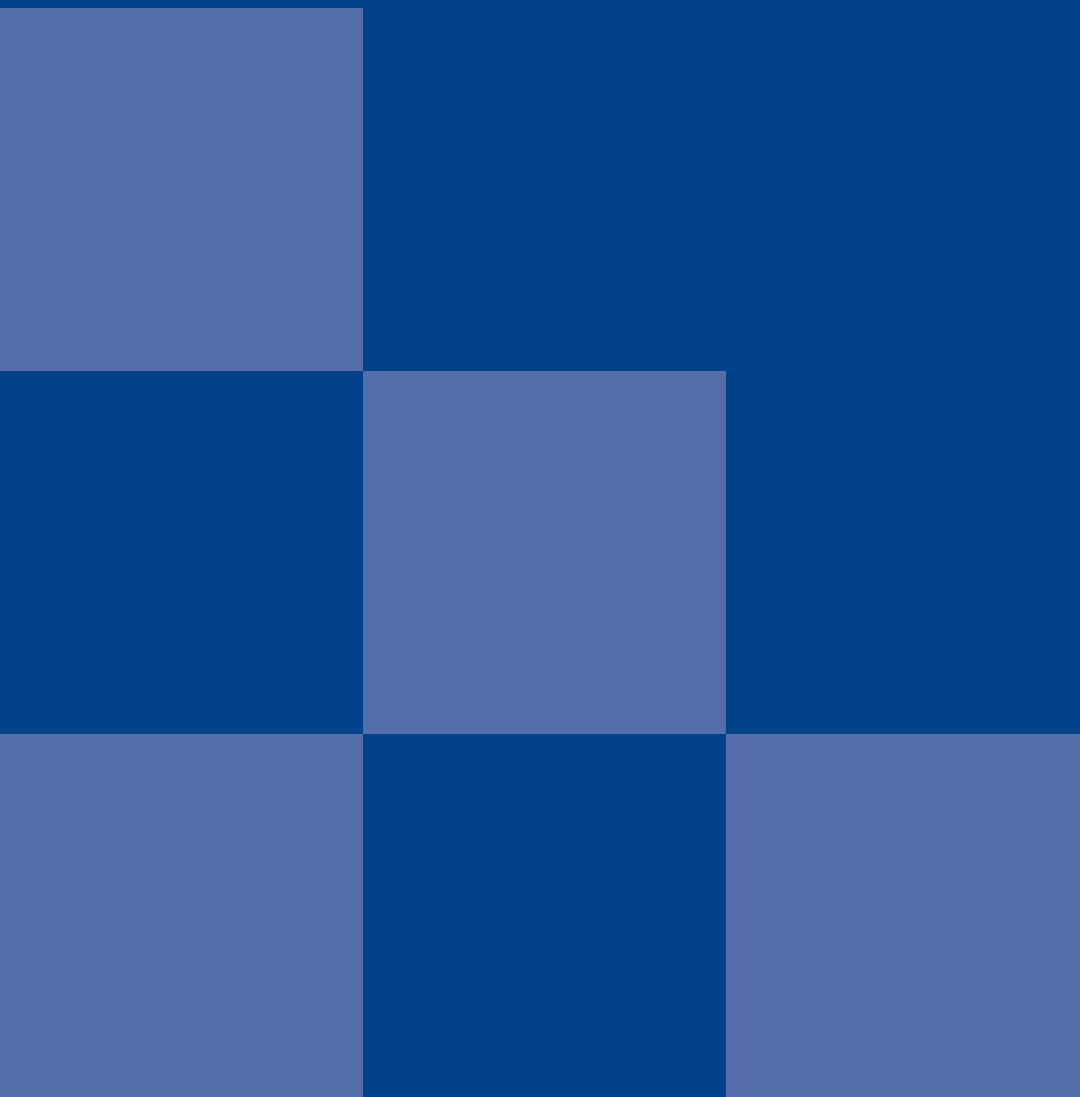


Everybody's Business

The Community Safety and Criminal Justice Plan for Hertfordshire

2017-2022



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Executive Summary

Hertfordshire Police and Crime Commissioner David Lloyd



My Community Safety and Criminal Justice Plan: Everybody's Business¹ is about evolution, not revolution. It signals a new emphasis in my role as a PCC enabling greater oversight and accountability of agencies other than the police. PCCs can play a key role in working with relevant agencies to ensure that the criminal-justice system works as efficiently and effectively as possible for victims, witnesses and those accused. The public rightly expect swift justice and agencies that are visible and accountable. I want to ensure that all those involved in community safety and criminal justice play their part – not just the police - and that victims remain at the heart of all that we do.

This five-year plan sets out my ambition and vision for community safety and criminal justice across the county to 2022. It looks to the future and sets out the challenges and opportunities ahead of us and speaks to everyone – the police, local authorities, the private sector and each one of us as citizens – to take action and play their part in preventing and reducing crime and protecting the most vulnerable. It sets out a vision which is based on my beliefs in individual responsibility, freedom of choice and limited government and where keeping people safe is 'Everybody's Business'. My Plan is based around the themes that are endorsed by the electorate of Hertfordshire and the delivery of promises I made to them.

Everybody's Business acknowledges that the picture of demand is changing. In Hertfordshire, the number of incidents attended by police that are linked to mental-health has almost doubled in the last two years. It is estimated that responding to mental-health challenges takes up 40 per cent of police time. We must get even better at working in collaboration across the public and private sectors to ensure that individuals, whether victims and or offenders, get the service they deserve. We need to shift the pattern of investment to early intervention and preventative measures if we are to make best use of our health, police and justice resources and deliver better services to the public.

¹For the avoidance of doubt, in Hertfordshire the Police and Crime Plan is called the Community Safety and Criminal Justice Plan.

Journey so Far

Over the last five-years I have continued to ensure that Hertfordshire Constabulary remain in a sound financial position with a strong level of reserves and a well-developed savings plan based around collaboration with neighbouring forces. For four consecutive years I have not asked the public to pay a penny more for policing through the police element of the council tax, and in 2016/17, due to a favourable policing settlement by government and continued efficiency savings in policing, I was able to pass back some of the savings to the public through a small reduction in the precept. Once again, I commit to raising for policing what is required to provide the level of service needed to meet on-going demands, to protect local policing and to invest in new and emerging areas of crime.

Hertfordshire continues to be one of the safest counties in the country, where crime-levels remain low. It has a high performing police force that puts victims first and is trusted and respected by the community it serves. In 2016 the policing inspectorate, Her Majesty's Inspectorate of Constabulary (HMIC) in their PEEL (Police, Efficiency, Effectiveness and Legitimacy) inspection scored Hertfordshire 'Good' on all strands. I am pleased that due to improvements in crime recording standards more crimes are being reported. I want the Constabulary to continue to improve so that the public can have an even greater level of confidence that crime is being recorded accurately.

I continue to make great efforts to preserve the very backbone of local policing in Hertfordshire and, through a programme of recruitment, I have already invested in extra police officers and PCSOs to ensure we have the numbers that the Chief Constable needs for Safer Neighbourhood Teams and to provide additional visibility. Much has been achieved to date to ensure that we continue to protect our distinct style of local policing whilst making the best use of public money. The residents of Hertfordshire consistently tell me that they value the Hertfordshire way of policing because it improves visibility and contact with the public and, importantly, it cuts crime.

Some forces have made significant cutbacks to the front-line whilst centralising services and reducing their local presence. This is a retrograde step. We can only undertake preventative work if we have a police force that is embedded and engaged with the community, not isolated from it. In October 2016 I appointed a new Chief Constable for Hertfordshire Constabulary, Charlie Hall, who shares my vision and commitment to protect local policing and to ensure that we continue to have a district structure that supports public safety, protects victims and identifies the most vulnerable.

Collaborating with our neighbouring forces has enabled us to achieve savings and preserve local policing, whilst also improving our capability and the resilience of specialist policing units. Now is the time to embed what we have done and look at how we can work with other sectors and agencies, going beyond police-only solutions in order to get smarter with how we tackle complex problems. I am supportive of the Specialist Capabilities review to ensure we have the right resources in place to support firearms, surveillance, roads-policing and major investigations, and will look at how we can improve efficiency through 'networks'.

A continued focus for me during my second term is to push forward improvements in police transparency. The inquest into the Hillsborough tragedy reminded us about the importance of honesty and openness in policing. When things go wrong all forces need to look carefully at what they have done historically and learn from it. In Hertfordshire we have a police force which is highly regarded by the public for the excellent work that it does. The vast majority of police officers and staff behave exceptionally, meeting the demands of a 24/7 emergency service tirelessly and enthusiastically. However, like other forces, that does not mean that it never makes mistakes nor lets the public down. On the rare occasions when those things happen, it is vital that we are open about them, put them right and learn from them. I am pleased that we hold gross misconduct cases in public so that the public can see the robust decisions taken.

The public rightly expect the highest standards of behaviour from everyone in public life, particularly those engaged in policing and criminal justice. The National Code of Ethics describes, through the nine Policing principles, what the public expect from those holding public office in day-to-day business. Ensuring that ethical behaviour lies at the heart of all that we do continues to be a key priority. Much work has been undertaken to ensure we embed ethical behaviour in all our processes and that officer and staff training reflects the learning from Professional Standards to help challenge perceptions and behaviour. But there is still more to do.

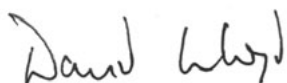
Putting Victims at the Centre - I want to ensure that victims are put at the heart of the criminal-justice system. My proposals from page 19 onwards outline my plans to make the criminal-justice system from arrest and detention, through to disposal in the courts, more efficient and effective in order to improve the experience of victims, witnesses and those accused. Through my role in commissioning support services for victims in Hertfordshire, I will continue to ensure that services are locally tailored to meet the needs to different victims of crime and the responses they require.

Public Focus - We must continue to improve customer services for the public across the criminal-justice system, tailoring services that are better attuned to the needs of the public and their engagement with services, through using technology in a more efficient way. My proposals outlined from page 29 set out how I want to continue to develop innovative ways to include partners, the community and voluntary sector in the delivery of policing. It also sets out my plans to drive forward improvements in transparency, so the public can be assured that the Constabulary continue to behave ethically and with integrity, delivering the highest standards of public confidence and satisfaction.

Offender Pays - We have a duty to make it clear that crime does not pay. Those who are responsible for crime should bear the costs, not the law abiding citizen. Whether it is through seizing criminal assets or paid rehabilitation schemes, I strongly believe that offenders should pay back to victims and communities, putting right the harm they have caused. My Offender Pays theme (covered from page 41) discusses my ideas to ensure that we use some of the income generated from the Proceeds of Crime Act forfeitures to help victims and communities and that we are transparent in how the income generated from offenders is being spent.

Business Sense - I am keen to ensure that the 'business' of policing is as efficient as it can be to improve the service to the public and deliver savings. My Business Sense proposals, outlined from page 45 are about working differently with public and private agencies, going beyond police-only solutions to achieve improved business benefits and local solutions. I am keen to use the legislation to look at the business case for change across blue-light services so that we can get smarter with how we tackle complex problems and deliver better outcomes for the individual, the family and the community.

My priorities remain to reduce crime, catch criminals and keep people safe in Hertfordshire. I look forward to the months and years ahead in which we all work together for an even safer Hertfordshire.

