complaints. The new rules mean all forces must change how they deal with complaints to ensure responses are quick, effective and fair.

The Police and Crime Commissioner has committed to the more ambitious of the statutory models, which only two other Commissioner's Offices in England and Wales are adopting. This enhanced procedure will see the Complaint Resolution Team (CRT) in the Commissioner's office having first sight, initial contact and making the assessment on how the complaint will be handled.

Members of the public can make a complaint about any police conduct matter that they have witnessed or the police service generally when they have been directly affected by it, and a dedicated phone line and email address will enable the public to contact the team. All complaints are acknowledged quickly, providing an overview of how the complaint will be managed and progressed.

Complaints classified as serious, such as those which could lead to disciplinary or criminal proceedings, will continue to be managed by PSD in Hertfordshire Constabulary, after initial assessment and triage by CRT.

CRT have introduced a bespoke database to manage complaints and collate the data to identify individual and organisational learning for continuous service improvement. This represents a fundamental change in the process and moves to a culture of improvement, rather than blame. CRT are able to provide detailed reports highlighting the main themes of complaints according to the IOPC categories around areas such as quality of service, individual behaviour, criminal conduct and police powers and procedures.

This will enable specific feedback to be given to Chief Inspectors and Head of Departments, enabling them to undertake continual service improvement. Wider trends will be discussed at a strategic level to enhance service, improve performance and increase public confidence in the Constabulary.

## INDEPENDENT SCRUTINY OF STOP AND SEARCH

Hertfordshire's Independent Stop and Search Scrutiny Panel has continued during 2019/20 to ensure stop and searches are lawful and proportionate in line with the Code of Practice A as part of the Best Use of Stop and Search Scheme.

Over the course of the year the Panel reviewed 329 stop and search records out of a possible 8040 (4.1 per cent), have met with eight Chief Inspectors from across Hertfordshire's districts, reviewed S60s and held a meeting in public in Stevenage.

Of those records scrutinised, the Panel were confident in 87.7

per cent of stop and searches with 12.3 per cent marked as not confident. This represents a 5.2 per cent increase in the confidence levels compared to 2018/2019.

One key area of feedback from the Panel has been the use of Body Worn Video (BWV) during stop and search encounters. This included whether BWV is being turned on at the earliest opportunity and if the officer has made it known that their camera is recording. For the full report visit: <https://www.hertscommissioner.org/stopsearch>

<sup>3</sup> S60 Criminal Justice and Public Order Act 1994 gives police the right to stop and search people in a defined area during a specific time period when they believe with good reason, that serious violence will take place and it is necessary to use this power to prevent serious violence, or that a person is carrying a dangerous object or offensive weapon.

## FUNDING FOR RECORD BREAKING NEIGHBOURHOOD WATCH (Priority 79)

The Police and Crime Commissioner awarded HertsWatch, the umbrella organisation for Neighbourhood Watch, £20,000 over four years. This funding will enable it to reach out to those parts of the community that are presently under represented, and focus on increasing membership in Stevenage, Watford and North Herts. The funding will also enable progression around the development of Apps and better use of social media in support of crime prevention.

## WIDENING PUBLIC ENGAGEMENT (Priority 72)

The Police and Crime Commissioner held a range of new public engagement events throughout 2019/20 including his Community Connection Days in Welwyn, St Albans, South Oxhey, Berkhamsted and Tring. These events gave residents and local businesses the opportunity to discuss any thoughts they had on the Police and Crime Commissioner's proposed refreshed CSCJ Plan and Criminal Justice Plan and raise any issues or concerns directly.



During 2019/20 the Police and Crime Commissioner commissioned The Police Foundation to conduct a series of demographically representative and geographically based focus groups across Hertfordshire to better understand the views about policing and priorities over the coming year. The feedback from these focus groups was used to shape the refreshed CSCJ Plan.

The Police and Crime Commissioner also rolled out a programme of 'Policing and Crime Review meetings' with the first ones held in Stevenage, St Albans and Dacorum. These meetings provided a forum to hear what matters most to the public, discuss where the policing pressures are locally, and support the targeting of resources to best prevent people from being victims of crime.

