

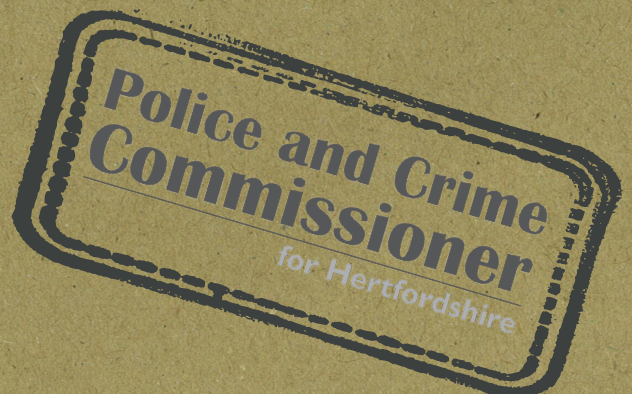
Get Involved

My plan relies on people getting involved. I want to hear what you think about this draft plan and I want your ideas for going further still. Feedback can be submitted via my website www.hertscommissioner.org by email to the.plan@herts.pnn.police.uk or by post to Police and Crime Commissioner, Leahoe House, Pegs Lane, Hertford, SG13 8DE, by Friday 8th March.

Everybody's Business

The Police and Crime Plan for Hertfordshire

Working Draft



Executive Summary

Hertfordshire is one of the safest counties in the country. We have strong communities and they are well policed by an excellent force. Schools and colleges are high quality, unemployment is low and survey after survey shows that residents enjoy a good quality of life.

My task as this county's first Police and Crime Commissioner is not to turn around a blighted place which is struggling, but to help Hertfordshire to build on already strong foundations.

Crime is down. Since 2008, there have been significant reductions in most crime types. Burglary has fallen by around 40%, as has personal robbery and the numbers of people stealing from and damaging vehicles. Over the past two years crime has fallen by 25%. During this period, the council tax that you pay for policing in Hertfordshire has not risen by one penny, and I have just frozen it again for the third year in a row. However, I am not complacent. The conversations that I have had with victims of crime during my campaign and after my election in November have reminded me that every crime has an enormous personal impact. A low crime rate is of little comfort if you are made a victim.

This is a plan that balances continuity with change; a plan that recognises the best that Hertfordshire has to offer currently, but which raises the bar for the future.

This plan is fundamentally different to those produced by the outgoing Police Authority in previous years. The focus on maintaining strong police performance is maintained – I will be *building on success* - but I am bringing to the plan a strong new policy drive in three key areas: *offender pays; public focus; business sense*. These areas of emphasis are fuelled by the ideas that the public has provided during my election campaign and in my first 100 days in office.

Critically, this is not simply a plan for the police. Keeping Hertfordshire safe is everybody's business. This includes local government, who can help tackle the causes of crime by designing safer places, or by providing the housing and education services that will keep people away from offending. It includes health – both public health work with local government and asking more of acute services like accident and emergency. It includes the courts, prosecution and justice services who work to bring offenders to justice and then to rehabilitate them. In fact, it includes all of us. Our strong community ties and our individual actions hold the key to keeping us safe - from remembering to lock doors, to looking out for each other or playing a direct role in reporting crime and giving evidence.

In every aspect of this plan I set out what I want to see from the police, from partner organisations and, critically, from the public.

The first thing I want to do is to challenge the way that things are done now, where we all pay for the consequences of the few that engage in criminal behaviour. I believe that we should seek, wherever we can, to ensure that the **Offender Pays** (covered on page 8). This principle is important to me, and has resonated with residents. I want to see offenders paying their way through a concerted attack on criminal assets, an expansion of paid rehabilitation schemes of the kind that are currently used for speeding, and through reparation and payback to victims and communities. I also want to see offenders directly paying for the services they use and the costs that they incur, particularly where costs could have been avoided by complying with the directions of the courts or the police.

The second is ensuring that we put needs of the public at the centre of our thoughts, plans and services and that we maximise the role that active citizens can play. My **Public Focus** plans are outlined on page 5. I want to see the police, partner bodies and the public doing more to ensure that people are kept in the loop and that they are enabled to take an active part in keeping this county safe. Hertfordshire police performs strongly compared to other forces when it comes to public satisfaction. Could we take our service to the next level by looking to the bastions of great customer care in retail and elsewhere?

This leads me to the other big cultural shift that I want to see – more **Business Sense** in how we tackle the ‘business’ of keeping Hertfordshire safe. My proposals, outlined from page 11, are about learning from industry, making smarter use of the private sector, better coordination between partners and valuing the assets we hold. It is also about increasing the role that businesses can play directly, as socially responsible bodies. Under this theme, I will discuss my commitment to tackling the crimes that impact on business and the prosperity of this county.