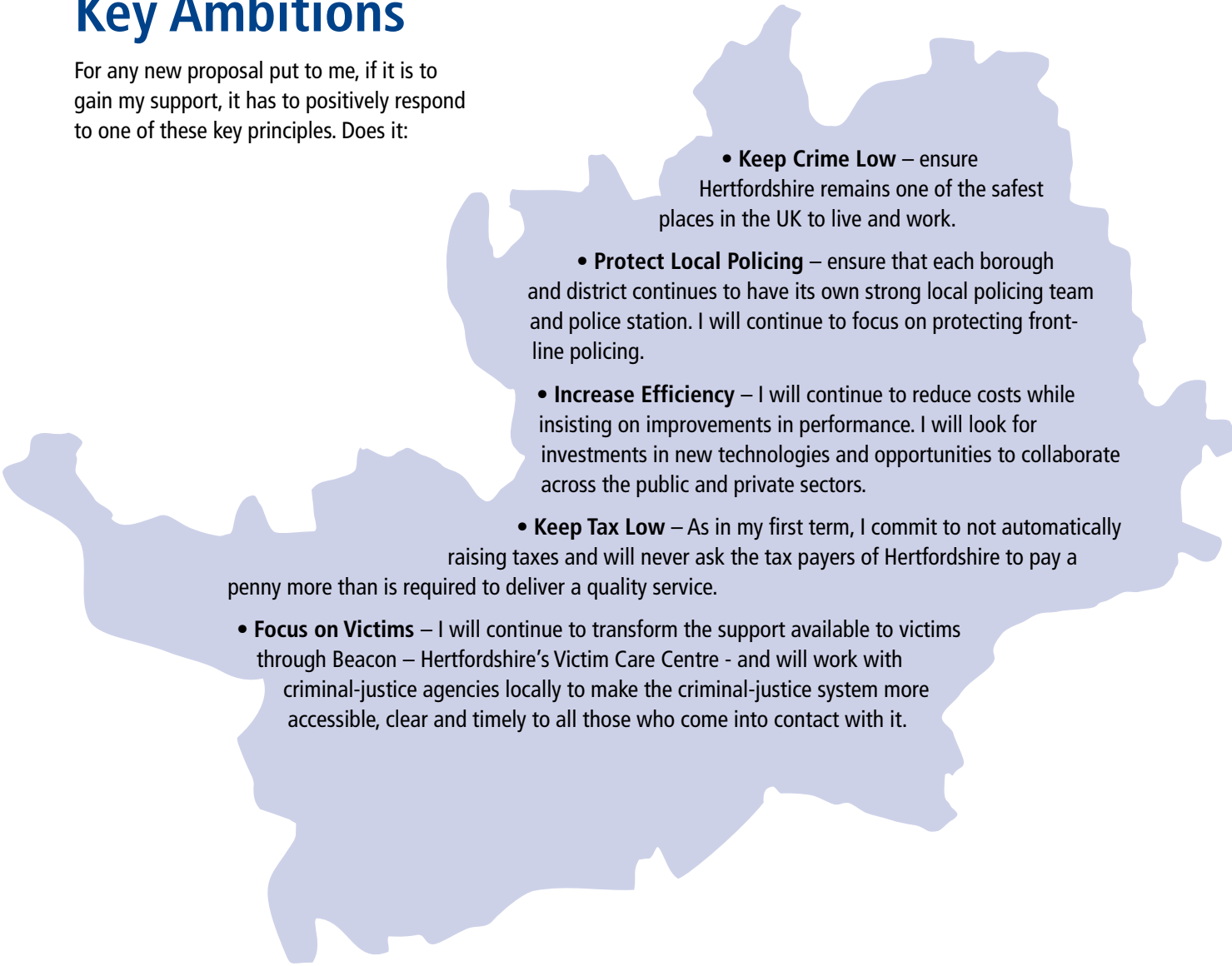


David Lloyd

Police and Crime Commissioner for Hertfordshire

Key Ambitions

For any new proposal put to me, if it is to gain my support, it has to positively respond to one of these key principles. Does it:

- 
- **Keep Crime Low** – ensure Hertfordshire remains one of the safest places in the UK to live and work.
 - **Protect Local Policing** – ensure that each borough and district continues to have its own strong local policing team and police station. I will continue to focus on protecting front-line policing.
 - **Increase Efficiency** – I will continue to reduce costs while insisting on improvements in performance. I will look for investments in new technologies and opportunities to collaborate across the public and private sectors.
 - **Keep Tax Low** – As in my first term, I commit to not automatically raising taxes and will never ask the tax payers of Hertfordshire to pay a penny more than is required to deliver a quality service.
 - **Focus on Victims** – I will continue to transform the support available to victims through Beacon – Hertfordshire’s Victim Care Centre - and will work with criminal-justice agencies locally to make the criminal-justice system more accessible, clear and timely to all those who come into contact with it.



The Commissioner and the Chief Constable visit the Street Triage Team on duty in the Force Communications Room, January 2017

Chief Constable Charlie Hall



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

Policing needs to continually adapt in order to respond to new and emerging crimes, as identified within the Commissioner's refreshed Community Safety and Criminal Justice Plan. To do this efficiently and effectively we will build upon our strong relationships with other agencies as we work together in Hertfordshire to tackle criminality and keep people safe.

Collaboration work with Bedfordshire Police and Cambridgeshire Constabulary has continued to help deliver savings and efficiencies to allow us, wherever possible, to protect frontline policing and in particular to maintain our Safer Neighbourhood Teams, providing a reassuring presence across Hertfordshire. In addition the Constabulary has invested more money and resources to focus upon safeguarding the most vulnerable in our society and protecting them from harm. The Constabulary will work with the Commissioner to seek suitable budget settlements which enable appropriate resources to be made available to ensure excellent policing services continue to be delivered in Hertfordshire.

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 new Chief Constable, my key focus will be to achieve the delivery of first class policing services that communities can have confidence in and which support this plan.

A handwritten signature in black ink that reads "Charlie Hall".

Charlie Hall M.A. (Cantab), M.Sc.

Chief Constable for Hertfordshire



David Lloyd meets Sandra Brooks, Managing Director for East and North Herts Business Unit, HPFT outside Kingfisher Court, Kingsley Green, Radlett, December, 2016

Building on Success

Putting
Victims at
the Centre

Hertfordshire Constabulary continues to perform well and levels of crime remain low – second in its Most Similar Force (MSF)² group for all recorded crime and 14th nationally when looking at levels of crime per head of population. Typically there are around eight burglaries a day in Hertfordshire, which is very low for a county this size - you are very unlikely to be a victim of crime. According to the most recent Crime Survey for England and Wales (November 2016), the public in Hertfordshire have greater confidence in their Constabulary than anywhere else in the country, standing at 84.8 per cent in 2016/17, first in their MSF group. This is significantly higher than some of the big retailers like John Lewis that are renowned for their excellent customer service. The challenge over the coming years is to maintain this good performance, whilst making the best decisions I can, listening to what the public tell me and holding the Chief Constable to account.

Public
Focus

Offender
Pays

I am pleased that due to continued effort by the Constabulary, Hertfordshire has greatly improved its recording of crime. As a direct result of this rigorous new regime the number of reported crimes has risen. I want to see the Constabulary continuing to raise the standards of crime recording to ensure that we record crime ethically and maintain public confidence that crime is being recorded accurately.

Business
Sense

Holding to
Account

Protecting Local Policing

Our local policing model is fundamental to delivering effective policing in Hertfordshire. Throughout my term as PCC I have made it clear that maintaining the model is important. Residents tell me it is what matters to them; the police tell me it is the best way to cut crime and, importantly, it helps to build confidence, trust and reassurance in communities, reinforcing the notion of policing by consent and securing the legitimacy of policing. The model enables officers to undertake preventative crime reduction activity through dedicated partnership working and building relationships with the community. In 2015 our policing inspectorate, Her Majesty's Inspectorate of Constabulary (HMIC), warned in their report on Police Effectiveness that many forces were 'sleepwalking' away from communities as a result of Neighbourhood

²Hertfordshire Constabulary's Most Similar Force (MSF) group is identified by the Home Office and comprises Avon and Somerset, Hampshire, Leicestershire, Staffordshire, Sussex, Surrey and Thames Valley.

Policing being eroded across the country. In contrast, Hertfordshire was praised for maintaining a commitment to local policing and crime-prevention, a vitally important area of policing.

With the support of the Chief Constable of Hertfordshire, I will ensure that the local policing model structure designed around the 10 local authority and community safety partnership boundaries is maintained. Each district will have a visible senior police leader, supported by a Safer Neighbourhood Team, comprising all those that support the policing family including Special Constables and PCSOs. I remain committed to strong Safer Neighbourhood Teams, providing a valuable visible police presence that helps to increase public confidence and prevent crime. This local policing structure ensures that the most appropriate resource is deployed and those areas are supported by specialist teams. We will continue to review this structure over the coming years and be responsive to any changes to local government structures.

Crime Prevention

Whilst the basic nature of crime does not change (it has always been either about harming others, depriving others of their property or being dishonest) the way it is committed continues to evolve and change. Criminality is lessening in the public domain but increasing (or at least being reported more frequently) in the private space, including 'high harm' offences, such as child sexual exploitation and domestic abuse, which are often hidden from view and under-reported. New digital developments in technology have facilitated much online cyber enabled crime. These crimes are increasingly complex to investigate and require more resource and the involvement of several agencies. Community safety and criminal-justice partners must be agile in respect of the changing world and work together to develop solutions to complex problems, focusing on changing lives, rather than just managing risk.



Tackling Fraud and Scams

Although fraud it is not yet robustly measured in the Crime Survey for England and Wales, the Office for National Statistics is adding 5.8 million previously hidden frauds and computer misuse offences in the last 12 months to the totals in the national Crime Survey, which almost equals the 6.3 million 'traditional' offences recorded last year. This indicates the scale and nature of this crime across the country. Unlike other recorded offences, which tend to vary according to where you live, victims of fraud are more evenly distributed. From the data provided by Action Fraud we are now better able to understand the nature and extent of the problem in Hertfordshire in order to see what provision is required. It is evident that, compared to the national average, a higher number of fraud offences in Hertfordshire are perpetrated against the 60 to 80 age group and a lower percentage of offences against the 20 to 40 age group. Direct mail, email, phone and door-to-door methods are often used to confuse and harass people and con them into handing over their cash. It is a pernicious problem and one where much more must be done.

I want to work with partners, including Trading Standards, the Police and the County Community Safety Unit (CCSU), to coordinate our joint approach to tackling fraud across the county in order to protect elderly and vulnerable citizens and those on the receiving end of these despicable scams. I 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. I also intend to campaign to encourage those who effectively facilitate these scams, by delivering mail or emails, to take their share of responsibility for preventing them. If an elderly person is receiving 500 begging letters a week this should raise some alarm bells with those who are delivering them. Equally, if numerous transactions and withdrawals are being made out of bank accounts, action should be taken by banks and financial institutions to monitor and report suspicious activity. I will continue to hold the Constabulary to account, scrutinising performance in this area, so that we are confident that the Constabulary act appropriately and that we reduce the likelihood of victimisation.

Herts Home Security Service (HHSS)

Much work has been achieved over the last few years to ensure that 'high risk' and vulnerable victims of crime³, including domestic abuse victims, are given the necessary support they require. Utilising funds

³This includes victims who meet one or more of the following criteria: aged 70 or over; registered disabled; repeat victims of domestic burglary (two or more burglaries in the previous 24-months); victims of domestic abuse; those deemed vulnerable to risk of fall; referred from Health and Community Service workers.

raised through the Prisoners' Earnings Act (see my Offender Pays proposals on page 41), allocated to my office by the Ministry of Justice, I have worked with the CCSU and Hertfordshire Home Security Service to provide support for elderly, vulnerable and high risk victims of harm. Over £19,000 has been spent on purchasing and installing a range of personal safety items, comprising a combination of door and window locks, gates and arson-proof letterboxes, into victims' homes, helping them to get the support they need. I am keen to continue this good work and ensure that we develop and enhance the safety and protection of victims to reduce the likelihood of further victimisation.

Strategic Policing Requirement

All police forces have a responsibility, set by the Home Secretary, 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, major public unrest or civil emergencies, such as flooding, and child sexual abuse. 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. I remain committed to supporting and utilising the force's resources through the Regional Organised Crime Unit (ROCU) to support efforts to bolster our counter terrorism capabilities.