As in previous years, the Police and Crime Commissioner continued to attend the rural barn meetings and hear directly from the rural community and membership organisations including the National Farmers Union (NFU), and Country Landowners Association (CLA).

### TACKLING RURAL CRIME (Priority 71)

The Police and Crime Commissioner remains strongly committed to ensuring that rural crimes are taken as seriously as urban crimes in Hertfordshire. Between March and June 2019, the Police and Crime Commissioner's office ran a Hertfordshire Rural Crime Survey following on from the National Rural Crime Networks' Survey in 2018 to better understand the issues affecting the lives of rural communities locally.

The survey received over 800 responses and has led to a series of recommendations including the formation of the Constabulary's draft Rural Crime Strategy. The draft strategy recognises both the specific crime types which can affect rural communities (farm and agricultural crime; game, sports and wildlife crime and heritage crime), as well as the unique vulnerabilities of those who live and work in rural areas which includes rural isolation.



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

Given the level of public and business support for the fly tipping on private land pilot, the Police and Crime Commissioner decided to extend it for a further year. During 2019/20, seven districts utilised money designated from the Proceeds of Crime Act to support private landowners who found themselves the victims of fly tipping. The Police and Crime Commissioner paid £8,269 to remove waste from landowners properties in Broxbourne, Three Rivers, East Herts, North Herts and St Albans.

Vehicle parts, white goods, green waste, construction materials, asbestos, chemical drums and cannabis farm waste are some of the waste which the Fly Tipping Fund has helped to remove. The Police and Crime Commissioner

has also supported preventative efforts by offering crime prevention advice to landowners and providing matched financial support to introduce target hardening measures to reduce repeat victimisation. Looking ahead, the Police and Crime Commissioner's office will



**LANDOWNERS COMPENSATED £8,269 FROM THE FLY-TIPPING FUND**

work with the Constabulary's Serious and Organised Crime department and district partners to better exploit the intelligence opportunities that fly tipping presents and assist in pursuing criminal prosecutions.

## PCC FUNDS AND GRANTS AWARDED IN 2019/20

The PCC allocated £746,545 of funding during 2019/20 (£414,000 Community Safety Grant, £122,250 Road Safety Fund, £114,249 Action Fund and £96,045 Criminal Justice Innovation Fund) to support 40 projects across Hertfordshire to tackle crime and deliver improvements around criminal justice and community safety including scams, youth intervention, road safety, and support for businesses affected by crime. For a full list of all the grants awarded during 2019/20, please visit the Grants Applications page on: <https://www.hertscommissioner.org/>

### £260,000 awarded to Citizen Advice Bureau over two years

to deal with fraud and supporting vulnerable people. The scams project will work with 2,000 residents as well as train 600 existing paid frontline staff / volunteers.