All of this must be done against a backdrop of austerity. The public sector must reduce its costs and policing must play its part. I will be looking for efficiency and savings in policing. Partner agencies, similarly, will have less money to spend. I have made a conscious decision not to add to the financial demands being placed on Hertfordshire’s hard working families at this time. I am confident that excellent services can be delivered without the need to put up the policing part of your council tax. It is part of the ‘business sense’ that I bring to this role.

It is my role to provide strategic leadership across policing and the wider services that work to cut crime in this county - not to duplicate the work of the Chief Constable. In Andy Bliss we already have a great operational leader. Hertfordshire Constabulary is a high performing police force led by a strong senior team who are the experts on operational policing. I trust the Chief Constable and his staff to put together the right operational response to the strategic plans I outline in this document.

That is why I am not setting direct policing targets in this plan. I have asked the Chief Constable to develop the performance measures and the operational plan that will deliver my strategic objectives for policing in Hertfordshire and against which I will oversee performance.

I have asked the Chief Constable to ensure that Hertfordshire remains a low crime county. I want to ensure that our town, community and village centres are places where we can all feel safe both day and night. A focus on anti-social behaviour (especially when this happens repeatedly) should be a high priority. Our roads should be well policed to ensure that drivers act responsibly and drive safely. The reduction of burglary to an all-time low should be maintained. Finally, when the public need to contact the police they should be able to get through quickly, speak to someone who can help them, when necessary have urgent attendance by officers, and feel supported and satisfied with the service they receive.

There will be more radical changes ahead in 2014 and beyond. My already substantial role will be expanding when I take over responsibility for the funding for Victim Support Services. I will be working in close partnership with local government leaders to cut through waste and focus our efforts on keeping communities safe. I will be amplifying the voice of victims in the criminal justice system too - challenging the courts and others to work with me on this radical new reform agenda.

There is much to do, but for now the path ahead is clear. Build on success; Focus on the public; Make sure offenders pay their way; Bring some business sense to bear. We all have our part to play.

Building on Success

Managing Constabulary Performance

Hertfordshire Constabulary is a high performing police force. It has a strong senior team led by an excellent Chief Constable, Andy Bliss who is the expert on operational policing. Knowing this, I have asked him to develop the operational performance measures that will deliver my strategic objectives for policing in Hertfordshire as set out in the foreword.

I will continue to scrutinise performance, highlighting areas of concern and success as the year progresses but I am clear that ensuring a safe, low crime county cannot be boiled down to a series of targets. It requires an intelligent, dynamic operational approach 24 hours a day, 7 days a week and 52 weeks a year.

Delivering Effective Local Policing

Hertfordshire has low levels of crime and is one of the safest counties in the country. In the last couple of years burglary levels have dropped to an all-time low and are the envy of similar forces. The Chief Constable will ensure that the relentless focus on crime continues and as a result want crime to reduce by at least a further 2% in the coming year.

The Constabulary will continue to reduce anti-social behaviour - working with partner agencies to build on new systems introduced this year that allow for better identification and action. I am clear that repeated anti-social behaviour can blight people's lives. That is why I have asked for a particular focus on repeat and vulnerable victims. Partnership working is particularly crucial in work to prevent crime happening in the first place. I want to see the constabulary continuing its prevention work with partners - including supporting young people to stay safe and to keep out of trouble.

Despite reducing budgets I will ensure that frontline safer neighbourhood teams will continue to be maintained to at least their current strength. The Chief Constable has agreed that officers should seek to improve their visibility and contact with the public through a stronger emphasis on foot and bike patrols. I want to see officers present where people gather: at schools in the morning and afternoon and at supermarkets.

As a Hertfordshire resident, you are unlikely to become a victim of crime. But if you need to contact the police I want you to be able to get through quickly, speak to someone who can help and have someone come and see you, quickly. I am delighted that the Constabulary have committed to attending the scene in over 70% of crimes to help the investigation and reassure the victims.

Bringing Offenders to Justice

Criminals in Hertfordshire will be relentlessly pursued. We already have a high detection rate; I expect that to continue but not simply as a means of hitting a target. I have agreed with the Chief Constable that officers should be able to use their discretion rather than be concerned with delivering paper targets. Clearly, the most serious criminals need to be caught, locked up and successfully prosecuted at court. This will continue to be the case.

The Constabulary will continue to work with partner agencies to target those who cause harm to their communities, and ensure they are dealt with in a way that satisfies the victim and best fits the crime. I look

forward to playing a full role in Hertfordshire's Criminal Justice Board and in leadership of our criminal justice service more broadly. I say more about this under the Offender Pays strand of my plans.

It is a sad fact that a large amount of crime is committed by a small number of criminals and that many reoffend on release from prison. I will work with central government and local leaders on reforms to the rehabilitation system. I will never apologise to offenders who complain that the police are always 'on their case' and will expect the police to keep a sharp focus on prolific offenders through the strong Integrated Offender Management programmes that we have in this county. I will provide additional resources to expand tagging schemes, sending a clear signal that those who are willing to moderate their behaviour will be helped to reform.