Modern Day Slavery and Human Trafficking

We have all heard and been appalled by the many incidents across the world in respect of modern slavery, which have highlighted how people have been exploited by individuals who coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment. We know that those victims who have been identified have been subject to horrendous psychological, physical or sexual abuse. Some may have been betrayed by their family or friends, who were involved in their enslavement and, in some cases, they may be worried that their friends or family will be in danger if they speak to the authorities. This is why, at the heart of tackling this heinous crime, must be the needs and interests of the victim.

Whilst we do not know the scale of modern slavery and it remains a largely hidden crime, we know that much organised criminality relates to trafficking. I am assured that the Chief Constable is engaging with criminal-justice partners to prevent and disrupt modern slavery and using intelligence to bring to justice

those offenders who exploit vulnerable victims. I am pleased that the Constabulary has an Action Plan in place which includes improvements to the referral process by which agencies can identify behaviour or locations that may be subject to modern slavery, and that specific training has been rolled out to front-line officers. Going forward, I want to see the Constabulary using best practice and research to develop their understanding and approach to modern slavery. I also want to see the Constabulary developing partnership working with non-statutory services that provide 'after-care' for victims in the form of advocacy and counselling, particularly in relation to re-housing and re-settlement.

Serious and Organised Crime

Tackling serious and organised crime and the threats posed by terrorism and public-order present considerable challenges at a local, regional and global level. Organised criminality does not respect borders and Hertfordshire needs to play its part. Unlike a number of forces, Hertfordshire is starting from an excellent position in responding to threats through a dedicated Cyber and Financial (CFI) Unit, consisting of investigators who work with the National Crime Agency, the National Cybercrime Unit, Her Majesty's Revenue and Customs (HMRC) and the County Council's Anti-Fraud Services to investigate and prevent crime. I welcome the expansion of the CFI Unit which specifically tackles organised criminality online, linked to the buying and selling of illicit goods, such as illegal substances and firearms, on the dark web.

Tackling organised criminality, however, is not just a matter for regional or national structures. Ensuring that we share intelligence across the county to build up a detailed local picture of threats, risks and vulnerabilities, is crucial to keeping the county safe from criminals and strengthening our capability to disrupt and prosecute serious and organised crime. We will continue to work with the Constabulary and the ROCU to bring together a range of data and information sources on cyber threats, in order to identify these and put measures in place to tackle them. I am pleased that each of the 10 Community Safety Partnerships are embedding their local crime profiles within their work plans, so that relevant agencies can take action and use their full range of powers and the information available against these threats. Going forward, I want the Constabulary to ensure they are utilising the skills of our Special Constables, some of whom have specialist ICT skills, to ensure that we continue to have the right skills available to be effective and keep ahead.

Working in Partnership: Preventing Reoffending

I believe that if we can prevent those who have already offended from doing so again that we will see a step change in rates of crime in Hertfordshire. I want to be able to welcome people back into the county, not as “ex-offenders” but as hard-working, tax-paying and law-abiding citizens. A key part of modernising and reforming the end-to-end criminal-justice processes is looking at how agencies can work proactively with offenders at the times they are most at risk of offending: whilst on supervision and when released from prison. It is vital that all criminal-justice agencies work together with the voluntary sector and other wider partners, including Housing Associations and employers, to enable the rehabilitation of offenders and address the causes of offending. I want to see the Criminal Justice Board in Hertfordshire ensuring that these links are being made across the county and that we utilise all opportunities to adopt best practice and seek new and innovative ways to break the cycle of reoffending, so that we can make Hertfordshire an even safer place to live and work.

Working with HMP The Mount

My first priority is to learn more. I am particularly keen to understand what we know about those prisoners who reoffend within the first 12 months of release, at a cost nationally to tax payers of £15 billion a year. I want to understand the role that the Community Rehabilitation Company is playing to ensure that the Government’s ‘Through the Gate’ programme is being used as a tool for preventing further criminality and people becoming victims of crime in Hertfordshire. Hertfordshire’s resettlement prison, HMP The Mount has built up excellent relationships with a number of local employers who work with offenders released from prison to instil a work ethic and discipline into their lives, channelling purposeful activity away from crime. I want to ensure that this good work continues and the numbers of businesses engaging with the prison continues to grow so that we have the best chance of improving offender outcomes and cutting reoffending.



Using Innovation to manage offenders

I am pleased that Hertfordshire has been successful as the lead force to trial a new 12-month Ministry of Justice pilot scheme that will use GPS tagging to help manage offenders. In partnership with Bedfordshire, Cambridgeshire and Northamptonshire, Hertfordshire will be trialling new technology that monitors the movement of offenders who have qualified for early release from prison, those who have been released on licence, and those offenders who are being considered for re-release following recall to prison.

This technology provides a real opportunity for the four police forces to gain an understanding of how technology affects offender behaviour and how applying effective offender management processes can create safer communities. This scheme will complement the already successful use of tags to manage prolific offenders on a voluntary basis.

Integrated Offender Management (IOM)

I want to see all community safety and criminal-justice agencies working together to ensure there is a coordinated and consistent approach applied to reduce offending and the harm caused by offenders. I want to see better strategic governance for IOM across Hertfordshire in order to deliver a cohesive strategy.

Tackling the Misuse of Drugs and Alcohol

We know that many individuals and communities in Hertfordshire are adversely impacted by the misuse of drugs and alcohol. I helped to formulate Hertfordshire's Drugs and Alcohol Strategy, (2016-2019), which seeks to work with a range of statutory and voluntary sector services to tackle the harm caused by substance misuse. In particular, the strategy seeks to reduce: the number of alcohol-related admissions across the county; the number of deaths involving opiates; and the high number of offenders who test positive for Class A drugs when arrested under the 'Test on Arrest' scheme. I want to ensure that drugs users are getting into recovery swiftly, diverting them from crime, bringing about swifter access to treatment and reducing reoffending.

I want the Constabulary to continue focusing on drug misuse, which fuels other types of crime and has a significant impact on local communities. I want to see the Constabulary playing its part in carrying out intelligence led Stop and Searches for drugs and supporting the delivery of the National Drugs Strategy, in

order to reduce illicit and harmful drug use by reducing demand and restricting the supply of drugs. I will continue to ensure that the county's Road Safety Partnership works on strategies to educate motorists on the dangers of drug and drink driving.

Adults with Complex Needs

As a public-service leader, I have responsibility to ensure that public money is used in the most efficient and effective way. For me, prevention and early intervention are at the heart of wider public-sector reform. Like a number of partners, I have invested significantly into the County's Adults with Complex Needs Project as part of a two-year pilot which seeks to trial a way of working that is a more preventative, intensive way of working, which provides better support for adults with complex needs and helping tackle problems at source and shift investment upstream. The aim of the trial is to prove that this way of working represents a better way of spending across the public sector, saves money and leads to sustainable outcomes. We know that there are a number of individuals who are of high cost to the public purse, but still have poor outcomes both for themselves and the taxpayer. Currently the team is working with around 50 clients who have the most complex problems and between them cost public services in Hertfordshire £1.3m per annum. I will be closely monitoring the effectiveness of this investment and scrutinising the findings and savings over the coming months to ensure that the project is delivering on what it set out to do before deciding whether to continue to invest in this scheme.

Mental Health and Street Triage

Significant partnership working has continued to support the delivery of the Mental Health Crisis Care Concordat Action Plan to improve the end-to-end treatment and services for those with mental-health issues and reduce and better manage response and service demand between 'blue-light' partners in Hertfordshire. For the second year running, Hertfordshire Constabulary has been one of only three police forces to have not detained anyone in mental-health crisis in police cells because there is nowhere else to go. Innovative work has continued to develop and expand, from having a mental-health nurse working within the Constabulary's control room to help give advice to officers in relation to proposed detentions under S.136 of the Mental Health Act 1983, to providing support on the ground through 'Street Triage'.

The Street Triage pilot has seen two vehicles with a police officer and mental-health clinician providing

street-level support across the county every day between the hours of 5pm and 4am, helping officers to make informed decisions on when to appropriately detain under S136, as well as allowing the mental-health clinician to identify alternative avenues of support or treatment for the person. I am pleased that for a trial period the Street Triage Car will also be joined by a member of the ambulance staff. This will have the benefit of being able to cater for any medical needs immediately without using further ambulance resources. Going forward, I am hopeful that we can use an ambulance to support the Street Triage team so that those who are mentally ill are transported to hospital and other 'places of safety' in an appropriate vehicle, not a police car. I am keen for any of our medically trained Special Constables to support Street Triage across the force. I also want to see partners maximising the opportunities to apply for innovation funding to support new and innovative ways to support those in mental-health crisis and the provision of services across the county. I will conduct a review of the Street Triage Scheme to examine its effectiveness and impact on demand, and if appropriate, develop a county-wide strategy with partners.

Investing in Community-Safety projects

Community safety lies at the heart of this plan and reflects the need to bring in a range of local partners to provide services and projects that best reflect the needs of their local area. During my first term of office I spent around £1million a year supporting community-safety projects delivered across a range of district councils, the CCSU and other departments within the County Council. Over this time I have reviewed community safety activity across the Hertfordshire landscape and have consulted on proposed changes to end ring-fenced funding in favour of moving to an open bidding process. This will allow for a more strategic overview of how we best tackle key issues that require a greater level of funding and allow for more sustainable initiatives over a three-year period. In doing so, it will help to support a local needs approach and bring about much needed transparency over expenditure, enabling the public to have a clear understanding of how grants are allocated and spent. I look forward to seeing these changes in 2017/18.

I also want to see better coordination and protection for all those agencies involved in community safety. I will commission an independent business case to look at the benefits of even closer working and shared governance structures between the Hertfordshire Fire and Rescue Service (HFRS) and the Constabulary to see if greater efficiency and effectiveness can be achieved. I will also reflect on how the benefit of the close working that Fire and Rescue has with Trading Standards, Road Safety and Adult and Children's Care Services can be encouraged and developed in any potential new arrangement.

Actions for the Constabulary with partners:

- Ensure that the local policing model in Hertfordshire is maintained and supported by a Safer Neighbourhood Team comprising of warranted police officers, PCSOs and Special Constables
- Contribute to the resources of our National Strategic Policing Requirement, including those to support our understanding and approach to cyber crime and serious and organised crime
- Continue to provide alternatives to the criminal-justice system for those in mental-health crisis
- Ensure a focus remains on drug misuse etc. and work with partners to reduce illicit and harmful drug use by reducing the demand and the supply of drugs

Actions for the Office of the Police and Crime Commissioner with partners:

- Ensure joint working with relevant partners to coordinate a joint approach to tackling fraud across the county to protect elderly and vulnerable people; and campaign for responsible authorities to be accountable for the part they play
- Ensure the effective targeting of the community safety funding across the county
- Conduct a review of the Street Triage Scheme and if appropriate, develop a county-wide strategy
- Explore the business case for bringing together Hertfordshire Fire and Rescue Service and Hertfordshire Constabulary

Putting Victims at the Centre

Since April 2015 I have been responsible for directly commissioning support services for victims in Hertfordshire and have given my full attention to ensuring that services are locally tailored to meet the needs of different victims of crime and the responses they require. Whether that is timely information, practical support or emotional support – putting victims at the centre of all we do. It is not sufficient for a single agency to provide these services: ‘victims’ needs must be at the heart of the criminal-justice system, whether the police, the courts or the Crown Prosecution Service (CPS), so that they have a voice and choice about the services they receive, and support to cope and recover. We need to do more to ensure that criminal-justice agencies work better together in order to improve the efficiency and effectiveness of the system leading to better outcomes for victims, offenders and all those who come into contact with the criminal-justice system.