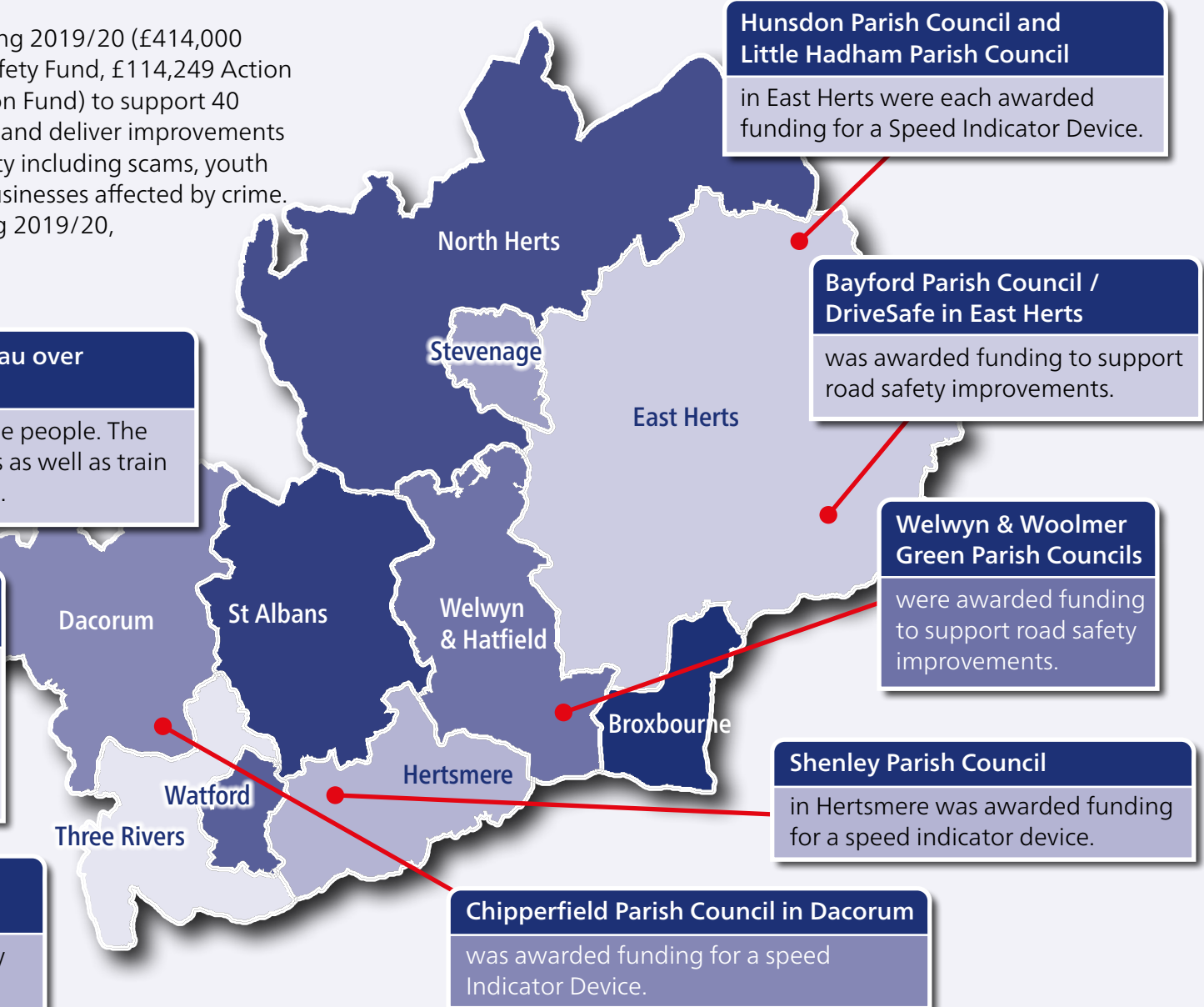
### £140,000 awarded to Three Rivers CSP and St Giles Trust SOS project

over two years to deal with the rise in violent crime among young people across Hertfordshire. Building on the success of the pilot, the project will focus on intervention and targeted help for young people at risk.

### £14,000 awarded to the Shiva Foundation

to part fund a dedicated Modern-Day Slavery Coordinator.

## Road Safety Fund Recipients 2019/20



# 2d A YEAR IN FOCUS: BUSINESS SENSE

- Driving efficiencies and effectiveness through collaboration
- Making smarter use of our property
- Working with businesses to support crime prevention and reduction



## MODERNISING OUR POLICE ESTATE *(Priorities 69, 93 & 94)*

The Police and Crime Commissioner is responsible for Hertfordshire Constabulary's estate and, as the landlord, has developed an estates strategy to enable the effective governance of all land and property. The Police and Crime Commissioner has continued to oversee the estate strategy during 2019/20 to ensure that as a key element of the capital programme, property used for policing is in the right place, is fit for purpose and is efficient. The strategy is transforming the estate, freeing up resources and disposing of or redeveloping properties that will generate capital receipts, in line with this and the Police and Crime Commissioner's principle of moving towards 'one public sector estate'.