Tackling the Misuse of Drugs and Alcohol

Our towns and villages should be places where we would be happy to go ourselves and take our families in the evenings and weekends. You will see high visibility patrols in areas most at risk from alcohol related crime and where necessary the police will take action to ensure persistent offenders are kept away from the pub. My *Business Sense* proposals [DN on page X] explain how I will expect responsible businesses to play their part too.

Those who supply drugs are a scourge on our society. Dealers are often linked to other types of crime including people trafficking or high value motor theft. The public has a role in informing the police about anyone who supplies illegal drugs. In turn, the police will catch more dealers.

Protecting the Public - Especially the Vulnerable

There is nothing more despicable than those criminals that target and abuse the most vulnerable in our society - be they young, old or disabled. The combination of effective partnership work across the county and firm police action, placed squarely on the side of the victim, will ensure that this type of crime is further reduced in the county. Hertfordshire Constabulary has had fantastic success in reducing distraction burglaries where criminals target the old and vulnerable as well as in ensuring that victims of domestic violence are heard and supported. The Chief Constable and I both want to see steps taken with partner agencies to further protect vulnerable groups.

Crime Beyond our Borders

In my oath of office, I undertook to ensure that Hertfordshire Constabulary plays its part in tackling criminality that crosses police force boundaries. Criminality does not respect borders and Hertfordshire needs to play its part in ensuring that the whole of country is kept safe from organised criminals and terrorists. The Constabulary and other local forces will continue to work together to target organised crime. In particular, as I outline in my *offender pays* proposals, I have asked the Chief Constable to extend further our efforts to use the Proceeds of Crime Act to make the lives of criminals difficult. I am reminded by the Chief Constable that criminals always look to find new ways to break the law. To this end I have made some limited investments into areas such as 'cyber' crime to ensure that the Constabulary can respond when residents face this virtual - but very real - threat.

The measures that I have agreed with the Chief Constable are set out at the back of this document.

Public Focus

Customer Care

In Hertfordshire we have one of the highest performing police forces on any existing measure of public satisfaction. You might be forgiven for wondering why I am not satisfied. Though our Constabulary is among the best when compared to other forces, I want to aim higher. How does our force compare with businesses that are leaders in customer care? And how can we learn from them. I want to see how close we can get to the standard of customer care provided by the likes of John Lewis.

I have heard inspiring stories of exceptional care and service provided to victims of the most serious crimes. Also, where burglaries take place I am confident in the Chief Constable's assurance that Hertfordshire provides gold standard support. I want to see these approaches applied to all crimes; a matter that may feel more routine to an officer exposed to criminality daily may have a deeply traumatic effect on a victim of crime, especially where they are a repeat victim. However, I recognise that not all victims will want a high level of contact – some will want just to get on with their lives, or to use technology such as email or text messaging to keep in touch rather than personal contact. That is why I am initiating a new approach to customer care. I want to put victims of crime in the driving seat and enable them to decide how much support they need, and how they want the Constabulary to keep in touch.

This will include a new approach to case tracking and the assurance that victims of crime will each have a named contact person – someone who can keep the concerns of those most affected by crime at front and centre.

I know from conversations with victims of crime that it is often not the loss of the most expensive items that is felt most keenly. The theft of precious possessions, sometimes of low actual value, can be one of the greatest violations. We could do more to ensure that precious property is restored to its owners, and there is a role for victims and the wider public to play in making this happen. You can read my ideas about a more business-like approach to confiscated property as well as stolen property page 11.

In order to reunite precious property with its rightful owners I will be establishing a new website, hertsreunited.co.uk where victims of crime, or volunteers working on their behalf, can search through an image bank of recovered property.

The experience of victims of crime is not just shaped by contact with the police. Though police officers and staff are the most visible element of the criminal justice world, the cultural shift that I am asking of the Constabulary needs to be shared across the system. Improving customer service is about building on Hertfordshire Constabulary's excellent record of attending scenes of crime and ensuring that once they have left, or other partners have taken up the baton, victims don't feel forgotten, even though efforts continue to catch offenders, or bring them to justice. When offenders are sentenced, or admit to previous offending victims of crime should be the first to hear about it. The Criminal Justice system is there to keep the public safe and to take action on behalf of victims of crime and our wider communities. Yet it doesn't always feel that way. Victims of crime are too often forgotten as the bureaucratic wheels of the criminal justice system turn and I will be bringing partners together to make sure we do better for victims of crime.

That is why I will be working with service leaders in the prosecution, courts, youth justice and probation services and community leaders such as magistrates to ensure that we are delivering the best standards of care before, during and after court.

This means improving feedback to victims of crime and the wider community on sentencing decisions, as well as improving the public's understanding of what different sentences really mean in practice. Where a matter has not been pursued to court we need to get a lot better at explaining the decisions that have been taken to victims. The in-court experience is also in need of reform. Is it right that victims of crime and offenders both have to wait for hours together for trials that may not proceed due to offenders having a late change of heart, or double booking in the system? If I can get a timed appointment for my doctor, why can't I get the same in court? Great strides have been made in speeding up justice in this county and in using technology.

