

Police and Crime in Hertfordshire



Annual Report 2013 - 14

**Police and Crime
Commissioner**
for Hertfordshire

Annual Report

April 2013 - March 2014

Foreword by PCC

It gives me great pleasure to present my second annual report as Hertfordshire's Police and Crime Commissioner. It sets out progress against the four themes of my five year Police and Crime Plan 'Everybody's Business 2013-2018', highlighting the main achievements over the last year.

The first theme of the plan focuses on maintaining and building on the success of Hertfordshire Constabulary and the range of partners who keep Hertfordshire safe. One of my core duties is to hold the Chief Constable to account, to ensure an efficient and effective police service for Hertfordshire, and this report will showcase my commitment to delivering the service local residents deserve. The change in electing a Police and Crime Commissioner (PCC) brought with it the opportunity to put the public firmly in the driving seat and make a real difference to local policing, hence the three policy themes of my plan: Public Focus, Offender Pays and Business Sense. The role of the PCC is still relatively new but I am proud of the difference I have made in improving policing and reducing crime in the last year.

People tell me what matters to them most is local policing, so I was particularly pleased that, together with the Chief Constable, we were able to protect local policing and the structure of Safer Neighbourhood Teams. This has been achieved alongside freezing the precept for the third year running due to careful financial planning, savings

brought about by working with other forces and a better than expected grant from central government. I have budgeted for a small increase in the overall number of Police Officers.

My responsibility for community safety in the county puts me in a unique position to drive the partnership agenda and, as you would expect, local leaders across Hertfordshire are working well together to develop a joint approach to preventing crime and tackling reoffending. Of course, we can always do better, and there are specific types of crime I have asked the Chief Constable to focus on over the coming year including cyber-crime, sexual offences and domestic abuse. I am encouraged to see that good progress is beginning to be made on sexual offences and domestic abuse, as reporting figures have risen over the last year reflecting, in part, our drive to increase the confidence of victims to come forward.

I am constantly looking for ways to use my leverage as the 'bridge' between local people and central government and one of the biggest highlights for me over the last year was the successful campaign to persuade the Ministry of Justice to have the Mount prison at Bovingdon designated as a resettlement prison for Hertfordshire prisoners. This was an excellent result for Hertfordshire. Getting prison leavers properly reintegrated back into the community is one of the best ways to stop them offending again.

Hertfordshire has a strong tradition of collaborative work and integration between public services. I have taken the opportunity to capitalise on this by taking on the chairmanship of a national 'blue light' collaboration working group, which is looking at the ways the emergency services can work more closely to serve the public better. I am encouraging Police and Crime Commissioners across the country to look at how emergency services in their areas can collaborate to provide quicker response times and joined-up and coherent services at a reduced cost to the public purse.

It's important to put on record that I could not do any of this on my own and this report will demonstrate that partnership working is at the heart of my approach. In addition to thanking my own small team who have worked tirelessly to help me meet my many commitments to Hertfordshire residents, I would like to record my gratitude to constabulary officers and staff, led by Chief Constable Andy Bliss, for the excellent results they have produced in the last year. Local leaders across the county in community safety, criminal justice and

beyond have all played a vital part in these achievements, continuing to demonstrate that policing is broader than just the police. Keeping our community safe is, and remains, 'Everybody's Business.'



A handwritten signature in dark ink that reads "David Lloyd". The signature is written in a cursive, slightly slanted style.

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

My five key achievements:

- Safer county **DELIVERED**
- Local policing **PROTECTED**
- Policing precept **FROZEN**
- Anti-Social Behaviour **REDUCED**
- Improved service **DELIVERED**

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My role and how I work

My role as Police and Crime Commissioner is to be the voice of the people, providing the local link between the police and the communities of Hertfordshire. I hold the Chief Constable to account for Constabulary performance and work to bring together Community Safety Partnerships to achieve crime reduction and enhance the delivery of criminal justice. I have a small team to support me in this work and some examples of how I have fulfilled these responsibilities are given in this report.

Hold the Chief Constable to account for operational policing in Hertfordshire

The Chief Constable has done an excellent job in leading his officers and staff. Hertfordshire is a safe county in which to live and work. The Chief Constable and I meet regularly to discuss community concerns and performance. Attending the Constabulary's Strategic Performance Board gives me an in-depth understanding of the challenges being faced, the solutions being developed and the performance delivered. I also hold a monthly executive board, attended by the Chief Constable and his senior team, at which I formally scrutinise performance and seek assurances and resolutions to issues I have identified. I maintain an overview of police complaints and, whilst I cannot get involved in their investigation, I gain an understanding of complainants' views and can challenge and raise issues of concern with the Chief Constable. In addition to my direct scrutiny of performance and management, I also use independent assessments reported to me by those I engage as auditors, frequent and wide-ranging reports from HMIC



(Her Majesty's Inspectorate of Constabulary) inspection teams and the reports from my volunteer independent visitors.

Set the police and crime objectives for Hertfordshire through a police and crime plan

I published my five year Police and Crime Plan, entitled 'Everybody's Business', on 31 March 2013 which set out the plans for policing and the other services that keep Hertfordshire safe, as well as explaining how budgets will be spent. This plan is being brought to life by a managed programme of work which sees police, partners and communities working together to keep Hertfordshire safe.

Set the policing budget and precept for Hertfordshire

The policing share of Hertfordshire residents' council tax bill (precept) was frozen again this year. My decision not to increase it means that the police precept in the county will not have risen for three years in a row. This has been possible due to strong financial management and excellent planning within the police budgets, despite having to face the challenges of significant overall budget reductions. I have set a financial strategy that supports the local policing style, that the public have said they want, and entered into agreements with Bedfordshire Police and Cambridgeshire Constabulary to share resources where appropriate to enable this to be sustained.