This year has seen significant work progressing to modernise the estate. The Police and Crime Commissioner reopened the refurbished Hemel Hempstead Police Station in November 2019 following an extensive three year £2.5m modernisation programme to make it fit for purpose for the next 50 years. Its retained location in Combe Street next to the council

offices enables close working to continue with community safety partners.



**£2.5M INVESTED  
IN MODERNISING  
POLICE ESTATES**

The same consideration is being given to Ware and Watford Police Stations to ensure that they have good working environments, are able to maintain a local presence in the town and work collaboratively with community safety and criminal justice partners.

2019/20 has also seen a range of new measures in place to improve the accessibility and visibility of the 20 police stations across the county. Every police station has been fitted with new noticeboards to share information with the public about their Safer Neighbourhood Team which includes the local policing priorities for their area and how the public can make an appointment, working to the principle of, 'if we're in, we're open'.



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

Work has progressed at pace this year to deliver on all the key aims of the Memorandum of Understanding (MoU). This has included new agreements on joint working on missing persons, and the development of a shared drone service – which has included investment from both police and fire to buy a new drone to upgrade the service.

**NEW SHARED STATE OF THE ART DRONE**



Progress is continuing on harmonising estates including a major redevelopment of the Joint Emergency Services Academy (JESA) at Longfield, and plans to bring more police and fire staff together as part of the new Community Safety Hub which is to be developed on the current Police Headquarters site.



The MOU also sets out a commitment to bring together the volunteering schemes between the Constabulary and Hertfordshire County Council, which includes Hertfordshire Fire and Rescue Service. This is being progressed by the development of an Emergency Services Volunteer pilot in Dacorum and will see volunteers provide proactive community prevention and fire safety initiatives including fraud and scams, ASB, home safety and missing people, helping to keep residents of Hertfordshire safe.



**CLOSER WORKING BETWEEN POLICE AND FIRE SERVICES**

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

During 2019/20 the Police and Crime Commissioner supported a further nine road safety initiatives across Hertfordshire using funds from his Road Safety Fund which have been generated from motorists who have committed driving offences following prosecution.

2019 also saw a business case approved for the purchasing of two mobile and highly visible community safety camera vans to address issues relating to speeding, use of mobile phones, reckless driving and not wearing seatbelts. The community safety camera vans will seek to support the DriveSafe groups and respond to the public's road safety concerns. Due to the delays caused by Covid-19, it is anticipated that the vans will be operational by late autumn 2020.

## WORKING WITH RESPONSIBLE BUSINESSES *(Priority 96)*

In October 2019, the Independent Business Advisory Group together with the Police and Crime Commissioner's office convened a successful breakfast seminar for local businesses and membership organisations from across the county on 'Retail Crime'. The

seminar was attended by over 60 representatives from local businesses and membership organisations to discuss the impact of retail crime on the sector, share information on how to prevent businesses from becoming victims of crime and dispel any myths.

## REDUCING THE THREAT OF CYBERCRIME AGAINST BUSINESSES *(Priority 95)*

2019/20 saw the Police and Crime Commissioner commit further funding to continue the excellent work being delivered through the Cyber Basics Review (CBR) Scheme. CBR seeks to raise awareness of the threat of cybercrime amongst Small and Medium Enterprises (SMEs) by offering free cyber security consultations with accredited Hertfordshire IT services. The scheme which is administered in partnership with Hertfordshire Growth Hub has seen 70

businesses benefit from the scheme throughout 2019/20.

Findings from the evaluation of the scheme showed that 96 per cent of SMEs that have benefitted from the CBR have adopted a change of behaviour due to participating in the scheme and in the 12 months since taking part none of the SMEs that took part during the first three months of the scheme have fallen victim to a cybercrime.