I want to build on this by extending our work on virtual courts and on using victim impact statements in more cases; both initiatives will help to put victims of crime at the heart of criminal justice in Herts.

Improving victim experience is not just about the criminal justice system; I will be looking to the network of community safety partnerships in Hertfordshire to see what more we can do for victims of crime. This means better prioritisation of access to services like housing for victims of crime, as well as partnership work to tackle the risk factors that drive criminality in order to keep this county safe. In 2014 I will be taking on the direct commissioning of victim support services. This is currently managed, far from the action, in Whitehall. This shift will be important in helping to put victims of crime at the centre of all that we do. I am not prepared to wait until 2014 to get to grips with this vital area of the Commissioner's role.

From 2013, a year ahead of schedule, I have agreed with the current service provider, Victim Support that I will begin shadow-commissioning support services for victims in Hertfordshire. This will mean that by 2014 I will have a firm grip on the best that is currently provided and the potential to change and improve.

Active Citizens

Focussing on the public is not just about asking what more services can do for the people they serve. It is also about drawing on the skills, energy and commitment of the public to make things better. Robert Peel, the founding father of modern policing said in the 1830s "the police are the public and the public are the police". He called the police "the only members of the public who are paid to give full-time attention to duties which are incumbent upon every citizen". These ideas hold true. Not only are the paid officers and staff of Hertfordshire Constabulary drawn from our diverse communities, but their work is also aided and augmented by the involvement of volunteers across policing and the wider criminal justice service. Beyond this there is much that each of us can do to keep our property and ourselves safe and enable our communities to thrive.

We will all recall with pride the sense of community involvement that volunteers brought to the Olympic Games – I want to harness some of that spirit in the drive to keep our county safe. The people of Hertfordshire do a lot already, with active citizens taking on voluntary work in everything from the Special Constabulary to the magistracy, from custody visiting schemes to Neighbourhood Watch and work with young offenders. I want to build on this excellent record of civic participation.

That is why I am making a commitment to welcome into the policing family as many applicants to the Special Constabulary as meet the qualifying requirement. For those who want to play their part but not to

wear the uniform there will be many other ways to get involved which will be laid out in a major volunteering strategy this summer.

My strategy will include volunteering options for all ages and abilities and will be driven by the skills volunteers bring to the force as well as much as by the roles that the Constabulary has to offer. The strategy will focus on more than just the police, however. As Police and Crime Commissioner, I am uniquely positioned to provide a shop window for volunteering opportunities across the criminal justice system.

There are many good ideas about how our communities can be made safer. I will be seeking to explore those ideas and assess their validity for Hertfordshire. Specifically, the Citizen Police Academies that have gained popularity in the United States as well as in Devon and Cornwall can provide a way for the public to interact with the Police in a positive setting to learn about what they do and become crime prevention partners.

My team will be working with leading researchers, Policy Exchange, to establish the viability of the Citizen Academy approach in Hertfordshire - providing training that equips communities with the resilience and skills to keep themselves safe.

Driving Police Action

I want to put Hertfordshire's citizens into the driving seat. This is most evident in my approach to dangerous and antisocial behaviour on our roads. Within days of my election I established Operation CallBack, to tackle the dangers of driving whilst using a mobile phone. During the election campaign many of you told me of your frustrations with those drivers who drive in an anti-social manner or just simply without due care and attention. I promised at the time that more would follow.

I am pleased to announce the initiation of DriveSafe – a substantial new operation to put the power to keep our roads safe in the hands of the public.

Building on the success of the few local speed-watch initiatives we have in place, I will be making available the tools and training to help communities tackle dangerous driving where they live. Where communities come together to take action I will ensure that suitable training and equipment is provided and that they are backed up by direct police enforcement work.

I want to help individuals, communities and businesses to get together and generate ideas to make Hertfordshire safer. Ideas could range from small-scale purchases that will improve communities to capacity building work, or big ideas needing match funding.

I will establish the Commissioner's Fund from 2013/14 that will invite bids from innovative local schemes, including partnership projects between community groups and local businesses.

I will also be looking for other ways for citizens to have a say – not just in highlighting the challenges that we all face but also in working to find solutions. I want Hertfordshire to be a county where people routinely engage with the police. Where people give information, I want them to know that something will be done about it. Rather than just expecting the public to come to the police, officers in Stevenage are meeting people in their own front rooms to talk about the crime and safety issues that affect them. As well as strengthening community ties, the 'Street Meet' approach is generating solid intelligence and real results. I want to see ideas like this taking root across the county.

Together the police, public and partners organisations can achieve more.

Offender Pays

In the development of this plan it has been my ideas about making offenders pay for the costs that they create that have really got people talking, both locally and nationally.