Work with local partners to reduce crime and prevent reoffending

Moving people away from a life of crime requires more than catching and convicting offenders. Local leaders are doing an excellent job in taking a multi-agency approach and I am continually looking for further opportunities to embed partnerships which aim to reduce reoffending and tackle community safety issues in Hertfordshire.

Be the voice of the public and victims of crime in Hertfordshire

I have made it a priority to get out and about in the county as much as possible and to listen to your concerns. This report contains examples of resolutions I have been able to deliver by raising your concerns with the Chief Constable. I have also taken the opportunity to consult with the public of Hertfordshire on key issues such as the setting of the policing precept, services for victims and volunteering.

Independent Custody Visitors

It is a statutory duty of the Police and Crime Commissioner to administer and monitor the Independent Custody Visiting Scheme (ICVS). There are currently 50 volunteers who conduct unscheduled and random checks across the four custody suites in the county (Hatfield, Stevenage, Hoddesdon and Watford). In 2013/2014, 167 visits were conducted and a total of 643 detainees seen. No serious issues were reported.

For more information, please see the 2013/2014 Annual Report for the ICVS which is available on the Hertfordshire Police and Crime Commissioner's website.

Police Dogs

The Police Dog Welfare Scheme (PDWS) falls under the tri-force collaboration that includes Hertfordshire, Bedfordshire and Cambridgeshire. There are over 50 police dogs and the scheme currently has two volunteers who work across the three counties to check the welfare of the dogs. The office is in the process of recruiting additional volunteers to represent each county. No serious concerns were reported regarding the welfare of police dogs during 2013/14.

For more information please see the 2013/2014 Annual Report for the PDWS which is available on the Hertfordshire Police and Crime Commissioner's website.

Progress against the Police and Crime Plan in 2013/14

Building on success

Hertfordshire is not just a great place to live and work – it is very safe too. Continuing the downward trend, overall crime fell by 1.6% over the 2013/14 policing year. The figures (shown in detail in Appendix A) show that recorded crime in Hertfordshire has continued to fall for over ten years in succession, although the rate of decrease has now started to reduce. It is a complicated picture, with the increase in serious sexual offences and domestic abuse reflecting the national picture of increased reporting of historic offences, partly as a result of the media storm surrounding the Jimmy Savile revelations, partly in response to our drive to encourage victims to come forward so we can help and support them, and partly as a result of our ambition to ensure that we provide a service that protects the most vulnerable in the county.

The impressive decrease in anti-social behaviour is very encouraging as this reflects my continued focus and support of local neighbourhood policing in the county.

It is important that crime is recorded accurately and that the public get the service they deserve. I asked the Chief Constable to review the accuracy of recording and some key changes have since been made. I have asked him to implement the recommendations in the recent HMIC report and I will be closely monitoring progress. Whilst there have been some shortcomings in meeting the National Crime Recording Standards, Hertfordshire remains a safe place and our police service is doing an excellent job in policing the county – and this has been confirmed by initial feedback from HMIC following one of their recent inspections.

Key highlights

Anti-social behaviour

In my role as PCC I want to ensure that everyone remains safe. This is why I am interested in tackling any unacceptable activity that can blight the lives of people on a daily basis. If not tackled, anti-social behaviour often leaves victims feeling helpless, desperate and with a seriously reduced quality of life. I know that seemingly small issues can become major causes of distress if they are not dealt with.

This year we have seen reports of anti-social behaviour decrease by 27.4% which is a testament to the excellent and focussed work of police and community safety partners. Anti-social behaviour is everybody's business and I am delighted that coordinated and united responses to these issues mean that we are driving it out of the county.

Protecting local policing

The Chief Constable and I have worked together to meet the financial challenges that the Constabulary, along with all other police forces, have faced over the last year. At the same time we have tried to protect the services that the public most value. Over the past year I have been able to protect local policing and the structure of neighbourhood policing teams as these are what residents tell me matter to them most. I have made a commitment to ensure that these neighbourhood officers are more accessible and visible to the public by reducing the amount of time they spend at police stations. To this end, the Chief Constable has introduced mobile tablet devices into the vehicle fleet, allowing officers to retrieve and input information whilst out on patrol.

New focus for partnership working

Driving down crime in Hertfordshire is all about team work and, through our local community safety partnerships, we bring together a wealth of expertise from areas such as probation, fire and rescue, local councils, health and, of course, the police. All of this work is expertly supported at county level by the County Community Safety Unit (CCSU), where Hertfordshire County Council staff and police officers work together as a single team.

On my District Days, and on other visits, I have seen at first-hand the huge range of collective effort that is being brought to bear and just how effective it has been. I have sought to support and build on this excellent system at every opportunity and have created a countywide Community Safety Board to provide leadership and additional focus on those areas which would benefit from wider scale partnership.

The Board is already taking ownership of some of the complex issues we collectively face including setting the strategy for reducing re-offending, tackling domestic abuse, managing the harm caused by drugs and alcohol, and working to improve the experience of those in mental health crisis.

Community safety funding maintained

Despite the difficult financial climate, I have supported the work of the local community safety partnerships and the county-wide initiatives of the CCSU. I have done so because I believe they play a vital role in keeping Hertfordshire safe. In addition, I have been able to create the Commissioner's Community Fund which is providing seed funding for new initiatives and supporting local groups to make their contribution to community safety.

Responding to community concerns

It is important that I understand your concerns and I have acted on a number of 'system' problems you have told me about. Over the last year, members of the public raised with me the difficulties they had encountered by the need to attend a police station in person to hand in found property or to report road traffic collisions in some instances. The Chief Constable and I are currently looking to introduce a number of initiatives to provide on-line crime, incident and 'found property' reporting solutions and it is anticipated these will be introduced in the autumn 2014.

