

Hertfordshire Annual Report 2024 to 2025





Introduction

Multi-agency public protection arrangements (MAPPA) exist to ensure the successful management of violent and sexual offenders. MAPPA relies on the commitment and expertise of the Responsible Authority: Police, Prison and Probation, alongside partner agencies under a duty to co-operate. These arrangements serve to protect the public, protect victims and support the safe management of MAPPA nominals.

The MAPPA 25 campaign, a celebration and reflection of 25 years of MAPPA, brings particular focus this year to increasing the professional community's awareness of and confidence in multi-agency public protection responsibilities.

The second annual MAPPA networking event in Hertfordshire, which takes place on 6th November 2025, supports this campaign locally and provides the opportunity for learning, collaboration and reflection.

Criminal Justice capacity issues, particularly within the Courts, Prison and Probation Services continue to test the resilience and agility of justice workers in our combined efforts to keep Hertfordshire a safe place in which to live and work. The local partnership response to early prison release schemes has been an essential approach to navigating this fast-moving landscape.

I would like to thank Elizabeth Hanlon and the Hertfordshire Safeguarding Adults Board (HSAB) for commissioning an external review to explore current multi agency approaches to supporting adults experiencing complex needs and multiple disadvantages. The recommendations from this review will help shape a more robust local multi agency approach to complex needs and risk management within our county.

I also wish to acknowledge the dedication and commitment of the Hertfordshire MAPPA Strategic Management Board members. This body of professional representatives, through expert diligence, ensure that our local arrangements and practices align with national MAPPA guidelines and the high expectations of the community in which we serve.

Neeve Bishop

Head of Hertfordshire Probation Service



Neeve Bishop



Andy Prophet
Chief Constable



Graeme Walsingham
Detective Superintendent



David Daddow
Governing Governor

Head of Hertfordshire
Probation Delivery Unit

Hertfordshire Constabulary Hertfordshire Constabulary

HMP The Mount

What are MAPPA?

MAPPA Background

MAPPA (Multi-Agency Public Protection Arrangements) are a set of arrangements to manage the risk posed by individuals who have committed the most serious sexual, violent and terrorist offences (MAPPA-eligible individuals) under the provisions of sections 325 to 327B of the Criminal Justice Act 2003.

They bring together the Police, Probation and Prison Services in each of the 42 Areas in England and Wales into what is known as the MAPPA Responsible Authority.

A number of other agencies are under a Duty to Co-operate (DTC) with the Responsible Authority. These include Social Services, Health Services, Youth Offending Teams, Department for Work and Pensions and Local Housing and Education Authorities.

Local Strategic Management Boards (SMB) comprising senior representatives from each of the Responsible Authority and DTC agencies are responsible for delivering MAPPA within their respective areas. The Responsible Authority is also required to appoint two Lay Advisers to sit on each MAPPA SMB.

Lay Advisers are members of the public appointed by the Minister with no links to the business of managing MAPPA-eligible individuals who act as independent, yet informed, observers; able to pose questions which the professionals closely involved in the work might not think of asking. They also bring to the SMB their understanding and perspective of the local community (where they must reside and have strong links).

MAPPA '25

MAPPA '25 is a campaign to mark the 25th anniversary of the legislation that introduced mandatory multi-agency co-operation in the management of those convicted of violent and sexual offences.

The aims of the MAPPA '25 campaign are:

- To increase awareness of, and confidence in MAPPA across a wide range of agencies, at all levels from frontline practitioners to senior leaders.
- To engage with those directly affected by MAPPA including victims and those subject to MAPPA management.
- To improve MAPPA practice across all agencies.
- To explore emerging themes in relation to public protection and encourage future investment in MAPPA by all relevant stakeholders

In February the National MAPPA Team held the first online event. The event was titled "Where did MAPPA come from and why did we need them" and featured a panel discussion with Emeritus Professor Hazel Kemshall and retired Detective Chief Inspector Tim Bryan, both of whom had been involved in the development of the arrangements in the early 2000s. The event was attended by over 800 people and has since been watched by over 1,700 proving popular with professionals from responsible authority, duty to cooperate and associate agencies, as well as the private sector who work with MAPPA individuals, who were keen to learn more about the history of MAPPA and the reasons that MAPPA remain vital to this day.