# 3 MANAGING RESOURCES



### 3a SUMMARY OF FINANCIAL CONTEXT 2019/20

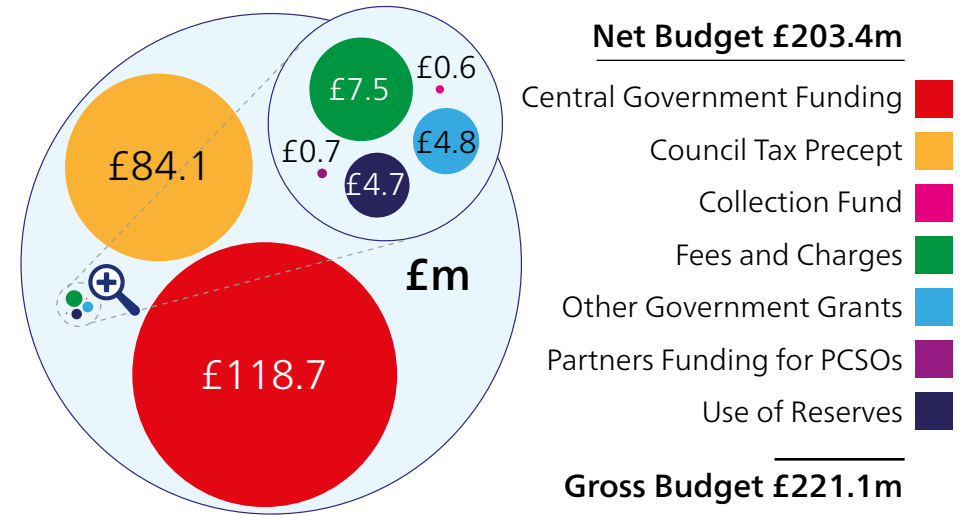
Ahead of setting the police precept for council tax, the Police and Crime Commissioner issued an Open Letter in 2019/20 that set out his proposals and sought the views of taxpayers on the level of the precept. The Police and Crime Commissioner outlined how the force was facing a number of new challenges, including serious violence, reported fraud, cybercrime and other emerging crime types. It was acknowledged that, while detective capability remains excellent to deal with each of these threats, it was putting additional pressure on the force's resources and further investment was required to build additional capacity and develop capability to continue to meet demands.

The Police and Crime Commissioner outlined his intention to continue to invest in the local policing model, using the council tax rise to recruit an extra 75 police officers to raise the establishment figure to over 2,000. These officers would be used to support the proactive work to tackle the emerging and growing threats from serious violence, county lines and travelling criminality.

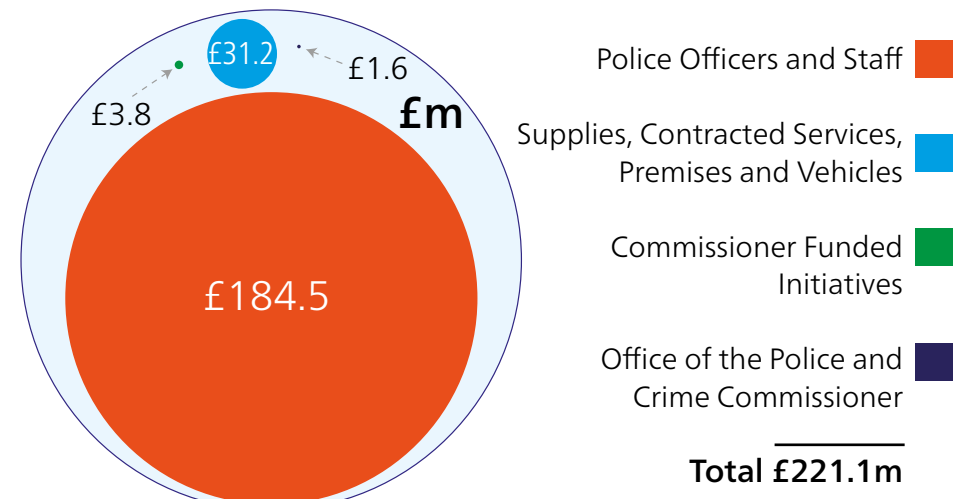
With strong support from the public, the Police and Crime Commissioner decided to increase the police element of council tax by £24 per annum for the average (Band D) property. This represented an increase of £2-a-month and helped to raise an additional £10.7m in income raising the gross budget to £221.1m an increase of 6.0 per cent.