Beacon - Hertfordshire’s Victim Care Centre

One of the major successes of my first term was the creation of Beacon, the Hertfordshire Victim Care Centre. A co-located multi-agency hub, consisting of Constabulary and Victim Support staff, it has already provided support to thousands of victims of crime and is funded directly from the victim surcharge that offenders pay in court. Beacon has been working hard to ensure that:

- victim services are as accessible as possible;
- priority groups (more vulnerable victims as defined by the Victims’ Code) can be assessed, across a variety of parameters, and receive the support they need; and
- victims avoid having to recount what has happened to them to multiple agencies.

All victims of crime are contacted by the Victim Service Team (Constabulary staff) and where appropriate, work with Victim Support to provide a complete service to help victims to cope and recover. Victim Support provides confidential guidance and advice, even if the victim does not want to report the crime. Where required, the Beacon team has direct access to the other support services, including: mental-health services



(Hertfordshire Partnership University Foundation Trust's Single Point of Access team), Social Care Access Team (Hertfordshire County Council) and the Hertfordshire Home Security Service. The Beacon team also refers victims to other service providers, including Mind, Women's Centres and Citizens Advice Bureaus.

Since its launch in April 2015 the operation of Beacon has shown us the benefits of taking a victim-centred approach. It has provided a sound foundation to transform victim services for the future. It has also not only signalled a step-change in the way victims can access services to cope and recover, it has highlighted the opportunities to do more such as allowing other services, such as witness care, to be drawn together to provide a near seamless service for victims of crime.

I aim to build on the work of Beacon to date, to expand its remit in response to victims' needs so that it provides a formal, professional and accredited approach to supporting victims through an understanding of the underlying crime issues and the services provided in Hertfordshire. This will be achieved through the use of Case Managers who will be the single point of contact for vulnerable victims of crime and who will work on their behalf, ensuring that services delivering justice are aligned and providing the best possible experience we can deliver. A key component of this will be to examine whether our legacy software systems are fit for purpose and how victims' experiences can be better supported and managed through the use of new case management software to ensure that the victim journey is as seamless as possible.

Criminal Justice

We have already made some progress towards improving the way in which victims are treated in the immediate aftermath of a crime and during the investigation. Sadly, it is still the case that things often go less well when victims come into contact with courts and the wider criminal-justice system. It is unacceptable that some victims are waiting over a year to have their day in court, and, of those cases which do go to court, just half of the trials take place the day they are scheduled to – falling to a third in the Crown Court. I am determined to see significant reforms in this area so that we can better identify and remove inefficiencies in the system and improve victims' experiences.

As PCC, I will ensure that the public have a greater voice in setting the budget around criminal justice. In



June 2016 I commissioned an extensive review of the workings of Hertfordshire's Criminal Justice Board to help identify where changes can be made to improve the end-to-end process for victims and witnesses coming into contact with the wider criminal-justice system. The review found that further work is needed to instil a level of robust challenge around performance and accountability for actions and drive forward improvements in the efficiency and effectiveness in the criminal-justice system. There is a need to ensure that the criminal-justice agencies work together in a more coordinated way to better consider what matters to the public throughout the end to end criminal-justice process. Over the coming months I will be using the findings and recommendations of that report to devise an action plan for change and will drive forward improvements through chairing the Criminal Justice Board.

Some progress has been made to speed up justice for victims across the country as a result of using digital technology to improve victims' experience, but there is much more to do. I want to see improvements that make the criminal-justice system more accessible, transparent and available for use by all including changes that strip away unnecessary hearings, paperwork and duplication by exploiting digital working. For instance, applications that can be made and managed online, such as those relating to minor traffic offences, should stay out of the court room.

I will also be conducting a review into the use of intermediaries, skilled and independent practitioners, who can assist vulnerable victims to achieve the gathering of best evidence and presentation in the courts. Intermediaries provide important services in enabling effective communication but they are in high demand. If the demand is there I will seek to increase recruitment either locally or regionally.

Virtual Courts and Technology

My last Police and Crime Plan called for the expansion of the LiveLink network in Hertfordshire to move beyond enabling only defendants to appear at courts via video link from custody, but also victims and witnesses, including police officers. These developments have created efficiencies in the system for police officers who can now provide their evidence and almost immediately become operational again. It has also enabled



the protection of vulnerable and intimidated victims who are often too traumatised and fearful of the judicial process. Through effective partnership working between Hertfordshire Constabulary, the NHS and Hertfordshire Sexual Abuse Referral Centre (SARC), victims of rape are now able to give evidence without needing to attend court in person, helping to overcome one of the main barriers to rape victims proceeding with their case. Hertfordshire's good practice is now expanding into our neighbouring forces. I want to see the system become further embedded in and refined, with more and improved facilities, and better use of the opportunities offered such as the remote access to specialist courts in order to provide more effective and timely justice.

Hate Crime

The research I commissioned in 2015 has highlighted the extent to which hate-crime is under-reported and how some victims live with the abuse on a daily basis. We have a greater appreciation of the harm caused and the support services required to enable a victim to recover. My office will be working with the CCSU to prepare a hate-crime strategy addressing the issues highlighted in the report, Healing The Harms: Identifying how best to support hate-crime victims (April 2016). My commissioning team are investigating any gaps in current service provision and will make recommendations on those services that need to be in place to ensure effective recovery.

Restorative Justice for Hertfordshire

We have already made considerable progress in providing a better service to victims through investing in Restorative Justice, enabling victims to have their say about the harm that has been caused, and to find a way to repair that harm. In 2015 I launched a new five-year Restorative Justice Strategy for Hertfordshire to help practitioners, criminal-justice partners and community leaders have a common understanding of what Restorative Justice is and how to deliver Restorative Justice in practice. I want to build upon these foundations to ensure that all agencies across the county fully understand what Restorative Justice is so we can be confident that it is embedded into everyday practice. One of the areas I am keen to investigate is the concept of 'Restorative Communities' which seeks to engage teachers, businesses, faith leaders and individuals to manage conflict, enhance learning, prevent bullying and increase productivity, while developing better self-awareness and empathy towards others.

Community Resolution

Community Resolution reflects one of the central tenets of my Community Safety and Criminal Justice Plan in enabling victims of anti-social behaviour and low-level crime such as criminal damage and low value theft a say in any out-of-court punishment of the perpetrator. It enables victims to receive justice quicker and the offender to face immediate consequences for their actions. This year, I have worked with the Chief Constable to expand the number of options available to victims where a formal disposal of community resolution or conditional caution are agreeable to both the victim and the offender, and can be authorised by the police. The expanded menu enables victims to choose for an offender to make financial reparation; to undertake reparative activity to repair the harm done; to sign an Acceptable Behaviour or Good Neighbour Agreement; or to make an oral or written apology. I will keep the Community Remedy approach under constant review to ensure that it is responsible and accountable to victims and members of the public in Hertfordshire.

Missing Children and Young People

Children and young people under the age of 18 are particularly vulnerable to being exploited when they go missing from home or care. In partnership with Hertfordshire County Council's Children Services, I commissioned an independent organisation, Missing People, to deliver a return-home interview service for Hertfordshire children and young people. This helps to provide vulnerable children and young people with access to an independent service that will listen to them and identify further support according to their individual needs and work alongside existing safeguarding provision for missing and sexually exploited children to ensure that information sharing is effective. This will help to ensure that the right service provision of counselling and victim support is in place for children who may be victims of sexual abuse and exploitation across the county, and increase the ability for the police and safeguarding partners to identify potential offenders. I will be monitoring the impact of the new commissioned service and using the findings to work with partners to ensure that everyone recognises their responsibility and steps up to this important agenda.

Domestic Abuse

As it was in my first term, preventing and tackling domestic abuse remains one of the top priorities for my second term of office. Real progress has been made to give victims the confidence to come forward and report the harm they have suffered and to get the support they require. We now have a better understanding of the extent of this terrible problem.

Domestic abuse cases make up around thirteen per cent of all of the crimes dealt with by Hertfordshire Constabulary and over the last year, the Crown Prosecution Service recorded a higher number of police referrals, prosecutions and convictions for domestic abuse than ever before. I am encouraged to see the first convictions for coercive control being brought forward which, for me, shows that officers are recognising that patterns of continuous psychological abuse can be just as devastating as a single act of violence.

As a result, I have continued to make substantial investments to provide additional resource to support the investigation of domestic abuse and the safeguarding of victims. The most significant has been the creation in January 2016 of a specialist police unit focussed exclusively on domestic abuse (DAISU)⁴, which deals with all domestic abuse reports relating to intimate relationships. Unfortunately, those in an intimate relationship are often at the highest risk of harm. They represent around three quarters of all domestic abuse reports in Hertfordshire. Going forward, I would like to see the Constabulary take forward proposals from the College of Policing to ensure that all those involved in safeguarding have a 'Certificate of Fitness to Practice'.

In addition to the "return-home" interviews for missing and absent youths, I am pleased that joint working is happening through the secondment of a dedicated officer from Children's Services into the DAISU working alongside police officers. This initiative leads to better assessment of the risk to children so that they can be better protected. Going forward, I hope to see direct links into schools and better sharing of information. I am encouraged that it is now mandatory for all police officers to wear body-worn cameras when attending a domestic abuse incident. This has significantly helped to support evidence-based prosecutions, particularly those where victims may be initially reluctant to make a statement or would prefer an authority to progress it on their behalf.



⁴The DAISU stands for Domestic Abuse Investigation and Safeguarding Unit.

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Although it is a long journey, I am pleased that we have started to give domestic abuse victims more of the support services they deserve. In 2014/15 I commissioned SafeLives to undertake a comprehensive review of the state of domestic abuse services in Hertfordshire, to offer solutions about how we could best support victims and, make it easier and safer for them to report domestic abuse. This review acted as a catalyst for change in the way that partners work together to tackle domestic abuse and has led to the key agencies coming together to adopt a new joint Hertfordshire-wide domestic abuse strategy. Over the last year I have continued to use victims' funds to provide additional support for victims of domestic abuse through the expansion of Multi-Agency Risk Assessment Conference (MARAC) Coordinators and Independent Domestic Violence Advisors (IDVAs) to help meet the demand for services, and provide independent, professional, confidential and non-judgemental support. The Multi-Agency Safeguarding Hub (MASH) for children has been instrumental in bringing together children's services, health and probation to operate jointly with police, enabling referrals to be effectively triaged and resources to be coordinated quickly and seamlessly. I want to see the MASH broadened to include services for adults.

Like much of our community safety agenda, this action on domestic abuse can only be truly effective when key partners and responsible agencies come together to tackle the problem jointly. For me, this is a fundamental principle and a way of working which I am determined to facilitate wherever possible because it produces the best results for the public. I am pleased that through a dedicated Action Plan for domestic abuse the police and partners locally have the ability to be able to tackle domestic abuse and, whilst there is currently a major focus on collaboration with other police forces, I will make sure that those doors remain firmly open.

I want to ensure that partnership working remains a key priority for the police and those new systems and ways of working will only be introduced on the basis that they preserve and enhance that capability. I want to see the police continue to take a leading role in partnership working, supporting the joint commissioning of new and improved services for victims and information sharing in Hertfordshire. I am particularly keen to tackle areas where there is an under-provision of services, such as those for male victims. Tackling domestic abuse is a complex and challenging area, but getting it right will be a prize worth winning.