Tackling anti-social behaviour

The Safer Neighbourhood Team has been working hard to tackle anti-social behaviour (ASB) in Welham Green, and their work has led to a dramatic reduction in calls to the police. ASB had been affecting residents in the village for some time. During the year, the Safer Neighbourhood Team uncovered two cannabis factories and worked with the council to evict residents, seized six illegal motorcycles and considerably reduced illegal noisy and dangerous motorcycling. As a direct result of intervention, residents and councillors now report that Welham Green has changed for the better.



Public focus

Electing a Police and Crime Commissioner for Hertfordshire has put the public firmly in the driving seat and I have put public needs at the heart of everything I do. During the last year, this is the area where my team and I have expended the most energy, and this work has paved the way for more detailed work on the 'Offender Pays' and 'Business Sense' themes.

Being accessible, engaging with the public and listening to concerns is important to me, which is

why I have attended many events and meetings. Starting in December 2013, I have been running a programme of 'District Days', focusing in detail on each district and borough of the county. These have provided a valuable chance to get to grips with what is happening around policing and partnerships in each area of the county. These continue every fortnight in addition to a wider engagement programme with the people of Hertfordshire.

'District Days'

As part of engaging with the people of Hertfordshire I regularly hold 'District Days' where I visit the districts and boroughs in Hertfordshire to look at local issues. In April 2014 I visited East Hertfordshire and saw a variety of crime reduction and safety initiatives in action.

I began the day with the District Commander of East Hertfordshire at Hertford Police Station for the daily police meeting where incidents from the previous 24 hours are discussed and plans of action agreed for the next 24 hours. I then spent time on a shift with the Safer Neighbourhood Team around rural areas of the district where I met farmers, police volunteers and Special and regular officers who patrol the countryside. Later I addressed an audience of around 180 older people who attended a partnership event involving Hertfordshire Fire and Rescue Service, Trading Standards, police, Neighbourhood Watch, Groundwork and the Samaritans.

I then visited the home of a vulnerable elderly resident where Operation Stomp was transforming her neglected garden to reduce the risk of criminals targeting the address. My final stop of the day was at East Hertfordshire's Council offices where I met councillors and council officers to discuss the most pressing local issues.



Key highlights

Fighting reoffending

Over the last year I spearheaded a lobbying campaign with the Ministry of Justice to try to ensure that Hertfordshire offenders are placed in HMP The Mount (prison) in Hertfordshire for the last few weeks of their sentence. This means that offenders will be able to establish better local links with education, employment and housing; enable

authorities to offer more integrated and targeted support; and allow local organisations to work together more easily to both 'keep tabs' on prisoners and ensure effective resettlements. Research has shown that reoffending rates are significantly lower for prisoners who have received visits during their sentences than for those who have not, and it is likely that more prisoner visits from family members and other advocates will take place with prisoners being held locally. This is an

excellent result for Hertfordshire meaning that local agencies can work with prisoners prior to their release, providing continuity – ultimately seeing offenders being better integrated into the community and encouraged away from a life of crime.

Using technology to deliver better standards of care and speed up justice

Crime and policing is more than just first contact with offenders and victims. I am committed to making improvements to the whole journey through the criminal justice system which is why I have invested in technology to make it simpler and faster for everyone involved. Over the last year I have added to the capacity of new ‘virtual courts’ in Hertfordshire which reduces the need to move offenders from custody to court by enabling them to appear before magistrates via a video link from police stations. To add to the virtual court already in place in Watford, I was pleased to see the county’s second virtual court open at Hoddesdon Police Station last October. On top of this we have seen increased usage of virtual courts in police stations to speed up the prosecution process, allowing police officers and staff to give evidence via video link, when required, to save spending hours waiting in court. I am working on plans to deliver a third ‘virtual court’ by the end of 2014. We have also invested in LiveLink – technology which enables victims to give evidence in protective locations to avoid the trauma of facing their offender in the court room. Over the coming year I will be exploring further how technology can be best employed to make the criminal justice system more victim-focused and efficient.

Track my crime

The Chief Constable and I have looked at ways in which technology can be used to improve victim satisfaction - in particular, introducing case-tracking software which will ensure that victims of crime are kept informed of progress of their case in a way of their choosing. Scoping work to identify new case-tracking software to keep victims of crime better informed has been completed and we are looking to roll out this technology in late 2014.

Community Fund

My Commissioner’s Community Fund received bids totalling more than £1m for the first tranche of the £250,000 allocation. The quality and ambition on display was excellent, demonstrating that people really want to get involved and play a part in making our local communities safer. The first grants were issued in July 2013 to 17 innovative schemes including a street pastors’ scheme in Dacorum, a Groundwork scheme for East Herts providing clean-ups and maintenance for vulnerable people’s gardens and the Youth Talk scheme in St Albans which provides talking therapies for young people who present with anti-social, violent or criminal behaviours.

The second round of funding allocations was announced in March 2014 and, once again, I was impressed by the high quality of the bids which has seen over £100,000 being allocated to successful bidders. The successful recipients ranged from HertsWatch, who were awarded money to fund a ‘Scam Booklet’ - a fraud prevention advice leaflet for elderly and vulnerable people across Hertfordshire, through to helping the anti-knife crime group ‘Billy’s Wish’ to fund a countywide education programme for young people about the dangers of carrying knives. My Commissioner’s Community Fund highlights the incredible work volunteers and community groups do across the criminal justice system and I am happy to support these important schemes and initiatives.