### Breakdown of Hertfordshire Constabulary's 2019/20 budget and spend

#### Where the money comes from 2019/20



#### How the money is spent 2019/20



### 3b SUMMARY OF FINANCIAL HEADLINES 2019/20

At the end of 2019/20, the key financial headlines from the revenue outturn were:

- £0.708m (0.3 per cent) underspent on the net revenue budget of £203.4m and has been returned to reserves, which comprises:
  - £0.526m of the underspend was on the police budget delegated to the Chief Constable, predominantly due to officer vacancies in specialist units; and
  - £0.182m of the underspend on the budgets which are the responsibility of the Office of the Hertfordshire Police and Crime Commissioner (£0.068m underspend on the office budget and £0.114m underspend on the PCC grants budget).
- The precept was increased by £24 (14.6 per cent) that provided additional funding of £10.7m to fund pressures of £6.4m (e.g. pay increase, inflation) and investments (£5.8m).
- General Reserves were maintained at £6.3m – this was 3.1 per cent of the net revenue budget.

A total of £9.958m was spent on capital and investment schemes during the year. These schemes included investment in the police estate including the refurbishment of the Hemel Hempstead Station, investment in ICT, vehicles and equipment. A further £0.637m of resources have been carried over to 2020/21 to complete schemes that were delayed in 2019/20. The Statement of Accounts includes further details of the financial performance of 2019/20 and can be viewed here: <https://www.hertscommissioner.org/my-budget-herts-pcc>

### 3c FINANCIAL OUTLOOK FOR 2020/21 AND BEYOND

By the end of 2019/20, the Police and Crime Commissioner had already delivered on the 75 additional frontline police officers promised as part of the £2-a-month precept increase and residents were seeing the benefits of increased officer numbers which had risen above 2000. During the year, the government announced the Police Uplift Programme setting out the target to increase police officer numbers from 2,049 to of 2,108 for the year. By year end of 2019/20, police officer headcount had exceeded that figure, standing at 2,123.

The Police and Crime Commissioner recognised that while 2019/20 had been a positive year in the recruitment of new officers to provide additional capacity and capability, the government's announcement offered the prospect of a police force bigger than it has ever been in Hertfordshire. It represented a significant transformation and one that provided an opportunity for fundamental

change and improvement which is something that needed to be grasped quickly and made best use of.

Using the flexibility given by government to raise the precept by £10.00 a year on the average (Band D) household would enable the Police and Crime Commissioner to maximise the additional investment in policing to ensure that the bigger force is properly resourced and plan for the next 2- 3 years. With overwhelming support from the public, the Police and Crime Commissioner used the flexibility granted to raise the precept by £10.00 a year (83p a month) for the average (Band D) property which generated £4.531m in additional income, representing a 5.23 per cent increase. This raised the gross budget to £235.0m which is broken down in the diagram overleaf.

In doing so, the increase would help to bring in the new officers, meet standstill pressures relating to inflation and statutory pay rises and the duties placed

on Police and Crime Commissioners to introduce a new mandated complaints regime, designed to provide a better service to the public. Despite this increase, Hertfordshire continues to have the fourth lowest police precept in the country.