Actions for the Office of the Police and Crime Commissioner with support of the Constabulary:

- All victims entitled to an enhanced service as specified by the Victims' Code Of Practice will be assigned their own Case Manager who will coordinate the actions and services of the criminal-justice system and ensure an individualised support package to help with their cope and recovery
- Develop the capability and capacity of victim services to ensure that a victims account of what has happened to them is fully communicated and understood by investigators, prosecutors and the courts. This will include increasing the availability of intermediaries and encouraging the use of Victim Personal Statements
- Ensure greater access to victim services by developing a system of outreach that will allow victims who do not wish to report crime to Police can receive information, support and advice
- Put in place specialist vulnerable case workers who will be available to support victims whose experience of crime has been particularly traumatic. This will include partnership working with organisations who specialise in supporting male victims of non-recent sex abuse
- Expand the Domestic Abuse county strategy, ensuring equality of access to those victims who are least represented by current services, including male victims and those who have experienced honour based abuse
- 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
- To 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

Actions for the Constabulary:

- Exploit all avenues to make best use of digitally enabled technology to remove costs and delays in the judicial system.
- Continue to review Community Remedy to ensure that it is responsible and accountable to victims and members of the public in Hertfordshire.
- All victims where the offender has been identified will have the option of Restorative Justice explained.
- Put in place measures to ensure that all those that work in safeguarding have a 'Certificate of Fitness to Practice'



David Lloyd visits the Custody Suite at Stevenage and meets with Nicolette Berkley (left) and Rashpaul Athwal (right), Independent Custody Visitors, September 2016

Public Focus

Creating a stronger public focus, by putting the public firmly at the heart of everything I do, remains a key priority. I have sought to build a stronger public focus by looking at how the police service can be better attuned to the needs of the public, providing services that are personalised and tailored, and, in doing so, treat people with sensitivity, integrity and respect. Maintaining public confidence and satisfaction is fundamental to creating better customer services for the people of Hertfordshire. I am pleased that the Crime Survey for England and Wales⁵ has shown that the residents of Hertfordshire have a high level of confidence in their Constabulary, rated first within their MSF group and second nationally at 84.8 per cent. They also feel the Constabulary is reliable and treats them fairly and with respect. I want to ensure that the Constabulary continually reflects upon how it can improve, to ensure that it operates in an open and transparent way, working ethically and with integrity, in order to retain public confidence and respect.

I have continued to push forward developments in a range of new technologies to listen to the public and enable them to engage with the police in a way that best suits them. Whether it is reporting a road traffic collision, fly-tipping or fraud, it is the public that should determine the type of response they receive. I want to continue to improve the level of customer care, by developing online tools and also ways to improve direct contact, through better accessibility to police stations (see my chapter on Business Sense for further detail).

Ensuring Greater Transparency and Openness around Policing

In Hertfordshire we have a professional and effective police force, which is highly regarded by the public for the excellent work that it does. However, that does not mean that it never makes mistakes nor lets the public down. On the rare occasions when something goes wrong it is vital that we are open about it, look carefully at what has happened, where possible put it right and learn from it. Public confidence in policing depends on the public being able to trust the Constabulary to be open and honest at all times, even when it is uncomfortable so to do. I welcome the fact that we are now holding the gross misconduct hearings in public: it is important that the public can see just how seriously these cases are taken and that those who

⁵ Home Office IQANTA data, 12-months to 31st March 2016.

fail to meet the high standards expected are dealt with robustly. For too long police discipline was carried out behind closed doors, and it was rare for the press and public to learn of cases. However, I think there is still too much of a defensive culture in some parts of the police and this can lead to reluctance to admit mistakes and a consequent erosion of public trust. It is by being open when things have gone wrong that the police will retain public confidence and respect.

In my first term I was one of nine PCCs awarded the 'Transparency Quality Mark' by CoPaCC⁶, for my public transparency, and I want to roll this out to Hertfordshire Constabulary. I want to develop a culture of greater transparency and openness within our police service and in its relationship with the public. I will be setting out a strategic vision statement which will require transparency, openness and ethical behaviour to be the foundation of our communication and engagement with the public.

I will also continue to ensure that the Police Code of Ethics is firmly embedded in the culture of the Constabulary and sets the standard for behaviour across the force so that it lies at the heart of policing. 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. Ethical behaviour training has been rolled out to all officers, staff and volunteers across the force and my office, and it is part of officers' and staff's Personal Development Reviews (PDRs). Through the implementation of a new training programme covering modules including that on 'Maintaining Professional Boundaries', the Chief Constable and I will ensure that officer and staff conduct are challenged appropriately and that any learning from Professional Standards to inform training and development is used effectively.

With the appointment of a new Chief Constable I will also take the opportunity to publicise the outcomes of three of the key meetings that I hold with him – the monthly Strategic Executive Board; the monthly holding to account one to one meeting and the quarterly performance management meeting which discusses progress against "The Community Safety and Criminal Justice Plan".

⁶CoPaCC, is an organisation that scrutinises and monitors PCCs nationally (its name is short for 'Compares Police and Crime Commissioners').

Listen, Respond, Inform, and Involve

Focusing on Areas that Matter to You

A fundamental duty of a Police and Crime Commissioner is to listen to the public and to deliver the type of policing that they want. That does not mean always following the “wisdom of the crowd” but often it does mean being prepared to challenge the established view and being prepared to take into account what people tell you is important to them, even when it is not the easiest option. Although it would be challenging to deliver everything that people want, I believe it is right that the public should set the priorities in how they are policed. That is why I have been so passionate about saving local policing in Hertfordshire - people have told me loud and clear that it is the style of policing they prefer and it is a top priority for them. Throughout my second term of office I will continue to preserve Hertfordshire’s policing model of local teams in every district and borough in the county. I will make sure it remains efficient and effective and promise that local policing is the last place I will look for any savings.

I will also continue to ensure that those issues which the public consistently tell me are of concern to them are listened to, and where appropriate action is taken. During my first term the public told me of their concerns relating to anti-social driving and speeding. In April 2016 I set up a dedicated and ring-fenced Road Safety Fund to deal with these issues using new money generated through offender pays to fund road-safety activity and initiatives that seek to change drivers’ attitudes and behaviour, and provide support road victims and their families (see my Offender Pays section on page 41).

Rural Crime

Rural crime issues including coursing, dog fighting, cock fighting, fly-tipping and theft of agricultural machinery are also raised by residents as concerns at my regular 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



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Strategy and ensure that rural crime issues are properly looked at and resourced in terms of core services through our Rural Operational Support Team. I will continue to monitor feedback from Barn meetings to ensure that reports of rural crime are being taken seriously. I will also continue to increase the number of Rural Special Constables to help bolster teams and deal with the challenges that blight communities.

In response to issues raised by the public about fly-tipping, I have set up a Partnership Fund to help the police and relevant agencies work together to tackle the blight that these crimes cause. I will ensure that this fund is accessible to each of the districts Community Safety Partnerships through the County's Waste Partnership Tactical Group to help drive forward problem solving activity and a coordinated programme of action. I have asked the Chief Constable to ensure that this activity is also supported by a review of how the Force Control Room deals with, and triages initial contact from the public about quality of life issues. I will also explore using some of the income derived from seizures under the Proceeds of Crime Act to clear the waste left from fly-tipping.

Responding to Your Concerns

It is expected that government will grant PCCs a greater role in handling complaints about the police from the public. I welcome this innovation and intend to make use of the opportunities it provides to move towards a better customer service. Too many complaints generate a complex legalistic response which can increase frustrations when a simple acknowledgement of a problem is all that is required. I have reviewed the way the police deal with complaints from the public and have seen that a system is needed that provides a more rapid, open and less bureaucratic response. I will set up a new Customer Services Unit in my office to provide an effective 'triage' system to manage and resolve low-level dissatisfaction enquiries in a timely fashion, helping to increase customer satisfaction and avoid unnecessary referrals to our Professional Standards Department. I will use nationally recognised best practice, to set up and run the unit to ensure that members of the public are dealt with promptly, courteously, appropriately, and are provided with a single point of contact who will take an interest in their requirements.

Public Contact

I will ask the Chief Constable to expand the Neighbourhood Policing Strategy to include a dedicated section on community engagement, based on the best of what we do already - Street Meets, Barn Meets - and which seeks to further widen the opportunities for the public to influence and hold to account their local policing teams. Surveys have shown that the public of Hertfordshire is rightly pleased with its police force and satisfied with its performance - indeed it has one of the highest satisfaction rates in the country. However, where things go wrong it is often around day-to-day public contact. We do not always make it as easy for people to interact with our police force as it should be. In common with forces all over the UK, we have been slow to provide the sort of interaction via the Internet which has become the norm in so much of our daily life. I intend to look for ways in which we can improve public contact in Hertfordshire and take advantage of new technology to enable the public to use a variety of means to report crimes and to follow how they are being investigated and progressed. I would like the Constabulary to use good practice from other forces and adopt online reporting tools to enable the public to submit details of certain offences online.

As a first step, I am keen to enable the public to submit online reports of reportable and recordable road collisions including those which relate to damage only, fail to stop, and injury collisions where police officers have not attended the scene. By reporting online, rather than attending a police station in person within 24 hours, the public will have greater flexibility - to interact at a time that suits them. Going forward, I would like the Constabulary to introduce an online system which enables the public of Hertfordshire to report specific instances of anti-social driving as well as abandoned vehicles left on the roads. This should enable users to pinpoint the location of anti-social driving on an interactive map and fill in a web-based form to alert police to where an incident has happened and, following this, check the progress that has been made.

Many people however, will continue to want to contact the police by traditional means, such as by phone or indeed in person. We must make sure that the opportunity to do so continues to be made fully available. Many people have told me that they regret the closure of front-counter services at so many of our police stations. Whilst those facilities were underused, it has become clear to me that the alternative facilities which we put in place to allow direct contact with the police are not properly meeting the expectations of the public. I will ask the Chief Constable to review the impact of the front enquiry office

closure programme in the light of these public concerns and ask him to look at new measures to improve accessibility including better utilising occupied police stations. Whilst I recognise that we will not return to opening a front enquiry office where there is no demand, I firmly believe that the public should be able to attend a police station and speak to a police officer as long as they have phoned ahead to make an appointment. I commend working to the principle that “when we’re in, we’re open”.

Active Citizens: Involving the Public in Policing and Community Safety

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. I have sought to provide opportunities for a wide range of citizens to do their bit through schemes such as the Special Constabulary, Police Cadets, Drivesafe and Neighbourhood Watch. These have been very successful but I now want to see volunteering expanded. The government has been consulting on plans to broaden the roles and powers available to volunteers within police forces. I am particularly keen to explore proposals to expand the number and type of opportunities available to volunteers including new roles such as Volunteer Police Community Support Officers (VPSCO) to help continue to bolster the policing family, providing increased visibility and accessibility to policing services. In the same way as we have Special Constables who operate the same powers as a warranted police officer, I am keen that should VPSCO be legislated, they should also have the same powers, and deal with the same situations, as a PCSO. My new Volunteering Strategy will set out a range of new opportunities for the public to play their part.

Special Constabulary

Special Constables remain an integral part of the wider policing family, playing a vital role in strengthening local policing teams across each of the ten districts and boroughs in Hertfordshire, helping to bring in additional capacity, new skills, expertise and knowledge, both to the front line and to specialist units. Specials provide a visible and reassuring policing presence and



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are able to engage directly with communities to help fight crime. I am delighted that we have Special Constables volunteering across a number of key areas of the business, including fraud and cybercrime, public protection, roads policing, domestic abuse and rural crime. In 2015-16 the 234 Special Constables in Hertfordshire contributed in excess of 70,000 hours of duty, making 318 arrests and attending 126 incidents of domestic abuse. I will continue to support training and development opportunities for Specials and would like to see every warranted officer, including Special Constables, issued with a body-worn camera as standard equipment, so that we can continue to promote public reassurance, capture evidence, modify behaviour, prevent harm and deter people from committing crime.

As an integral part of the policing family, it is essential that the recruitment, training and retention of Specials is fully supported. Over the last few years I have been disappointed with the number of Specials who have left the service. It is true that over half of those who join to become a Special Constable go on to become full-time police officers or leave due to a change in personal circumstances, but it is the others, who leave for avoidable reasons, that are of concern to me. Earlier this year I commissioned the Institute for Public Safety, Crime and Justice at The University of Northampton to conduct a thorough review of the Special Constabulary. The review examined the behaviours, values and leadership of the Special Constabulary and how the model in Hertfordshire compares to best practice across other forces. I want to see the Constabulary act upon the recommendations, in order to grow and develop the Special Constabulary over the coming years.