I want to see a fundamental shift in policing and in criminal justice more generally to a position that the public expect – it should be those responsible for crime who bear its costs not the law abiding people of Hertfordshire. This will be about money changing hands at times, but it is not about turning a profit. I want a system where offenders pay back to the communities that they have harmed in a number of ways. Some of my ideas can be implemented now; others will require concerted partnership work; others are long-term reforms requiring new legislation or regulation to bring about. My *Offender Pays* programme will cover them all.

Direct Payback

I want to keep your taxes low and I want to spend the funds we have on the police keeping you safe – not cleaning up after offenders. The police have a duty to keep the streets safe, but where expenses are incurred by criminals (for instance the costs of the destruction of seized drugs or weapons or boarding up burgled properties) we will seek to present offenders with the bill. Equally, where offenders require that extra, costly action is taken by the police we will see if we can levy a charge. This could include charging for breath and blood tests on drunk drivers ‘playing for time’ by failing to give a sample at the scene.

I want to see offenders directly paying the costs that they create, particularly where costs could have been avoided by complying with the directions of the courts or the police. I will be finding ways of recovering the costs of the wasted police time and case preparation caused by these offenders, working with central Government as well as national and local service leaders.

It would not be appropriate to recover costs until guilt is admitted or proven. Where offenders have made choices that have increased the burden on the public purse (such as failing to attend court or admit guilt at the first available opportunity) I think it is right that they should also be punished in the pocket. I have already begun work with partners to develop these ideas. Where people genuinely can't pay in cash or with their assets, we will build on the experience of community payback to provide the means for offenders to pay in kind – where appropriate using their existing skills to provide meaningful payback. You will be able to decide the work that they do – for the benefit of your communities.

I will continue to pursue the concept of seeking to make offenders meet some or all of the costs that they create when they are detained in police cells. In the long term this may involve legal and legislative change, and I will discuss this with Government. In the short term my office is actively pursuing different approaches that may allow the principles to be enacted.

This includes getting involved in pilot work with the Home Office to expand the range of cases that can be directly prosecuted by the Police. Where the Police are the prosecuting authority they will be able to recoup the true costs of crime; where appropriate this could include costs for a stay in the cells.

Much is being done to recover the costs incurred by offenders already, from seizing and selling vehicles and possessions to the collection of court fines and fixed penalty notices. Partner organisations already play their part, including Trading Standards' use of the Proceeds of Crime Act to recover assets from lifestyle criminals and Probation's recent move to charging offenders for their transport. There is more that can be done.

For instance, where an officer is injured in the line of duty I will be pursuing the offender for all costs associated with their absence from work through the courts - not just compensation for injury.

I was shocked to hear in January that the volume of unrecovered fines amounts to two billion pounds nationally. I am unashamed to say that I will be adding to the financial burden on offenders and I don't buy the 'can't pay,

won't pay' line. That's why I will be working with the courts and prosecution service to increase the recovery of fixed penalty notices and other financial penalties.

In short, I will be exploring all legal routes (including civil) to ensure that offenders pay. Where they can't pay in cash, I will be expecting them to pay in kind. I will also be seeking a private sector partner to help with recovery of money owed, paid on a payment by results basis.

Proceeds of Crime

I also want to see a concerted attack on criminal assets, ploughing these back into services for decent people. Hertfordshire Constabulary recovered £421 thousand last year. We currently (and correctly) focus on high value cases. The only limit on how many can be taken forward is the resource that we put towards this vital activity. However, this is not just about recovering money; it is about making life difficult for criminals. Large-scale convicted criminals inflict harm on our communities and I want to use our resources to fight back and to let them know that in Hertfordshire they can expect to be harried and chased down using every avenue of the law.

Hertfordshire are a leading force when it comes to tracking and seizing the proceeds of crime; I want them to be the best. That is why I have asked the Chief to redouble our efforts in the attack on criminal assets.

As well as boosting local practice, I will campaign for changes to the legislation so that criminals have less chance to hide their assets by delaying proceedings. I will also lobby for enactment of existing legislation that would strengthen asset forfeiture and sale mechanisms, as well as speeding up the system by enabling magistrates to handle more cases, more quickly. Police lead the effort to recover assets but only receive 18.5% of the reward and I will be asking questions of Government about the distribution of seized funds.

Our partners are vital again here. Trading Standards and other local authority services have a key role to play in tackling organised crime and in finding and seizing criminal assets. Where cars are seized I will be instructing the force to maximise their use for policing purposes, especially where this provides a better return than realising their cash value. This is also about developing business-sense in the fight against crime, and is covered on page 11.

I am serious about my offender pays agenda. Beyond these initial plans I want people to help me shape the future of the policy with suggestions for further ways that offenders could meet the costs they create.

Payback and Rehabilitation

In offender management, this is about paying back to communities in familiar and new ways. There is real value in the community payback work that Probation undertake. In some areas there is strong work between communities, businesses and councils in determining the kinds of unpaid work that offenders do. Real social good can come of this work and more could be done to make sure offenders directly benefit communities.