Funding innovation to reduce reoffending

As part of the Commissioner’s Community Fund the Hertfordshire Association for the Care and Resettlement of Offenders (HACRO) was awarded £30,000 for their ‘Leaving Prison Behind’ work for those referred to them by the county’s Integrated Offender Management (IOM) Scheme. The money will go towards the extension of their pilot scheme which sees ex-offenders gardening or refurbishing empty properties as well as enabling HACRO to increase the numbers of paid and voluntary ex-offender mentors to work with those who are currently in the IOM scheme.

Volunteering

I want to shine a light on the great work that volunteers and community groups do across the criminal justice system and I want to increase their strength and volume. My volunteering strategy, launched in June 2014 during National Volunteering Week, took careful consideration of the results from my public consultation. It offers ways to volunteer that will suit everyone: with the police; with victims of crime and across the criminal justice system.



Over the last year, I have worked with the police to strengthen the special constabulary, especially in rural areas, and to initiate Community DriveSafe - providing local people with the means to tackle anti-social driving on their roads.

The response to DriveSafe has been fantastic. A total of 32 individual schemes, involving 156 volunteers, have now been set up and more schemes are in the pipeline. I was pleased to have the opportunity in March 2014 to thank the lead volunteers involved with DriveSafe when I invited them to a special event at Police Headquarters. I was really impressed with the dedication and community spirit of the volunteers and it was especially pleasing to see and hear how much of a difference the scheme is making in local communities..

Putting victims first

Following a shift in government thinking which puts PCCs at the centre of local service delivery and recognises the value in a local champion of victims' needs, one of my most important responsibilities is to commission local services to provide victims of crime with the emotional and practical support they need after experiencing a crime. In advance of these major changes next April, I am using preparatory money granted by the Ministry of Justice to establish the extent of services that are currently available for victims and I have used the last few months to gain an in-depth understanding of what victims really need to help them to recover after a crime.

In addition, I have been promoting 'restorative justice' in the county. Restorative Justice is an innovative programme which allows victims to be heard and the offender to consider both the consequences and the impact their actions have had on their victims as individuals. I am setting up a Restorative Justice Working Group to understand the current processes in Hertfordshire and explore how restorative justice conferencing and community restorative justice can be developed in the future.

The Constabulary is actively working to improve its service to victims and is implementing an action plan – this includes making police culture even more victim-focussed through actions such as Victim's Forums in each Community Safety Partnership area.

Reuniting people with lost property

The Chief Constable and I are committed to improving victim care. One of the ways in which I have promised to do this is by reducing the impact on victims of crime by re-uniting them with their lost or stolen property. I am glad to announce that the Hertsreunited website will be launched in early autumn 2014. The website will be a one-stop shop for stolen and lost property and will provide a mechanism for restoring property to its rightful owners.

Offender pays

I want to see those responsible for crimes bear more of its costs. Much of the focus of my work over the last year on criminal justice matters has been on the partnership implications of the Ministry of Justice's Transforming Rehabilitation programme. This is an innovative agenda to provide support for everyone who has been through the prison system and I am working with all partners to ensure a good outcome for Hertfordshire. This started with an initial engagement with potential providers of rehabilitation services in February and has been followed by local engagement and events. Some of my ideas are being delivered now; others will require concerted partnership work; others are long-term reforms requiring new legislation or regulation to bring about.

Key highlights

Recovering assets from the proceeds of crime

I asked the Chief Constable to increase efforts to use the Proceeds of Crime Act to hit criminals where it hurts the most - in their pockets. Hertfordshire Constabulary has been a strong performer in this area and they have continued to produce some excellent results.

This year the Constabulary has achieved notable success with recovering assets under the Proceeds Of Crime Act. Overall, 2013/2014 was the most successful year for the Hertfordshire Economic Crime Unit - total income just shy of an impressive £750,000 - sending a clear message to criminals that the police will relentlessly pursue the proceeds of crime, not just in compensation for victims, but also to recycle resources back into the Constabulary. Furthermore, last year we paid over £424,000 back to victims – more than ever before.

Ensuring the public and victims have their say on payback

I want to ensure our response to crime is victim-focused. The Anti-Social Behaviour, Crime and Policing Bill received Royal Assent in March 2014 and a key provision was the establishment of a Community Remedy. The aim of the Community Remedy is to ensure that victims of low level crime or anti-social behaviour have a say in how the perpetrator of the offence is dealt with when the matter is to be settled out of court. This will include the option of direct financial reparation to the victim, or non-monetary reparation, such as completing tasks aimed at directly benefiting the victim. I also work closely with the probation service ensuring that those sentenced to Community Payback directly benefit local communities.

The Chief Constable and I are committed to the principles behind the Community Remedy and we will be launching a public consultation in summer 2014 which will give everyone the opportunity to have their say on how the perpetrators of low-level crime and anti-social behaviour should be dealt with.



Luxury goods seized

Operation Herald resulted in a confiscation order for the forfeiture of cash and assets worth over half a million pounds from a drug gang. The operation, run by the Eastern Region Specialist Operations Unit, resulted in six members of the gang receiving over 30 years in prison. Assets seized from the gang included villas in Spain and Florida, luxury cars and jewellery.

Business sense

My business sense, in principle, is about two main themes – first the need to take an efficient and business-like approach to the fight against crime in general, and secondly, a determination to take a strong focus on reducing the impact of crime on Hertfordshire’s business community, whilst at the same time expecting those businesses to play their part in keeping the county safe.

Progress on improving direct engagement with the business community itself has been slower than I had hoped. However, I am delighted that many of the principles laid out in the Police and Crime Plan have been readily adopted by businesses around the county and, as I have travelled around, I have seen some excellent examples of what is working. The task now is to take the best of the ideas and projects and to develop them for wider use - initiatives are now under way to do exactly that.