The Chief Constable is beginning this process through the recruitment and appointment of a new Special Chief Officer, to provide leadership and a clear direction for the Special Constabulary. The Special Chief Officer will play a key role in ensuring that Special Constables become fully integrated within the wider policing family, across all areas of the business, and that each contribution is 'needed, valued, developed, rewarded and enjoyable'. I want the Constabulary to ensure that Special Constables are given the opportunity to develop professionally recognised policing and leadership skills, through a variety of career paths, and instil a culture that makes Special Constables feel valued, so that they continue to volunteer.

In my last Police and Crime Plan I said that I wanted to explore the setting up of an Employer Supported Policing (ESP) Scheme with local businesses in Hertfordshire, to bring in vital skills to the policing and community safety arena. I am delighted that, over the last nine months, 25 organisations, as varied as

Tesco, McMullen and Sons and Dacorum Borough Council, have joined the scheme, giving their employees time off to undertake Special Constable duties. I want to see more businesses playing their part in supporting employees to become Special Constables and will be looking to contact all current serving Specials with the intention to bring them onto the scheme.

If you would like to find out more information about the Special Constabulary, please visit:

www.hertspolicecareers.co.uk/

Police Cadets

In my last Police and Crime Plan I said I wanted to commission the Constabulary to further develop and expand the number of Volunteer Police Cadets across the county. Much work has taken place with schools, colleges and youth organisations to extend our network of Police Cadets and I am delighted that we have over 250 committed cadets covering all districts

in Hertfordshire and a rise in the number of Cadet Leaders, 11 of whom are also Special Constables. The scheme has continued to be professionalised, drawing on its membership of the National Volunteering Police Cadet Scheme to seek out additional resources and opportunities for the Cadets.

It has become evident that there is a gap between the age that Cadets leave and can then re-join as a Special Constable at 18. Going forward, I want the Constabulary to explore developing a twin-track process to allow those who are ready to join the Special Constabulary at 18 to be able to go through a Fast Track Process which allows for a seamless transition from one volunteering role supported by a coaching and mentoring scheme and completion of workbooks to help young people feel confident to take the next step. For those Cadets who do not feel as confident or ready to join the Specials, I would like to explore extending the age of the Cadets to 21 and enable those older Cadets to undertake junior leader roles. In both areas, I am keen to develop the opportunities for linking up Police Cadets and the Duke of Edinburgh Award Scheme which will offer further opportunities across all units.



Scrutiny Volunteers

Our volunteers also support us in providing vital independent scrutiny of the activities of the police to make sure they meet the standards the public would expect. Over the last four years I have been encouraged by the number of volunteers who continue to help perform this important function such as the Stop-and-Search Scrutiny Panel, Independent Custody Visitors, and the Independent Dog Welfare Scheme, and will encourage and develop new public scrutiny roles where appropriate to do so.

Independent Custody Visiting

We now have 59 Independent Custody Visitors who assist in helping me to fulfil my statutory responsibilities for monitoring the well-being of detainees and ensuring that issues relating to detainees or the custody suites are addressed, by undertaking regular unscheduled checks, day and night, across the two custody suites in Hertfordshire. During 2015 my office undertook extensive recruitment of ICVs, with 33 new ICVs joining the scheme, helping to better reflect the demographics of Hertfordshire and offering a fresh perspective. Each ICV has undertaken training to enhance their monitoring role, including on mental-health awareness and the particular requirements of juveniles in custody. I will ensure that we continue to use the feedback from ICVs to help drive forward improvements in the conditions of police custody and, in doing so, improve public confidence in police services.

Stop-and-Search Community Panel

Our Stop-and-Search Community 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 was set up in April 2015, much has been achieved to ensure the panel consists of members who have a wide range of skills, experience and backgrounds, with which to scrutinise records and provide robust challenge and feedback on compliance. In line with the Government's guidance on the Best Use of Stop-and-Search, I would like to see the Scrutiny Panel having sight of any complaints made by the public relating to stop-and-search using that information to challenge the Constabulary on their use of stop- and-search powers and, in doing so, influencing and shaping officer training.

DriveSafe Scheme

I have continued to put Hertfordshire's citizens into the driving seat to tackle speeding on our roads. Under the DriveSafe scheme I have given volunteers the opportunity to help educate motorists on the dangers of speeding. I will continue to look at how the scheme can be developed, using best practice from other forces to look at how we can best achieve maximum impact. By appointing a dedicated Volunteer Coordinator for DriveSafe I have ensured that volunteers have a key point of contact to support developments and give groups the help they require. I want speeding to become unacceptable behaviour in the same way that a public conscience exists around drink driving, with members of the public prepared to challenge it when they see it. I will continue to look for opportunities to push forward improvements in road-safety and ensure that there is a strategic link between the DriveSafe Scheme and my Road Safety Fund and, that it provides value for money.

Neighbourhood Watch

The county's Neighbourhood Watch organisation HertsWatch is one of the strongest in the country and our Online WatchLink System (OWL) provides an effective way to disseminate key crime-prevention messages between the police and community. It now has over 118,000 members, with 25 per cent of all homes across the county directly contactable by OWL. It is a great success and deserves continued support. On my re-appointment I commissioned a review to identify the various options for providing additional help to expand its remit. I am delighted that as a result of that review I have awarded HertsWatch £5,000 each year for four years. Going forward, I want to ensure that we make best use of our links with the various watch schemes currently operating across Hertfordshire including Business Watch and look for opportunities to utilise the technology of OWL, such as crime alerts on mobile phones to continue to drive forward the prevention of crimes.



Citizens' Academy

The most effective model of policing is one where the public are fully able to participate. In this model, residents are informed and equipped to understand and prevent crime. Following successful local pilot schemes, in March 2016 I brought the Hertfordshire Citizens' Academy programme



online. www.Hertscitizensacademy.org is a new approach to crime fighting and blends short courses, YouTube clips, Vines and quizzes. It enables residents to keep themselves and others safe in areas like rural crime, fraud and cybercrime, vulnerable people, burglary, personal safety, theft and business crime.

More than 820 courses have already been completed by users, and I will continue to grow the site with modules on anti-social behaviour, seasonal trends and evolving crime threats. Over fifty per cent of visitors are under the age of 35, and 36 per cent of visitors are using their phone or tablet. I will look to build on these successes with younger people. I will look to build on these successes with younger people and work with schools and colleges to support engagement around crime-prevention.

Actions for the Constabulary:

- Ensure the Code of Ethics continues to be a running thread in all that officers and staff do
- Improve how the public contact and interact with police through online reporting tools
- Propose new measures to improve the accessibility of 'in use' police stations to the public
- Explore proposals to expand the number and type of opportunities available to volunteers including Volunteer PCSOs
- Ensure that all warranted officers, including Special Constables are issued with a body-worn camera
- Continue to grow the Special Constabulary and in particular, increase the number of Rural Specials
- Develop the Volunteer Police Cadet Scheme to support the transition to becoming a Special Constable

Actions for The Office of the Police and Crime Commissioner:

- Ensure the Constabulary develops a culture of greater transparency and openness to the public through their communications and engagement.
- Introduce a Customer Services Unit in the PCC's office to manage and resolve low-level dissatisfaction enquiries to improve customer satisfaction
- Continue to develop crime-prevention advice for the citizens and businesses of Hertfordshire



Commissioner visits Little Gaddesden to see a new Speed Indication Device installed from the Road Safety Fund, December 2016

Offender Pays

I am clear that in Hertfordshire crime must not pay. I want fewer victims, less crime and to cut reoffending. This principle has resonated with the residents of Hertfordshire through my terms of office. For me it is about offenders paying for their crimes through a concerted attack on criminal assets, paid rehabilitation schemes or through repatriation and payback to victims and communities, putting right the harm they have caused. I have always been clear that Offender Pays is not about offenders being made to pay twice: it is about fairness. Whether through attacking criminals' assets, expanding community payback and rehabilitation schemes, or repatriation to victims and communities, there should be ways for offenders to pay. This remains an important focus. I want offenders to take responsibility for their actions; for the victims' voice to be amplified; and for each of us to ask ourselves what kind of society we want to live in.

Using revenue paid for by Offenders

Road Safety Fund

I have continued to seek out opportunities to use revenue paid by offenders to fund initiatives that residents tell me are of concern. My Road Safety Fund uses 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 speed-awareness course) to pay for new road-safety initiatives. This year I have funded a range of educational and enforcement solutions that seek to educate and change motorists' behaviour and perceptions around speeding including vehicle activated signs, road-safety signage, educational workshops and feasibility surveys. I want to take this further to explore the feasibility of introducing sustainable behaviour change solutions such as average-speed cameras. Let me be clear, this is not an exercise in installing interventions for the purpose of generating revenue; rather it is finding new and innovative ways of improving road-safety. I also want to work with partners including those represented on the Strategic Road Safety Partnership to find ways to dissuade motorists from using their mobile phones and other handheld devices whilst driving. Motorists need to understand the dangers of distraction driving as a contributor of road accidents and fatalities, and the penalties for contravening the law.

Utilising Proceeds of Crime

Hertfordshire Constabulary already works well with the Eastern Region as part of the Eastern Region Special Operations Unit (ERSOU)⁷, including our Counter Terror Intelligence Unit (CTIU) and the Regional Organised Crime Unit (ROCU), to disrupt and dismantle criminal activity and recover criminals' assets by seizing their cash, houses and vehicles under the Proceeds of Crime Act (POCA).

There have been some great successes over the last three-years, with over £1m being seized from criminals and around £700k returned to victims of crime in compensation every year. I want to ensure that, through our regional arrangements with ERSOU, there is sufficient resource to be able to pursue all high-value cases and that any revenue generated through offender confiscations benefits crime reduction and community safety activity across the county. I want to ensure that whilst a part of the regional arrangement Hertfordshire receives an appropriate portion of the income stream.

I welcome the new legislation under the Criminal Finances Bill to tackle money-laundering and corruption, recover the proceeds of crime and counter terrorist financing. No longer will criminals be able to keep their ill-gotten gains out of the reach of the law by hiding them in assets which cannot be seized. Now officers will be able to take swift and effective action to seize criminal or terrorist funds held in bank accounts. I will work with Hertfordshire Community Foundation to make use of these funds to support initiatives that prevent people from becoming victims of crime, and ensure that those who are get the help and support they need. I will ensure that the public of Hertfordshire know how the funds are being utilised.

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. We all have choices and we must accept the consequences too. If offenders commit a crime they can be sure that the law will be after them - through the courts and through their wallets. I will work with the courts and prosecution service to increase the recovery of fixed-penalty notices and other financial penalties.

⁷ERSOU 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.

Giving the public and victims a say on Payback and Rehabilitation

Community Payback sees offenders carrying out tough physical supervised unpaid work, often as part of a community sentence for having committed certain low-levels crimes, including public-order offences, theft and dishonesty. Community Payback has real value: not only does the public benefit from the unpaid work undertaken by offenders for the crimes they have committed, but it has a positive impact on offenders, often instilling a sense of structure and value that is missing in their lives. Community Payback gives the public and local businesses a direct say in determining the kinds of unpaid work offenders should do, which might include dredging waterways, removing graffiti, clearing wasteland, building a cycle path or decorating and renovating public property.



Across Hertfordshire offenders payback over 1,400 hours each month in community service, undertaking a range of projects, including litter picks, ground maintenance and garden clearances, that have benefitted Hertfordshire residents. Going forward, I will give the public a stronger voice in having their say on how offenders should pay back their time and ensure that the work being undertaken provides employment skills and optimises education and training opportunities for future workability.