**FOURTH LOWEST PRECEPT IN THE COUNTRY**

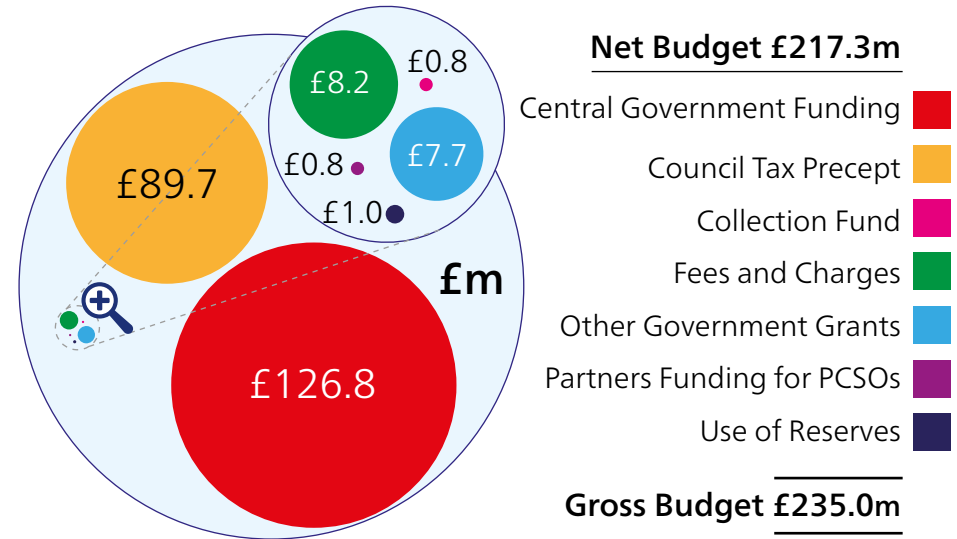


The pandemic only became apparent toward the end of 2019/20 and so far in 2020/21 additional expenditure has been incurred on Personal Protective Equipment (PPE) and police officer overtime. There are expected to be further financial implications arising from Covid-19 as the socio-economic impact takes hold.

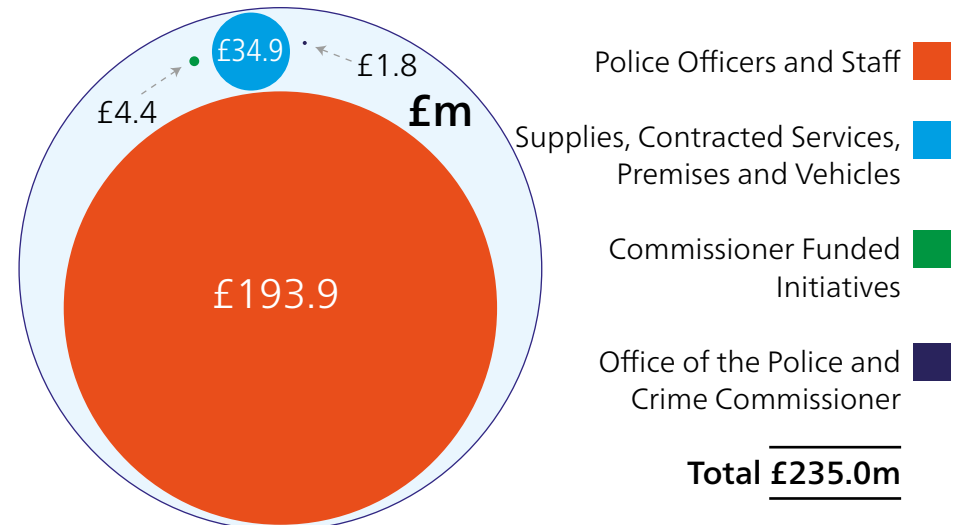
A full copy of the 2020/21 budget and precept papers can be found on: <https://www.hertscommissioner.org/my-budget-herts-pcc>

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

**Where the money comes from 2020/21**



**How the money is spent 2020/21**



# 4

## CHIEF CONSTABLE'S REPORT



As I reflect on policing in Hertfordshire over the last year, what strikes me is how well our officers, police staff and volunteers have continued to meet the many and varied challenges, working alongside our communities and partner agencies. It is only through collective effort that we can truly deliver an even safer society.

The most significant policing operation of the last twelve months in facilitating the NATO leaders' meeting at The Grove in Chandler's Cross in December exemplifies this. Building on existing relationships, the meticulous planning involved the public, a wide-ranging set of partner agencies and police forces from across the country. The success and legacy of that challenging operation includes even better understanding, joint capabilities and relationships between policing and partners nationally, as well as with the local community.