Key highlights

Maximising local policing

My financial strategy has been based on protecting the services that matter most to the public – local policing teams, including Police Community Support Officers (PCSO). I am pleased and proud that the Chief Constable and I have been able to deliver on this key commitment. To enable us to keep this popular local policing style, and one of the biggest developments in my drive to ensure a business-like and good value public sector approach, has been the agreements with Bedfordshire Police and Cambridgeshire Constabulary to expand our current collaborative working in specialist areas of policing into support functions. The existing arrangements for operational policing services such as major crime, firearms, dogs and scientific services are already delivering significant financial savings to all three organisations. In December 2013, the three Commissioners signed a memorandum of understanding that established the way forward for collaboration to deliver more efficient and effective ways of working in support functions. The anticipated changes, which will build on an increased use of innovative technology to support the front-line, are a sound foundation to support our local policing model for a number of years to come. Effective

policing is not measured by the number of officers, nor the number of police stations. I am working with the Chief Constable to ensure that local police are accessible and engage with all parts of their communities in a variety of different ways, as technology changes the way many people now communicate.

Reaching out to business

Over the last six months I have met with community leaders, victims, offenders, faith group leaders and business leaders. As part of ‘Everybody’s Business’ I made a commitment to tackling both urban and rural crime and, as part of this, I have been engaging with a wide range of individuals from rural communities to understand the issues crimes that affect them. In May 2013, I met with local business owners, farmers, and landowners in Gosmore along with officers from the Constabulary’s North Hertfordshire Safer Neighbourhood Team, representatives from the National Farmers’ Union, and North Hertfordshire District Council. Our discussions focussed on how to harness the existing spirit of collaboration within the rural community to tackle issues such as diesel theft, fly-tipping and hare coursing.

Working with the night-time economy

A great example of local businesses taking on board the ‘business sense’ principles can be found in the introduction of ‘Scan Net’ ID technology which was installed at the entrances of several main bars and clubs in Watford’s town centre in December 2012. The technology scans every customer’s identification and highlights to the door staff if the ID has been forged, is fake or been tampered with. The technology also allows the police and businesses to share knowledge about problem individuals and to impose bans across every venue that uses the equipment. Anyone who is found to be committing crime can be banned from all of the venues for six months, or longer, depending on the severity of the crime. Initial figures reported between April 2013 and December 2013 show that violence had been reduced by 14%, reports of anti-social behaviour were down 28% and thefts reduced by 57%. These fantastic results just go to show that a focus on working in partnership with businesses is essential to tackling crime.

Investment in technology for officers

Investments in new technology are being put in place to deliver even larger savings in the longer term and improve the service delivered to the public. I am encouraged that the substantial investments in technology I have commissioned are already reaping rewards.

The roll out of 100 mobile tablet devices for police officers across the Constabulary is helping local officers to conduct essential duties without the need to return to a police station, enabling officers to deal with more crimes more efficiently and allowing them to be more visible and accessible to the residents of Hertfordshire.

Focus on rural crime

Bringing businesses together to prevent crime and anti-social behaviour happening doesn't have to be the large corporate organisations who reside in Hertfordshire. Rural Barn meets are a good example of small businesses coming together to help support their local police. In East Hertfordshire, the police and local farmers come together and, this year, as well as bacon butties, provided by a local business, local residents presented a new Polaris off-road vehicle to the police to assist them in keeping the countryside safe.



Metal theft crackdown

Alchemy Metals, which has been operating in the scrap metal trade for nearly 30 years, gave a training day at its head office in Stevenage in February 2014 for officers who are tasked with regulating the industry since the introduction of the Scrap Metal Dealers Act in December 2013. Representatives from Hertfordshire Constabulary, British Transport Police, East Herts Council and Broxbourne Council met with the directors of Alchemy Metals to discuss

how to develop effective policing of the scrap trade and give officers an understanding of how the trade works and how to spot stolen scrap. The specialist knowledge acquired by the officers will help assist in the identification of illegally-traded items and, where necessary, allow for enforcement action to be taken against those who are illegally trading scrap metal in Hertfordshire.

Conclusion

I am pleased that the county remains a safe place to live and work. Ensuring an efficient and effective local Constabulary, by holding the Chief Constable to account, has been and will continue to be my main priority. My activity over the 2013/14 year has been aligned to my five year Police and Crime Plan 2013-18 'Everybody's Business' and, following some great successes in the 'public focus' area, you will see a drive over the coming year to make some significant inroads on my plans under the 'offender pays' and 'business sense' themes.

I have spent a great deal of time this year listening and, as a result, have been able to invest in the services that matter to you most - local policing, improving back office efficiency through collaboration and setting about system improvements. Crime, and our response to it through policing and our partners, is complex and difficult but I will ensure that improvements continue to be made. I am confident that Hertfordshire Constabulary will continue to provide a service of which we can be very proud and the county continue to be a safe and secure place to live.

A year in focus

April 2013

Launch of first Police and Crime Plan Everybody's Business which sets a blueprint for the Commissioner's strategy to 2018. Police officers and staff as well as opinion formers, leaders and experts hear about the plan and its four themes of Building on Success, Public Focus, Offender Pays and Business Sense. It is also available on line so everyone can read it.

Inaugural annual lecture, hosted by the University of Hertfordshire. More than 100 people attend to hear David Lloyd's vision for policing and crime. His view is that it is not just the job of the police to keep Hertfordshire safe – everyone has a role to play. Community DriveSafe is launched, equipping local people to tackle speeding where they live.



May 2013

Launch of Commissioner's Community Fund which offers £250,000 in grant funding to innovative projects that support the police and crime plan. Barn Meets in Royston and Hitchin where police engage with rural communities. Commissioner is a guest speaker and finds out more about the issues facing residents and businesses.