Actions for the Constabulary with partners:

- Ensure that local and regional arrangements continue to make a concerted attack on criminals' assets

Actions for the Office of the Police and Crime Commissioner:

- Allow the public and businesses to have more of a say over Community Payback
- Continue to seek out opportunities to use revenue generated from offenders to support community safety initiatives and victims of crime
- Explore opportunities to further develop road-safety solutions using revenue from offenders



The Commissioner meets with representatives from Hertfordshire Fire and Rescue Service (HFRS), Hertfordshire Constabulary, Hertfordshire County Council and East of England Ambulance Service NHS Trust (EEAS). The parties signed a Memorandum of Understanding to enable HFRS to replace Hertfordshire Constabulary as the supporting agency for EEAS in gaining entry into a building where there is concern for the welfare/safety of a patient inside premises and the EEAS cannot gain access, 29 November 2016.

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 the top 10 FTSE companies to see what we can learn from the private sector and how this can be applied to policing. Although Hertfordshire is not starting from a blank piece of paper when considering all options available with contracts in place, I will not let that stop us being bold and seizing the opportunity to think creatively and innovatively in order to reduce costs and improve service delivery.

Collaboration

I have thought carefully over the last few years about how to protect services that the public most value and those that have the best chance of delivering results. Collaboration with our neighbouring forces 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. I recognise what has been achieved from collaborating with Bedfordshire and Cambridgeshire, and more widely in the East of England and want to ensure that we embed what collaboration we already have. Broadly thirty per cent of our turnover is now collaborated and most areas of business are at the second stage. Now is the time to look at how we can do more with other sectors and agencies, going beyond police-only solutions in order to continue 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, the family and the community.

Blue-Light Collaboration

There can be no doubt that at the core of blue-light collaboration – police, fire and ambulance – is an improvement in services for the public and the bringing of some business sense to bear on what we do and how we do it, and ensuring services are delivered to the public at lower cost. It makes financial and

Building on
Success

operational sense to deliver joint blue-light services as there is more that binds blue-light services together than separates them. We must get smarter in how we work across services to better join up the public-sector and, importantly, to reduce demand.

Putting
Victims at
the Centre

In my first term as PCC, I was heavily involved in the national discussion around this and I am pleased that the government is currently legislating, through the Policing and Crime Bill, to give PCCs the leading role in driving forward change between fire and police. There is a need to assess what outcomes can be achieved for the public in Hertfordshire through better collaboration between the police and fire services including faster response times to emergency calls, improvements in interoperability between services and coordinated responses. During 2016/17 I will be commissioning an independent review to examine whether there is a good business case for bringing the fire and rescue services under my responsibility.

Public
Focus

Offender
Pays

I want to ensure that we are making the most efficient and effective use of available and anticipated resources to reduce demand, to provide services that are value for money and to improve public safety. I will seek opportunities where it is in the best interests of Hertfordshire residents to do so.

Business
Sense

Making smarter use of our property

One of the great advantages of working more closely with partners, such as fire and local Councils, is that it will give us the chance to make far more efficient use of our buildings. That will save money and provide a better and more coherent service, improving partnership working and accessibility.

Holding to
Account

Across Hertfordshire I have already supported the development of modern public-sector hubs in St Albans, Hertsmere and Three Rivers, with police and local Councils sharing premises, and I have made it a policy to seek out opportunities elsewhere across the county to achieve this, ensuring that each of Hertfordshire's 10 districts and boroughs continue to have at least one major police station where their core local police team are based – and this will be supplemented by smaller local stations where required.

The public-sector estate in the county (comprising land and buildings) is huge and it is not yet used well enough to provide best value to the public. I will ensure the police estate plays its part in working to put this right and I also intend to explore whether there are new ways to generate long-term income from those assets which can be used to fund policing. In order to maximise the use and value from our

estate, I will take more direct control of managing the police-property portfolio and will undertake a full audit of what we own, to ensure that it meets the public's long-term aspirations.

Transformation through Devolution

The government has offered new models of local governance and accountability and many northern metropolitan areas have already concluded "mayoral" deals. I am very interested in the Greater Manchester model and believe that there is much to learn from their experience of devolution. I am particularly keen to find new ways of holding the whole criminal-justice system (excluding the judiciary) to account and bringing a whole system approach to the Hertfordshire public-sector, so that the estimated £9 billion of public expenditure is spent in a targeted and efficient way. I will continue to study the Manchester model and use the learning from that to reflect on the role of PCCs as leaders of public services. Whilst I am not looking for a mayoral role in Hertfordshire, devolution does offer insights into how to bring together the public-sector and realise the benefits of closer working around community safety and criminal justice.

Working with Responsible Businesses

Businesses in Hertfordshire play a crucial role in the prosperity and wellbeing of the county, but they can be subject to a range of crimes, including cybercrime and fraud, which affects 70 per cent of all businesses nationally. My new Business Crime Strategy sets out my plans for working with and supporting businesses across the county. As a result of setting up my Independent Business Advisory Group (IBAG) earlier this year, with representatives from the Chamber of Commerce, Local Enterprise Partnership (LEP), and business support organisations, businesses now have greater knowledge and access to resources to help keep those they represent safe from crime.

Going forward, I want to build upon this good work and look at how we can use national schemes, such as those relating to Cyber Security, to benefit Hertfordshire's businesses. Business crimes are not victimless crimes. I want the Constabulary to give proportionate opportunities to businesses and charities to access the newly-implemented Community Remedy option of reparative activity, which will help the offender repair the harm done to the business.

Building on
Success

Putting
Victims at
the Centre

Public
Focus

Offender
Pays

Business
Sense

Holding to
Account

Actions for the Constabulary:

- Develop co-location of police and other public services
- Make more efficient use of the police estate and explore whether there are new ways to generate long-term income from those assets which can be used to fund policing

Actions for the Office of the Police and Crime Commissioner with support from partners:

- Use the legislation available to PCCs to enable closer working between the emergency services
- Study the Devolution Model and use the learning from that to reflect on the role of PCCs as leaders of public services
- Ensure that Business are supported and play their part in keeping Hertfordshire safe

Holding to Account

Managing 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 have a detailed look at 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.

Financial Position

In November 2015 we were preparing for a difficult policing settlement with an expected 25 per cent real terms reduction in grant funding. It is a tribute to the good financial management of Hertfordshire Constabulary that we were in a better position than the vast majority of forces to meet those expectations. We had a well-developed efficiency programme in place to meet the savings targets whilst protecting frontline local policing, and had generated £36.0m in net savings and prudently built up substantial reserves of £48.3m by the end of 2015/16 to support that process. A month later, the Police Funding Settlement (2016/17) confirmed a more favourable position, with Hertfordshire having only a small grant reduction of £0.600m against an overall grant of £118.0m.

This, together with an increase in the council tax base, use of reserves and increases in other government grants, meant that the overall Gross Budget for policing in Hertfordshire increased from £193.8 million to £200.0m in 2016/17. In response to this new financial situation, I was able to invest more in key areas of high demand to increase capacity and capability to tackle cybercrime, domestic abuse and child sexual

exploitation, and to help provide an effective end to end service for victims, and deal with perpetrators.

Over the coming years I will ensure that the precept is only raised if I am confident that policing cannot be delivered without doing so. I firmly believe that I should only take from the public what is required for policing in order to provide the level of service needed to meet on-going demands, protect local policing and invest in new and emerging areas of crime. In the medium term, given the demands on policing there will be a need to review the precept level in order to make sure it remains at the right level to support effective policing in Hertfordshire. I will continue to consult with the public of Hertfordshire on my intentions.

I am committed to being open and transparent with the public on the decisions that I make, how much I spend and what I spend it on. You can find information on this by visiting:

www.hertscommissioner.org/my-budget-herts-pcc

How Hertfordshire Constabulary is Funded

Where the money comes from	2016/2017 £m
Central Government Funding	118.0
Council Tax Precept	63.0
Collection Fund	1.1
Net Budget	182.1
Fees and Charges	6.1
Other Government Grants	3.5
Partner Funding for PCSOs	0.7
Use of Reserves	7.6
Gross Budget	200.0

How the money is spent	2016/2017 £m
Police Officers and Staff	166.4
Supplies, Contracted Services, Premises and Vehicles	29.6
Office of the Police and Crime Commissioner	1.0
Commissioner Funded Initiatives (see Table overleaf)	3.0
Total	200.0

Analysis of Commissioner Funded Initiatives

Project	Funding Source	2016/2017 £m
Community Safety Fund	Base Budget	0.837
Victim Services Grant	Ministry of Justice	1.343 ⁸
Road Safety Fund	Commissioner's Reserves	0.700
Adults with Complex Needs	Commissioner's Reserves	0.120
Total		3.0

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 in Hertfordshire⁹. The final grant allocated to Hertfordshire varied from the initial advisory letter issued by the Ministry of Justice. The final sum of £1.367,208m was allocated for 2016/2017 which breaks down to:

- Victim Services £1.272,416
- Child Sexual Abuse £94,631

⁸The 2016/2017 budget was based on the initial advisory letter issued by the Ministry of Justice for the Victim Services Grant of £1.343m. This figure was later revised to £1.367,208m for 2016/2017.

⁹In accordance with Section 143 of the Anti-Social Behaviour, Crime and Policing Act 2014, the Police and Crime Commissioner is responsible for commissioning victims services, including referral services.

Response to the Consultation

Introduction

Consultation with the public and partner organisations of my five year Plan is more than just a legal duty; it gives me the opportunity to set out my ambition and vision for policing across the county to 2022, and to gather feedback from you on what you think would work well in Hertfordshire, and to consider the challenges and opportunities ahead of us. It is only right that a document entitled “Everybody’s Business” receives feedback from all those it concerns.

The Plan was circulated as a full draft so that it gave everyone - the police, local authorities, health services, criminal justice agencies, the private sector and the public - the opportunity to learn in detail about my proposals and to use that as a basis to share their thoughts to help determine whether this is the right vision and direction for Hertfordshire. Broadly, the consultation shows that the public endorse the Community Safety and Criminal Justice Plan as the right vision and direction for the county.

This new 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 this Plan. You will have seen from the opening remarks that the Chief Constable has confirmed his commitment to support the delivery of the Community Safety and Criminal Justice Plan (2017- 2022).

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

Methodology

Between 29th November 2016 and 16th January 2017, members of the public and partners were invited to give their thoughts and comments on the draft Community Safety and Criminal Justice Plan (2017- 2022). The Plan was launched at a dedicated event that brought together all the major partners (councils, police, fire, health, prison, probation and representatives from business) who play a key role in delivering the vision and ambitions outlined in the Plan, to discuss the key priorities for Hertfordshire and how best to work together. This was followed by an engagement day where I visited all 10 districts across the county, meeting key partners to hear their thoughts.

The draft Plan, together with a dedicated survey, was circulated via the OWL network to over 118,000 households across the county, Community and Voluntary groups (including U3A), charitable organisations and support networks, (including the Shiva Foundation and National Farmers Union), and to 200 victim organisations and 150 victims of crime who agreed to be contacted. There was significant publicity of my Plan on social media, including through the dedicated Facebook (hertspcc) and Twitter (@hertspcc) which achieved over 25,000 total impressions and 479 engagements (e.g. re-tweets), and a short clip was made of the Engagement Day to raise awareness of the draft Plan and to ask the public their thoughts on how to make Hertfordshire safer. The Facebook video www.facebook.com/hertspcc/videos and associated video clips from the day reached approximately 33,000 people and was viewed over 21,500 times. The draft Plan was also available for download on the website and printed copies were available from the PCC's office.

Throughout the development of the draft Plan, the Chief Constable and Chief Officers were invited to give feedback and to help shape ideas. As part of the consultation process I also raised awareness of the consultation by publicising it on the Constabulary's intranet, inviting all police officers and staff to comment and held twilight sessions with front-line staff.