I want to establish a mechanism that enables many more members of the public and local businesses to have their say on the payback work that offenders do across the county.

Speed awareness courses are proven to have a real impact on future behaviour and the cost of these rehabilitative courses is met by the offenders themselves. I think the principle of 'offender pays' could be taken further still for other types of crime. Paid rehabilitation applies the funding that might otherwise be handed over in fines to actually changing offending behaviour.

Probation staff are working in my team to establish a range of offender-pays courses that tackle factors driving low level crime and anti-social behaviour. Courses will focus on awareness raising, as well as training to tackle impulsive and violent behaviour.

Course completion will be a requirement attached to Conditional Cautions, given by the police. I will also make offender-pays rehabilitation available on a voluntary basis, as part of restorative justice and I will explore the potential for its use elsewhere in sentencing and the criminal justice system.

I will be working with communities and with victims of crime to understand the kinds of rehabilitation and payback that they would wish to see.

I welcome this Government's proposed new legislation to tackle anti-social behaviour. Victim-led, neighbourhood justice approaches such as these are the right response to tackle low-level crime and make people change their ways.

The message is clear - we all have choices but we need to accept the consequences too. If you commit crime in Hertfordshire you can be sure that we will be coming after you through the courts and through your wallets.

Business Sense

As well as the public playing a role by reporting crime and getting involved, I also want to see businesses playing their part. In return I want to demonstrate that the Chief Constable and I are resolutely on the side of business. I also want to see how much we can learn from industry in the way that we tackle policing and crime.

Efficiency

Looking internally first, good business sense means ensuring that the 'business' of policing is as efficient as possible. I want to ensure that frontline police resources are maximised, even as we make necessary savings by finding efficiencies elsewhere in the Constabulary.

I have kept my promise to maintain frontline neighbourhood teams; I have even been able to allow for some growth in these teams and in new areas such as the fight against cyber-crime.

Outsourcing will have a role to play in ensuring that the policing back office is as lean as possible. I have looked at the evidence for pursuing an outsourcing contract with G4S and concluded that the structure of the contract to deliver these services did not suit Hertfordshire. However, this process has reinforced my view that private companies need to be a strong part of our service delivery for the future. I believe that outsourced providers can deliver more streamlined and efficient services in a number of areas. There are some things that only warranted officers can and should do but I will ensure that all other policing services will be considered for outsourcing over the next two years.

We could apply some more business sense in most areas of policing and community safety. With less money across the public sector better co-ordination is a must. This doesn't mean more of the rob-Peter-to-pay-Paul tactics that happen in some places. We need to stop the pointless cross-charging that goes on between public sector partners. For instance, it makes no sense that the courts should charge the police where they take action against offenders, as currently happens with sex offender orders and in chasing proceeds of crime. Each agency should be doing what it is best placed or statutorily obliged to do, and we should be jointly funding work which delivers against a common interest.

Maximising our Assets

I want to encourage the police to recognise and maximise our assets in a number of ways. We have a strong brand, a large estate and a wide array of hardware that could be made to work harder for Hertfordshire. We can do more to get use and value out of seized property, particularly vehicles, which can be put to use for policing purposes. We could do more to work with charities on disposing of the mountains of recovered items the police accumulate. This could include creative approaches such as making good use of the fleet of stolen and recovered bicycles that the police end up with. We also need to have a long, hard look at ways to make the best use of the large and valuable police estate.

That is why I am establishing a business development unit - drawing on the skills and experience of business leaders, the police and the voluntary sector.

Hertfordshire Constabulary is a strong brand. All measures show that this is a safe county and this is due to a large degree to excellent policing. We have recently marked the county's burglary rate hitting its lowest level since records began. In a crowded home security marketplace, Hertfordshire Constabulary's seal of approval

on window locks, for example, would help products to stand out. Similarly we have a highly visible workforce and fleet.

Treated with caution and care, our assets may provide branding opportunities for appropriate businesses.

The strong commercial brands based in, or operating within Hertfordshire may see business sense in collaborating with me on a range of direct sponsorship and corporate responsibility ventures. This could include sponsorship of elements of my DriveSafe initiative (outlined at page 7), or sponsoring traffic calming measures outside our schools. Technological innovations such as new approaches to tackling speeding, or memo-cams – small cameras that help to protect the elderly from distraction burglary – may provide fertile territory for joint funding as well as sponsorship. I would also encourage companies to sponsor local publications that provide crime protection advice to ensure that these important messages get a wider distribution than can currently be afforded.

Finding new and innovative ways of securing funding will ensure that the people of Hertfordshire can continue to enjoy exceptional policing as well as low taxes. I will establish a commercial unit to assess properly and implement a range of proposals to partner better with business.

Responsible Business

Hertfordshire is home to many businesses large and small – their success and wellbeing is pivotal to the prosperity and development of this county. Both the Chief Constable and I understand the effect that crime can have on business both in the towns and in rural areas and are committed to tackling it head on. I dismiss the idea that crimes against business are ‘victimless’ – they affect us all.