June 2013

Police volunteers (Special Constables and Police Community Volunteers) were recognised during National Volunteers' Week. Commissioner praises Hertfordshire's excellent record of volunteering and community work across the criminal justice system.

PCC supports the first countywide police cadet competition - over 100 police cadets (aged 13 to 18), volunteer leaders and helpers are put through their paces. Overall winners are Welwyn Hatfield.



July 2013

HMIC 'Valuing the Police' inspection report is welcomed. HMIC say 'due to the strong leadership, excellent services to the public and robust financial management' the Constabulary is in a sound position in terms of meeting the challenge of this spending review period. Prime Minister David Cameron, and Home Secretary Theresa May, visit Cheshunt with Chief Constable Andy Bliss and Commissioner David Lloyd to see how the council and police have successfully tackled anti-social behaviour.



August 2013

More than 70 volunteers sign up for the launch of the Rural Riders scheme which aims to sign up local horse riders to help combat rural crime, being the 'eyes and ears' of their community and reporting anything suspicious or out of the ordinary to police.



September 2013

Opening of a garden haven at Victim Support House for victims of crime to enjoy, built by a team of offenders as part of their rehabilitation. The High Sheriff of Hertfordshire and Commissioner Lloyd attend. The offenders are part of the Constabulary's Integrated Offender Management (IOM) scheme in partnership with HACRO (The Hertfordshire Association for the Care and Resettlement of Offenders).



October 2013

A new 'virtual' court opens at Hoddesdon Police Station helping to further streamline the justice system in Hertfordshire. The county's second virtual court reduces the need to move offenders from custody to court by enabling them to appear before magistrates via a video link from the police station. Another virtual court facility is operational at Watford Police Station.

Commissioner supports Operation Raj in Herts mere where a range of agencies are out in force to clamp down on commercial and private vehicle-related offences, unsafe taxis, fly-tipping and other criminal activity. Agencies include police, the borough council's environmental health team, VOSA (Vehicle and Operator Services Agency), Hertfordshire County Council Trading Standards, HM Revenue and Customs, the Environment Agency and the UK Border Agency.



November 2013

Commissioner's volunteer strategy opens for consultation and an award ceremony is held to thank police volunteers. Policing and community safety is 'everybody's business' and lots of people want to get involved in helping their community stay safe. The first in a series of 'district days' see the Commissioner in and around St Albans visiting police, the local authority, local businesses, charities and volunteer groups who are working to keep the local community safe.



December 2013

An historic three-way collaboration agreement between three police forces which, will help to protect local policing in Hertfordshire, is signed by the county's Police and Crime Commissioner (PCC), David Lloyd, Bedfordshire's PCC Olly Martins, Cambridgeshire PCC Sir Graham Bright and the three force chief constables, Andy Bliss, Colette Paul and Simon Parr.

A district day in North Herts sees Operation Sponge Pudding in action – a scheme in which various agencies work with the 'meals on wheels' service to protect vulnerable people from crime, ill health and accidents.



January 2014

Commissioner Lloyd visits Watford and Three Rivers during two district days. Watford is proud of its Purple Flag which recognises 'excellence in management of the night time economy'. The day also includes a visit to a mosque and West Herts College to see work by students designing a poster and advertising campaign highlighting safety and security issues for young people. In Three Rivers the Commissioner sees the Partnership Protection Area in South Oxhey, a multi-

agency regeneration project that included new landscaping and renovation work, crime prevention advice to residents and free dog micro-chipping.

A successful bid for £1.95million from the Home Office 'Innovation Fund' is announced. The grant will support Beds, Cambs and Herts forces' plan to bring together their operational and organisational support services by increased use of technology.



February 2014

Commissioner Lloyd sets a budget that ensures the council tax for policing is frozen for the third year running while still protecting frontline policing and Safer Neighbourhood Teams.

The Commissioner takes the chair for a national committee exploring ways to get the emergency services (bluelight) working together to reduce costs and increase efficiency.

March 2014

HMIC criticises police nationally for failure to fully support victims of domestic abuse but highlights good work in Hertfordshire. The Commissioner is ensuring that Hertfordshire Constabulary makes further improvements to protect and help victims. District Days are held in the boroughs of Broxbourne and Dacorum. A new Business Watch is launched in Hoddesdon and the Commissioner learns about a Guardian Gates scheme that has reduced anti-social behaviour and helped deter burglars. Dacorum shows off its state-of-the-art digital CCTV control room, a taxi licensing operation, drugs rehabilitation and targeted youth work.



Exercise of functions

Financial position and precept

My budget for policing and crime reduction in 2013/14 was £198 million but, in line with all other policing areas in the country, it will be necessary to continue to make real-terms savings going forward. From our best estimates of the future level of grant funding from central government, and the impact of future spending pressures, it is likely that we will have to make real-terms savings of some 15%, or approximately £30 million, by 2018. Well-developed financial plans are in place which signal that, with proportionate use of reserves to support a managed transition, Hertfordshire's policing style can be maintained. Based on this position, the agreements for future collaborative work with Bedfordshire and Cambridgeshire, the favourable financial outturn for 2013/14, including the increased level of reserves and the maintenance of a strong policing performance, I have been able to freeze the policing precept for the third year in a row.

The following table gives a high level breakdown of the 2013/14 budget and how this has been reshaped for 2014/15 in line with the tightening financial position.