In total, 1,100 residents and stakeholders completed the survey about the Plan and of those 557 provided detailed responses. In addition, 18 detailed responses were received from the district and borough councils, the CCSU, voluntary and community organisations and criminal justice partners.

Summary of the Feedback

Agreement of existing priorities and new ideas

Almost all of the comments received on the draft Plan were supportive of my ideas, vision and ambitions for community safety and criminal justice across the county (see Table 1). Many respondents were positive with regards to the level of detail covered and felt that the Plan gave a clear sense of accountability for actions outlined.

Table 1: Responses from the survey (1,100)

	Chapter / Section in the Community Safety and Criminal Justice Plan					
	Building on Success	Putting Victims at the Centre	Public Focus - Public Contact	Public Focus - Volunteering	Offender Pays	Business Sense
Number of Responses	1,076	1,054	1,026	1,017	1,007	993
Average Score from 1-10 (1= lowest, 10= highest)	9/10	8/10	8/10	7/10	9/10	8/10

In particular, respondents were in favour of:

- Protecting Local Policing and keeping a local presence of police officers and PCSOs on the front-line
- Tackling issues of road safety across the county, including distraction and dangerous driving
- Making offenders pay for their crimes
- Joint working between the police and mental health services

A number of respondents also put forward creative and good ideas, very much embracing the idea of consultation:

- Introducing the 'mini police', as trialled in Durham and Merseyside, to introduce school age children to the police and help them understand their role
- Providing ID cards to Neighbourhood Watch Coordinators
- Sharing best practice across Neighbourhood Watch Schemes
- Providing the 101 number for free

I will be looking into these issues formally and will publish a decision on my website to show what has happened to these proposals, the outcome of any discussions and whether the ideas are taken forward.

Financial Position

Several respondents requested further clarification in the Plan and a note of explanation with regards to certain areas and initiatives outlined in the Plan. In particular, respondents requested further clarification on how new initiatives and surveys were funded. You will see on page 51 of the Plan that there is a Table which outlines the main Commissioner's funded initiatives and where the source of funding is derived from. Funding to undertake surveys and support other initiatives is taken from within the main budget allocated to my office.

Managing Performance

Five respondents queried the absence of numerical police targets and other performance statistics in the draft Plan, particularly in relation to the number of crimes committed, detection rates and use of officers' time. In August 2015 a comprehensive review was conducted by Chief Superintendent Irene Curtis, on behalf of the Home Secretary, on the 'use of targets in policing'. The review examined the target culture imposed at the local level and analysed the impact of targets on police officers' ability to do their jobs. The review found that numerical targets are too crude for complex systems and cause dysfunctional behaviour and recommended that PCCs, when developing their police and crime plans, should consider the potential negative impact of setting numerical targets, particularly for recorded crime, response time and call handling. The report also recommended that PCCs should seek to create a vision of policing success for their communities which is broader than a reduction in police recorded crime figures.

You will see throughout the plan, and particularly in the Building on Success and Public Focus chapters, that I have endeavoured to provide benchmarks for Hertfordshire against its Most Similar Forces (MSF) for all recorded crime and outlined the public's position on confidence as outlined in the Crime Survey for England and Wales and Home Office IQUANTA data. It is particularly pleasing that in the most recent survey, Hertfordshire is rated second within its MSF and that the public of Hertfordshire have greater confidence in their constabulary than anywhere else in the country, standing first at 84.8 per cent.

General observations and priorities

A number of respondents suggested the inclusion of information that was already covered within the Plan. You will see in the final version that I have included an Index which lists the names, subjects and themes covered in the plan,

with an accompanying page number, so that it is easier and quicker for readers to navigate and find relevant material.

Most respondents were in favour of the priorities outlined in the draft Plan but sought clarification regarding how the public could hold me to account for what had been achieved. You will know that as well as being accountable to the people of Hertfordshire through the electoral process, my decisions and actions are scrutinised by the Police and Crime Panel, which consists of 14 members; one elected member from each local authority and three further members - one to ensure political balance and two independent members to bring skills and expertise to assist the panel in its work. All my decisions are also documented and available on my website on the following page: www.hertscommissioner.org/my-work-herts-pcc In addition, my Annual Report, which is scrutinised by the Police and Crime Panel, reports on my progress against the actions outlined in my Plan.

Police Estates

A high number of respondents expressed their concern about closed police stations across the county and asked for clarification with regards to my long-term vision and policy. As outlined in the sections on Public Focus and Business Sense, I am committed to ensuring that each of Hertfordshire's ten districts and boroughs will continue to have at least one major police station where their core local police team are based – and this will be supplemented by smaller local stations where required. A list of operational police stations can be found on the following webpage: www.herts.police.uk/hertfordshire_constabulary/police_stations.aspx There are also a number of public buildings such as Parish Council offices and libraries where the public regularly can speak to a police officer. I will continue to ensure that we make efficient use of our buildings that will save money and provide a better and more coherent service through the co-location of premises between the police and district/borough councils. Across Hertfordshire I have already supported the development of public sector hubs in St Albans, Hertsmere and Three Rivers, with police and local councils sharing premises, and have made it a policy to seek out opportunities elsewhere across the county to achieve this.

Many respondents sought assurance that any developments in digital public contact would assist communication between the police and public, rather than replace face to face interaction or telephone contact. I recognise that many people still want to contact the police by traditional means and, therefore, must ensure that the opportunity to do so continues to be made fully available. One of the actions outlined in the chapter on Public Focus specifically

asks the Chief Constable to review the impact of the front enquiry office closure programme implemented under the auspices of the former police authority and to propose new measures to improve the situation and, where necessary, increase access to our existing stations. I firmly believe that the public should be able to attend a police station and speak to a police officer as long as they have phoned ahead to make an appointment. I commend working to the principle that “when we’re in, we’re open”.

Fly-tipping

Several respondents raised queries, sought clarification and, in some instances, asked for additional information to be included in the Plan. In relation to fly-tipping, respondents asked what was being done to dissuade and prevent builders who may be responsible for dumping building materials illegally. Many respondents suggested installing hidden cameras in hotspot areas. You will see in my Plan, on page xx, that I have set up a dedicated Partnership Fund to help the police and relevant agencies work together to tackle the blight that is caused by these crimes. In November 2016, £80,000 was made available to the 10 district councils to undertake problem-solving in their local areas to address such issues through a coordinated programme of action.

Road Safety

Many respondents were supportive of the work by my office with county partners to improve road safety across Hertfordshire. In particular, many were in favour of the use of speed cameras to help change motorists’ behaviour, and welcomed the presence of the average speed-cameras on the A10 near Broxbourne in helping to slow down the traffic and reduce noise. A high number of respondents asked for assurances that forthcoming initiatives would not only continue to be tough on speeding, but also seek to prevent and pursue dangerous or careless driving (e.g. use of mobile phones). As a result of your feedback, you will see in the final draft of the Plan that I have reaffirmed my commitment to work with county partners to be tough on those who flout the law.

Volunteering

Several respondents asked for further clarification with regards to my proposals to increase volunteering opportunities and expressed concerns that this represented ‘policing on the cheap’. Let me be clear, Special

Constables (and any potential volunteer PCSO positions in the future) provide additional capacity as part of the wider policing family, supporting the paid and warranted police officers and PCSOs across Hertfordshire, they do not replace them. Over the last four years I have ensured that we continue to recruit officers and PCSOs to help bring them up to establishment levels to continue to maintain local policing. As of 31st October 2016, there were 1,862.52 full-time equivalent (FTE) officers against an establishment of 1,865.15 FTEs (excluding career breaks and secondments) and 217.85 FTE PCSOs against an establishment of 229.25 FTEs¹⁰. I firmly believe that we all have a role to play in creating and maintaining a safe community and that I, as Police and Crime Commissioner, have a responsibility to empower people and provide them with the opportunity to do their bit, both by working with the police and by developing a wider volunteering agenda.

Additional Concerns

Some issues raised by respondents fell slightly outside of the themes and general strategic direction of the Community Safety and Criminal Justice Plan, and the remit of a PCC. These included:

- Street lights turned off at midnight
- Littering and the need for improved street cleaning
- Cycling on pavements
- Reporting of problems to Highways, e.g. potholes and cutting back of hedgerows and verges
- Enforcement of parking offences, e.g. across driveways and on double yellow lines

Where possible, I will endeavour to raise these issues with the relevant authorities so that they are aware of them and your concerns are listened to. As a result of the consultation process, a number of amendments were made to the final Plan. I would like to express my sincere thanks to all those who took the time and trouble to provide feedback to help shape the new Community Safety and Criminal Justice Plan (2017- 2022).

¹⁰These figures are for Hertfordshire only and exclude those officers posted to Bedfordshire and Cambridgeshire within collaborated units. Broadly thirty per cent of our turnover is collaborated.

Key Contacts and Useful Information

Our Partners:

Hertfordshire County Council

www.hertfordshire.gov.uk

Hertfordshire Fire and Rescue Service

www.hertsfire.gov.uk

Health and Wellbeing Board

www.hertfordshire.gov.uk/your-council/hcc/partnerwork/hwb

National Probation Service

www.nationalprobationservice.co.uk

Bedfordshire, Northamptonshire, Cambridgeshire & Hertfordshire Community Rehabilitation Company

<http://benchcrc.org.uk/>

Herts Valley Clinical Commissioning Group

<http://hertsvalleysccg.nhs.uk/>

East and North Herts Clinical Commissioning Group

<http://www.enhertsccg.nhs.uk/>

University of Hertfordshire

<http://www.herts.ac.uk/>

Hertfordshire Neighbourhood Watch

www.hertswatch.com

Community Safety Partnerships:

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

Broxbourne Borough Council

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

Dacorum Borough Council

www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/council-committees-explained/dacorum-community-safety-partnership

East Herts Council

www.eastherts.gov.uk/index.jsp?articleid=10435

Hertsmere Borough Council

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

North Herts District Council

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

St Albans City and District Council

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

Stevenage Borough Council

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

Three Rivers District Council

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

Watford Borough Council

www.watford.gov.uk/info/20009/housing_and_community/203/community_safety

Welwyn and Hatfield Borough Council

www.welhat.gov.uk/index.aspx?articleid=314

Contact

Office of the Police and Crime Commissioner for Hertfordshire

Harpenden Police Station
15 Vaughan Road
Harpenden
Hertfordshire
AL5 4GZ

Tel: 01707 806100

Fax: 01707 806 169

Email: commissioner@herts.pnn.police.uk

www.hertscommissioner.org/

 @HertsPCC  facebook.com/hertspcc

Hertfordshire Constabulary

Tel: 101 (non-emergency issues)

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

www.herts.police.uk/

Hertfordshire Constabulary Headquarters

Stanborough Road
Welwyn Garden City
Hertfordshire
AL8 6XF

Beacon

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

You can call the helpline on **0300 011 5555** or visit the website for information and advice at:

www.hertfordshirebeacon.org

CrimeStoppers

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

www.crimestoppers-uk.org

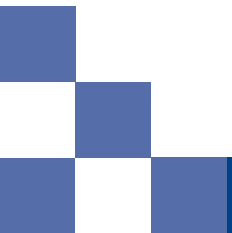
Sunflower

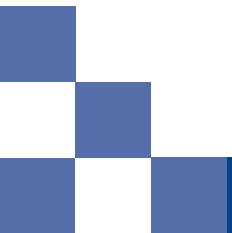
Sunflower is a domestic abuse service, which provides advice to victims, people who know a victim, and professionals. You can call the confidential helpline on **08088 088088** anytime between 9am to 9pm Monday to Friday and 9am to 4pm weekends. Or you can visit: www.hertssunflower.org

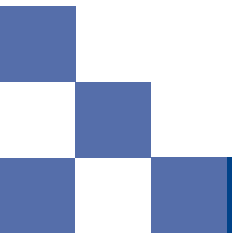
Victim Support

www.victimsupport.org.uk

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

February 2017