That is why I will continue to be vocal advocate of tough sentences for metal theft and will work hard to ensure that sentencers and criminals alike understand the massive impact of crime against enterprise and infrastructure.

I have tasked the Chief Constable to continue his excellent work on rural policing, where officers are covering the terrain on quad bikes and horseback as much as by car, in order to stay a step ahead of rural crime. I am rightly proud of Hertfordshire’s rural specials who give up their own time to help keep rural communities safe.

I want to see a big expansion of our special constabulary, including at least one officer in every rural beat.

Responsible businesses are already working hard to protect themselves from crime. Working together, Hertfordshire’s retailers have cracked down on acquisitive crime. I have seen the impact of the St Albans Business Against Crime initiative (where police, community, local government and business work as one) and I want to see this excellent practice spread wider across the county.

A major strategy on tackling crimes against business will be released in the autumn.

Where the nature of business increases risk and requires additional policing, I will be working with responsible business leaders to establish a fair deal for Hertfordshire’s taxpayers. This could include working with the pub trade to tackle alcohol related offences together, funded by sponsorship, by voluntary agreements, or by a ‘late night levy’ paid by late-opening premises in specific areas. Equally performance and sporting events can require substantial police input and I will revisit the current national charging

regime to make sure that it is right for Hertfordshire. This is not about turning a profit but rather recognising our costs, expertise and assets.

In addition, Hertfordshire's business community will have its part to play in making my Public Focus agenda a reality as well. I will provide avenues for businesses to exercise their corporate and social responsibility. These will range from the volunteering avenues outlined to working with local community safety partners to develop less intensive but equally vital outlets for the community spirit of employers and staff across the county.

The first of these will be a programme, developed with Hertfordshire's youth offending services, aiming to keep young people away from crime and channel their energy and entrepreneurial spirit constructively by linking young people at risk with mentors from the business world.

Responsible businesses recognise and honour the costs that they incur. If the police have to pay to lock up and make secure a commercial premise then it is right that they should send the locksmith's bill to the business. Equally, a business that maintains high quality surveillance and CCTV has a right to expect that they will be able to call on the police to act on the evidence that they collect. Yet our CCTV coverage and quality is patchy and the way that it is procured is wasteful. The public struggle to understand why CCTV is not all-seeing and are intolerant when we fail to yield evidence from it.

A firmer grip is needed on the coverage, efficacy and efficiency of CCTV in Hertfordshire. I have initiated a wide-ranging review of its coverage, quality and costs which will report later this year.

One outcome may be the establishment of a commitment scheme, whereby businesses can register their CCTV provision in return for advice from the police on how best to use it in order to stand the best chance of catching and convicting criminals. I will also look at whether local government, the police and others would be better served by a wholesale re-tendering of public sector CCTV in Hertfordshire to a single, excellent supplier, in order to release substantial efficiency savings. There may also be a connection with my volunteering agenda - I will explore with the Chief Constable the prospect of recruiting volunteers to review CCTV evidence that is not currently looked at because of pressure on salaried staff time. In this way, more viewers will mean more chance of catching criminals.

My 'business sense' approach is simple. I value business as the engine of this county; I am clear that there is much to be learnt from our commercial partners as we strive for efficiency and to realise the value of the assets we hold.

Making It Happen

I am clear that neither the Constabulary nor I will be able to deliver this plan alone. I will be looking to the police to keep crime low, catch criminals and keep people safe - this means putting in place operational policing strategy to tackle crime and anti-social behaviour, as outlined earlier in this document. But I will also be looking to the broad range of public and private sector bodies that have a role to play in the fight against crime.

Working with Partners

I will be calling on the full range of local leaders to play their part in further reducing crime, working together to meet shared goals and ensuring that all local resources are used in the most effective ways. As well as weekly meetings with the Chief Constable to discuss emerging issues, I will meet regularly with local government, community safety, criminal justice and a range of other partners.

The community safety world with its many partners, including local authorities, has no shortage of innovation; what I think I can bring is some necessary co-ordination. My plans build on district and borough council community safety priorities, and the safer neighbourhood priorities set at local level by residents, businesses, local police and elected representatives. I have begun to meet monthly with the elected members responsible for community safety in each local authority in the county. I am holding quarterly meetings with council leaders and have made arrangements for my senior team to be represented on each of the county's Community Safety Partnerships. Together we have already started a conversation about the best future partnership model for Hertfordshire.

I have begun sitting on Hertfordshire's Criminal Justice Board – a key partnership body that draws together service leaders. Given the common ground between policing and public health partners, I look forward to playing a similar full role in the work of Hertfordshire's Health and Wellbeing Board and wider work on the health agenda, where my Deputy, Dr Rachel Frosh, brings specialist skills and insight.