Most of the events have been/will be held in the year 2025-26 and will therefore be covered in next year's annual report.

How MAPPA works

MAPPA-eligible individuals are identified and information about them is shared between agencies to inform the risk assessments and risk management plans of those managing or supervising them.

That is as far as MAPPA extend in the majority of cases, but some cases require more senior oversight and structured multi-agency management. In such cases there will be regular MAPPA meetings attended by relevant agency practitioners.

There are 4 categories of MAPPA-eligible individual:

- **Category 1** –subject to sex offender notification requirements.
- **Category 2** – mainly those convicted of violent offences and sentenced to 12 months or more imprisonment or a hospital order.
- **Category 3** – individuals who do not qualify under Categories 1, 2 or 4 but whose offences pose a risk of serious harm.
- **Category 4** – terrorism convicted and terrorism risk individuals

Data on Category 4 individuals is not included in this report due to data protection issues related to low numbers. This data will be aggregated and published nationally.

There are three levels of management to ensure that resources are focused where they are most needed: generally, those presenting the higher risks of serious harm.

- **Level 1** is where the individual is managed by the lead agency with

information exchange and **multi-agency support** as required but without formal MAPPA meetings.

- **Level 2** is where formal MAPPA meetings are required to manage the individual.
- **Level 3** is where risk management plans require the attendance and commitment of resources at a senior level at MAPPA meetings.

MAPPA are supported by ViSOR. This is a national IT system to assist in the management of individuals who pose a serious risk of harm to the public. The use of ViSOR increases the ability to share intelligence across organisations and enables the safe transfer of key information when high risk individuals move between areas, enhancing public protection measures. ViSOR allows staff from the Police, Probation and Prison Services to work on the same IT system, improving the quality and timeliness of risk assessments and interventions to prevent offending.

All MAPPA reports from England and Wales are published online at: www.gov.uk

MAPPA Statistics

MAPPA-eligible individuals on 31 March 2025

	Category 1: Subject to sex offender notification requirements	Category 2: Violent offenders	Category 3: Other dangerous offenders	Total
Level 1	910	166	-	1076
Level 2	8	7	2	17
Level 3	0	1	1	2
Total	918	174	3	1095

MAPPA-eligible offenders in Levels 2 and 3 by category (yearly total)

	Category 1: Subject to sex offender notification requirements	Category 2: Violent offenders	Category 3: Other dangerous offenders	Total
Level 2	7	8	8	23
Level 3	0	0	1	1
Total	7	8	9	24

Category 1 cautioned for breach of notification requirements	64
Category 1 convicted for breach of notification requirements	81

Category 1 who have had their lifetime notification revoked on application	7
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Restrictive orders for Category 1 offenders

Sexual Harm Prevention Order (SHPO)	116
SHPO with foreign travel restriction	0
Notification Order	2

Number of individuals who became subject to sex offender notification requirements following a breach(es) of a Sexual Risk Order (SRO)	1
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Level 2 and 3 individuals returned to custody

Returned to custody for breach of licence	Category 1: Subject to notification requirements	Category 2: Violent offenders	Category 3: Other dangerous offenders	Total
Level 2	3	2	2	7
Level 3	0	0	1	1
Total	3	2	3	8

Breach of SHPO	
Level 2	2
Level 3	0
Total	2

Total number of individuals subject to sex offender notification requirements per 100,000 population	84
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This figure has been calculated using the mid-2024 estimated resident population, published by the Office for National Statistics (ONS) on 30 July 2025, excluding those aged less than ten years of age.

Explanation commentary on statistical tables

MAPPA background

The totals of MAPPA-eligible individuals, broken down by category, reflect the picture on 31 March 2025 (i.e. they are a snapshot). The rest of the data covers the period 1 April 2024 to 31 March 2025.

(a) MAPPA-eligible individuals – there are individuals defined in law as eligible for MAPPA management because they have committed specified sexual, violent or terrorist offences or they currently pose a risk of serious harm. The majority are managed at Level 1 without formal MAPPA meetings. These figures only include those MAPPA eligible individuals living in the community. They do not include those in prison or detained under the Mental Health Act.