	2013/14 Gross Budget £'m	2014/15 Gross Budget £'m
Local Policing Command	79.6	79.1
Community Safety & Crime Reduction	8.8	8.9
Protective Services	34.4	33.8
Operational Support	22.4	22.6
Business Support	36.5	33.8
Hertfordshire corporate budgets	14.2	13.4
TOTAL CONSTABULARY	195.9	191.6
Office of the Police and Crime Commissioner	1.0	1.0
Commissioning budgets	1.2	1.7*
TOTAL REVENUE BUDGET	198.1	194.3

*The commissioning budget for the Office of the Police and Crime Commissioner is increasing and now includes additional funding transferred by central government to cover the cost of victim commissioning responsibilities which will devolve to the PCC in 2014.

More detailed information on the financial position is given in papers submitted to the Police and Crime Panel in January this year.

Performance

The 'Building on Success' theme in my Police and Crime Plan includes the maintenance of the Constabulary's performance. The Constabulary is playing a key role in the delivery of many aspects of my Plan and, in addition to reports on Plan progress, the Chief Constable developed operational performance measures to support the delivery of my key objectives and ensure that Hertfordshire continues to have a high performing, efficient and effective policing service.

Annex A reports the results delivered in 2013/14 against these operational performance measures.

Oversight of complaints

I have responsibility for dealing with any complaint against the Chief Constable. All complaints against other officers and staff are dealt with by the Constabulary, (through the Professional Standards Department or by local resolution) and I have a responsibility to monitor those complaints. Members of the public can contact my office, or the Constabulary, to raise their concerns and we ensure that the complaint takes the appropriate route to be dealt with as the law requires.

My monitoring of complaints takes different forms. I receive regular analytical reports from the Professional Standards Department which give me an overview of the numbers, types, times to resolution and outcomes of complaints, together with any identified trends. When issues raised with me are of specific interest or of a serious nature, my office monitors the progress and outcome of the complaint while it is handled by the Professional Standards Department. I cannot get involved in the investigation or the appeals process for any individual complaint, however, if potential issues emerge about the policing service being delivered, I follow this up with the Chief Constable and, in some cases, will commission additional assurance work. I receive regular updates on complaints to the office and a discussion on complaints is now a standing item on the agenda of the Strategic Executive Board (the executive board at which I engage formally with the Chief Constable and his senior team).

We have been reviewing the way we handle complaints both in my office, and in the way we liaise with the Constabulary. Areas were identified in which we could improve; the service to members of the public who contact me and the effectiveness of scrutiny. A more streamlined process has been introduced which sees issues that can be addressed by local resolution routed more directly into the people in the Constabulary who can deal with the matter.

My oversight of several complex complaints, via my office, have been of particular value in establishing ways in which I can discharge my responsibilities effectively in this area. I now meet with the Professional Standards Department and have access to review completed case files and can focus on the more serious complaints and those complaints which result in an appeal.

Using Home Office categories, in Hertfordshire, the allegations against officers most frequently made include:

- Other neglect or failure in duty (for example, lack of diligence, failure to update)
- Incivility, impoliteness and intolerance
- Oppressive conduct or harassment (for example, unjustified questioning, persistent police presence)
- Other assault (typically, assaults with minor or no injury)
- Breaching Code C (relating to Detention) of the Police and Criminal Evidence Act

Professional Standards report that the first two of these are in line with annual trend as reported by the IPCC and that a number of projects are underway aimed at reducing the level of these complaints.

Where the outcome of a complaint is appealed, and it is assessed that, if proven, the case would not meet the threshold for formal misconduct proceedings, the Professional Standards Department decides on the appeal. This year, the vast majority of those appeals related to dissatisfaction with the outcome of the local resolution procedure. Seventeen of the 74 total number of appeals were upheld.

When the appeal relates to a case which could result in formal misconduct proceedings, the IPCC deals with the appeal. Of the 44 appeals finalised by the IPCC this year, 21 were upheld.

It is important that the public have confidence in how the police handle complaints against officers and staff and this is an area where I am applying particular scrutiny to gain a full picture of the degree to which outcomes of complaints are in line with public and IPCC expectations.

Appex A: Managing Performance

The performance measures that I agreed with the Chief Constable for the Police and Crime Plan 2013-2018 (Everybody's Business) and the performance against these measures are set out in the table below:

Objective	Target	Measurement	Result
1.1 Reduce levels of crime, with particular focus on dwelling burglary, metal theft, business crime and violent crime.	Reduce all crime by 2%	<ol style="list-style-type: none"> 1. Number of recorded crimes 2. Number of recorded dwelling burglaries 3. Number of recorded metal thefts Infrastructure 4. Number of recorded business crimes 5. Number of recorded violent crime 6. Number of repeat victims of crime 	<p>-1.6%</p> <p>-5.2%</p> <p>-20.7% (infrastructure) -8.6% (non-infrastructure)</p> <p>+8.2%</p> <p>+1.3%</p> <p>Due to technical difficulties the baseline for this measure has not yet been established.</p>
1.2 Reduce anti-social behaviour (ASB), with particular focus on repeat and vulnerable victims and locations.	Reduce ASB by 2%	<ol style="list-style-type: none"> 1. Number of recorded ASB incidents 2. Number of repeat victims of ASB 	<p>-29.40%</p> <p>Due to technical difficulties the baseline for this measure has not yet been established.</p>
1.3 Help all road users and pedestrians to feel safe by cracking down on anti-social behaviour, including speeding and the misuse of mobile phones whilst driving.	Reduce anti-social driver behaviour	<ol style="list-style-type: none"> 1. Number of drink /drive offences 2. Number of Traffic Offence Reports issued for mobile phone misuse 3. Number of injury accidents where speeding is a contributory factor 4. Number of Killed or Seriously Injured (KSI) road incidents 	<p>-10.80%</p> <p>+108.7%</p> <p>-32.90%</p> <p>-11.20%</p>
1.4 Prevent young people from offending and becoming involved in more serious criminal activity.	Reduce young people from offending	<ol style="list-style-type: none"> 1. Number of arrests involving young people 	<p>-2.1%</p>