At a broader level, I will collaborate with other Police and Crime Commissioners to respond effectively to national policing requirements and deliver a more effective response to wider issues and threats such as terrorism and organised crime. This will not only ensure we meet the Strategic Policing Requirement but also that we safeguard the people of Hertfordshire against cross-border criminality. I will work with national partners to make the changes needed to implement the elements of my plan that require legislative change or regulation.

Working with the Public

I will be working closely with community leaders, businesses and the public – with a particular focus on victims of crime, who I will continue to meet regularly so that I can understand their needs and make sure their voice is heard. During my first term, I will visit all the main settlements in Hertfordshire so I can hear first-hand the views of all our local communities. I will also engage regularly with business groups, the voluntary sector, young people and representatives of our diverse communities.

My plan relies on people getting involved. I have made it as easy as possible for people to contact me and help shape the future of policing and crime in this county. I invited residents and partners to play their part in the development of the plan through an open letter that I sent out at the start of the year as well as keeping in touch using my website and social media.

Commissioning Services

In my first year, I have control of a ring-fenced Community Safety Fund, made up of a range of funds previously provided by central government. I have arranged for this funding to be passed to our local authorities, as before, to ensure that good work is not damaged during this transitional year. I will be working closely with local government partners to plan for a transition to a more business-like approach to meeting our statutory responsibilities, which will involve developing a new way of funding community safety activities from 2014/15.

I am committed to being open and transparent and you will be able to view the decisions I make, how much I spend and what I spend it on at www.hertscommissioner.org

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Managing Constabulary Performance

The performance measures that I have agreed with the Chief Constable are set out below.

	KEY ACTIVITIES	MEASURES
1. Deliver effective local policing that ensures public satisfaction		
	1.1 Reduce levels of crime, with particular focus on dwelling burglary, metal theft, business crime and violent crime.	Reduce all crime by 2%
	1.2 Reduce anti-social behaviour, with particular focus on repeat and vulnerable victims and locations.	Reduce ASB by 2%
	1.3 Help all road users and pedestrians to feel safe by cracking down On Anti-Social Driver Behaviour, Including Speeding And The Misuse Of Mobile Phones Whilst Driving.	
	1.4 Strengthen work with local people and partners to prevent crime and anti-social behaviour linked to alcohol and drugs.	Reduce
	1.5 Prevent young people from offending and becoming involved in more serious criminal activity.	Reduce
	1.6 Maintain the level of resources dedicated to Safer Neighbourhood policing.	Maintain
	1.7 Enhance visibility through a strong emphasis on foot and bike patrols.	
	1.8 Respond promptly and effectively to calls made by the public.	<ul style="list-style-type: none"> - 90% of 999 calls answered within 10 seconds - 80% of non-emergency answered within 30 seconds - Attend at least 90% of emergency response within 15 minutes
	1.9 Attend more crimes and anti-social behaviour, especially where the victim is vulnerable, in order to reassure victims and ensure we deliver a high calibre investigation.	Increase crime attendance to 70%
	1.10 Improve overall satisfaction with the service provided to victims of crime and anti-social behaviour.	<ul style="list-style-type: none"> - At least 90% satisfaction by victims of home burglary, violent crime, vehicle crime and racist incidents - at least 80% satisfaction by victims of ASB
	1.11 Improve overall satisfaction with the service provided to witnesses of crime and anti-social behaviour.	At least 80% satisfaction by witnesses who give evidence in court
2. Bring offenders to justice		
	2.1 Relentlessly pursue criminals in order to maintain the overall detection rate.	Banding between 35% to 38%

	2.2 Use the policing powers available to solve crime and achieve proportionate and justified outcomes.	
	2.3 Reduce the re-offending rate of the county's most prolific and priority offenders.	Reduce
	2.4 Tackle hate-motivated crime and anti-social behaviour.	Reduce
3. Help tackle the misuse of drugs and alcohol		
	3.1 Target criminal networks to reduce the availability of Class A and B drugs.	Increase the number of offenders charged with the supply of Class A and B drugs
	3.2 Reduce the demand for illegal drugs.	Reduce
4. Protect the public and especially the most vulnerable		
	4.1 Protect the public, especially the most vulnerable members of our communities, through continued investment in specialist teams that target the most serious offenders engaged in child exploitation and serious sex offences.	Reduce
	4.2 Tackle domestic violence and reduce repeat victimisation.	Reduce
	4.3 Improve the protection of the elderly, and those with mental health issues, by working with partners to ensure those most at risk are identified and their risks reduced.	Reduce
5. Meet the statutory strategic policing requirement to contribute to tackling: terrorism; organised crime; threat to public order or safety; civil emergencies; cyber crime		
	5.1 Reduce opportunities for organised crime to take root by strengthening our enforcement activity and safeguarding local people and their businesses.	<ul style="list-style-type: none"> - Disrupt the criminal activity of at least 90% of active OCGs (organised crime groups) - Dismantle at least six OCGs
	5.2 Respond to the increase threat of electronic/cyber crime by increasing resources	