Another example of excellent partnership working has been our growing collaboration with the Hertfordshire Fire and Rescue Service. A well-practised protocol has seen the deployment of fire officers to support a range of policing operations, including using their drone to

locate and help save the lives of vulnerable missing people. We already support each other in terms of shared use of training facilities and we have an ambition to build on these successes further.

In last year's annual report, I highlighted knife crime as a priority. Hertfordshire's serious violence strategy has underpinned a wide range of action taken with partner agencies, including targeted activity in hotspots and against habitual knife crime carriers, a tactical knife crime group, knife test purchase operations, supporting the national Operation Sceptre weeks of action, community engagement, knife amnesties and a continued focus on raising awareness of the dangers of knives. The newly formed Gangs and Schools Team have delivered over 200 presentations in schools and other educational establishments. It has also created and delivered a bespoke targeted group input for young people most at risk, through the 'Lives not Knives' event.

Building on our success, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) again judged as 'good' the extent to which the Constabulary is effective, efficient and legitimate at keeping people safe and reducing crime, recognising that further improvements had been made in many areas. The overall crime rate fell by 1.8 per cent last year, to a little over 83,000 recorded crimes, whilst the percentage of crimes which received a positive criminal justice outcome also increased.

Building further upon the reductions of last year, residential burglary fell by another 13.5 per cent and anti-social behaviour by a further 4.3 per cent. Meanwhile, our continued efforts to ensure domestic abuse is reported saw an increase in recorded offences of 11.2 per cent, reflecting the hard work we are doing with partner agencies to encourage reporting, including through third parties. It is only when we uncover the true scale of this frequently hidden crime that we can take positive action. Independent surveying shows that nine out of

ten victims of domestic abuse are satisfied with the service they receive from the Constabulary and we know that our interventions have a real opportunity to change lives for the better.

In September, we launched ECHO, an innovative data analytics system which enables callers, communities, victims and our workforce to tell us at any time and in their own words what matters most to them. I'm delighted at the level of response so far, with over 27,000 items of feedback received. This feedback is helping us to identify and address areas for improvement, inform local policing priorities, develop patrol plans and support our problem-solving initiatives on a daily basis.

The Police and Crime Commissioner provided funding to enable an increase of 75 officers for 2019/20, raising the total to over 2000. During the year the government announced the Police Uplift Programme, setting Hertfordshire a target of 2,108 police officers for the year. At year end, I am delighted to say that the Constabulary had surpassed its target and police officer head count numbers stood at 2,123. This, and a prudent approach to balancing our budget through efficiency savings, including strong management of our overtime budget, has helped to preserve and build still further on our well proven and much-admired neighbourhood policing model.

Of course, the worldwide pandemic struck the UK in March 2020 and for all of us has had a dramatic impact on how we go about doing things. I am very grateful to my team for all the detailed planning and responses which have enabled the overall effect on operational policing to be minimised. The impact of COVID-19 changed our demand profile substantially and has led to a reduction in many categories of recorded crime, although we remain mindful that some crime may still be 'hidden' from view due to the challenges of lockdown. The Constabulary's response has included reaching out to possible victims, such as those of domestic abuse, ensuring that there are clear pathways to report in confidence.

Looking forward, I want to redouble our efforts in keeping crime and demand down permanently. In the coming year we will be developing a 'Prevention First' approach, to build upon our strong track record of problem solving with communities and partners to increasingly focus upon preventative actions. Whilst I am of course pleased when victims say they are satisfied with the way the Constabulary has treated them and investigated their crimes, I know that they would much rather never have been a victim of crime in the first place. The 'Prevention First' approach will therefore seek to ensure that preventative activity is central to the way the Constabulary operates in the years ahead as we work within and alongside our communities to make them even safer.

Undoubtedly, there will be further challenges ahead next year, not least as we recover from the health, social and economic shocks of early 2020, but I remain confident the Constabulary is well placed to tackle these given what has been achieved during the past year.



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