1.5 Maintain the level of police officers dedicated to Safer Neighbourhood Policing.	Maintain Safer Neighbourhood Team (SNT) police officer posts	1. Number of police officer posts dedicated to SNTs	There has been no reduction in police officers dedicated to local policing
1.6 Enhance visibility through a strong emphasis on foot and bike patrols.	Outcome-based assessment	Not applicable (N/A)	-
1.7 Respond promptly and effectively to calls made by the public.	<p>90% of 999 calls answered within 10 seconds</p> <p>80% of non-emergency answered within 30 seconds</p> <p>Attend at least 90% of emergency response within 15 minutes</p>	<p>1. Number of 999 calls answered within 10 seconds</p> <p>2. Number of non-emergency calls answered within 30 seconds</p> <p>3. Number of emergency response calls attended within 15 minutes</p>	<p>86.20%</p> <p>83.20%</p> <p>85.50%</p>
1.8 Attend more crimes and visit more victims (especially where vulnerable) to provide reassurance and ensure the delivery of a high-calibre investigation.	Increase attendance to 70%	1. Percentage of crimes attended/victims visited	69.30%
1.9 Improve overall satisfaction with the service provided to victims of crime and anti-social behaviour (ASB).	<p>At least 90% satisfaction by victims of home burglary, violent crime, vehicle crime and racist incidents</p> <p>At least 80% satisfaction by victims of ASB</p>	<p>1. Percentage of victims of home burglary, violent crime, vehicle crime, and racist incidents satisfied overall with the service provided</p> <p>2. Percentage of victims of ASB incidents satisfied overall with the service provided</p>	<p>88.50%</p> <p>67.20%</p>
1.10 Help improve the overall satisfaction with the service provided to witnesses of crime and ASB who attend court.	Outcome-based assessment	1. Percentage of witnesses who attended court satisfied with the overall service provided.	Baseline not yet established due to very low numbers of victims and witnesses agreeing to be interviewed.

2.1 Relentlessly pursue criminals.	Achieve at least a 35% detection rate	Percentage of recorded crime that is detected	37%
2.2 Reduce the re-offending rate of the county's most prolific and priority offenders.	No more than 250 Fail To Appear (FTA) warrants outstanding	<ol style="list-style-type: none"> 1. Number of people subject to FTA warrants 2. Re-offending rate of prolific and priority offenders (PPOs) 	<p>177</p> <p>430 offences were committed by 82 out of 131 PPOs in 2013/2014, compared with 539 in 2012/2013, a reduction of 20%.</p>
2.3 Tackle hate-motivated crime and hate-motivated anti-social behaviour.	<p>Reduce the number of hate-motivated crimes</p> <p>Reduce the numbers of hate-motivated anti-social behaviour incidents</p>	<ol style="list-style-type: none"> 1. Number of recorded hate-motivated crimes. 2. Number of recorded hate-motivated ASB incidents. 	<p>-7.1%</p> <p>-20.70%</p>
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	<ol style="list-style-type: none"> 1. Number of offenders charged with the supply of Class A and B drugs 	An additional 86 offenders were charged with the supply of Class A and B drugs in 2013/2014, an increase of 22.6% on 2012/2013.
3.2 Reduce the demand for illegal drugs.	Outcome-based assessment	N/A	Reducing demand is continually monitored. 12.2% reduction in drugs trafficking crimes (655 to 575).
3.3 Help prevent crime and anti-social behaviour linked to drugs and alcohol and robustly pursue those that persistently misuse them.	Reduce the number of crimes and incidents linked to drug or alcohol misuse	<ol style="list-style-type: none"> 1. Number of alcohol-related crimes 2. Number of drug-related crimes 	Due to technical difficulties the baselines for these measures have not yet been established.
4.1 Continue to invest in specialist teams that target the most serious offenders engaged in child exploitation and serious sex offences.	Reduce the number of serious sex offences	<ol style="list-style-type: none"> 1. Number of recorded serious sex offences 2. Number of offenders charged with serious sex offences 3. Number of persons engaged in child exploitation identified 	<p>+30.30%</p> <p>61</p> <p>68</p>

4.2 Tackle domestic violence and reduce repeat victimisation.	Reduce the number of domestic violence crimes	<ol style="list-style-type: none"> 1. Number of recorded domestic violence crimes 2. Number of recorded repeat domestic violence victims of crime 	<p>+13.60%</p> <p>+8.50%</p>
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 the risk of harm to the most vulnerable.	<ol style="list-style-type: none"> 1. Number of dwelling burglaries of victims aged over 70 2. Number of repeat incidents of the elderly that go missing 3. Number of repeat incidents of people with mental health issues that go missing 	<p>-0.70%</p> <p>+0.4%</p> <p>-5.6%</p>
5.1 Reduce opportunities for organised crime to take root by strengthening our enforcement activity and safeguarding local people and their businesses.	<p>Disrupt the criminal activity of at least 90% of active OCGs</p> <p>(Organised Crime Groups)</p> <p>Dismantle at least six OCGs</p>	<ol style="list-style-type: none"> 1. Percentage of active OCGs whose criminal activity is disrupted 2. Number of OCGs dismantled 	<p>91%</p> <p>7</p>
5.2 Increase resources dedicated to responding to the increased threat of cyber crime.	Increase resources dedicated to cyber crime.	<ol style="list-style-type: none"> 1. Level of resources dedicated to cyber crime 2. Number of recorded cyber crime 	<p>The High-Tech Crime Unit (HTCU) has 10 members of highly-skilled staff. A regional Cyber Crime unit under a Detective Inspector has been established. Proposals to enhance capacity are currently being reviewed.</p>