(b) Subject to Sex Offender Notification Requirements – those who are required to notify the police of their name, address and other personal details and to notify of any subsequent changes (this is known as the “notification requirement.”) These individuals are assessed and managed by the police. They may also be managed by probation, youth justice or health services if they are subject to licence or a hospital order. Failure to comply with the notification requirement is a criminal offence that carries a maximum penalty of 5 years’ imprisonment.

(c) Violent Offenders – individuals convicted of violent offences who were sentenced to imprisonment or detention for 12 months or more or detained under a hospital order and a small number of individuals convicted of sexual offences who are not subject to notification requirements. These individuals are assessed and managed by the Probation Service, Youth Justice Service or Mental Health Services.

(d) Other Dangerous Offenders – individuals who do not qualify under the other MAPPA-eligible categories but have committed an offence that indicates that they pose a risk of serious harm which requires management via MAPPA meetings. These individuals are assessed and managed by whichever agency has the primary responsibility for them.

(e) Terrorism and Terrorism Risk Offenders

– individuals subject to terrorism offender notification requirements; individuals convicted of terrorism or terrorism related offences who were sentenced to imprisonment or detention for 12 months or more or detained under a hospital order; and those who have committed an offence and may be at risk of involvement in terrorism-related activity. These individuals are assessed and managed by Counter-Terrorism Police and the National Security Division of the Probation Service.

(f) Breach of Licence – individuals released into the community following a period of imprisonment will be subject to a licence with conditions (under probation supervision). If the individual does not comply with these conditions, the Probation Service will take breach action, and the individual may be recalled to prison.

(g) Sexual Harm Prevention Order (SHPO) (including any additional foreign travel restriction). Sexual Harm Prevention Orders (SHPOs) and interim SHPOs are intended to protect the public from individuals convicted of a sexual or violent offence who pose a risk of sexual harm to the public by placing restrictions and/or positive obligations on their behaviour. They require the individual to notify their details to the police (as set out in Part 2 of the 2003 Act) for the duration of the order.

The court must be satisfied on the balance of probability that an order is necessary to protect the public (or any particular members of the public) in the UK, or children or vulnerable adults (or any particular children or vulnerable adults) abroad, from sexual harm from the individual. In the case of an order made on a free standing application by a Chief Police Officer, the National Crime Agency (NCA), British Transport Police (BTP) or the Ministry of Defence Police (MODP), the chief officer/NCA/BTP/MODP must be able to show that the individual has acted in a way since their conviction that makes the order necessary.

The minimum duration for a full order is five years. The lower age limit is 10, which is the age of criminal responsibility, but where the

defendant is under the age of 18 an application for an order should only be considered exceptionally.

(h) Notification Order – this requires individuals convicted of qualifying sexual offences overseas to register with the police, in order to protect the public in the UK from the risks that they pose. The police in England and Wales may issue a notification order directly to an offender who is already in the UK or who is intending to come to the UK who has to notify within three days of receipt. Individuals have a right of appeal against notification.

(i) Sexual Risk Order (including any additional foreign travel restriction) –The Sexual Risk Order (SRO) replaced the Risk of Sexual Harm Order (RoSHO) and may be made in relation to a person without a conviction for a sexual or violent offence (or any other offence), but who poses a risk of sexual harm.

The SRO may be made at the Magistrates' Court on application by the police, NCA, BTP or MODP where an individual has committed an act of a sexual nature and the court is satisfied that the person poses a risk of harm to the public in the UK or children or vulnerable adults overseas.

An SRO may prohibit the person from doing anything described in it, including travel overseas, or place positive obligations upon them. Any prohibition and/or obligation must be necessary to protect the public in the UK from sexual harm or, in relation to foreign travel, protecting children or vulnerable adults from sexual harm.

An individual subject to an SRO is required to notify the police of their name and home address within three days of the order being made and also to notify any changes to this information within three days.

An SRO can last for a minimum of two years and has no maximum duration, with the exception of any foreign travel restrictions which, if applicable, last for a maximum of five years (but may be renewed).

The criminal standard of proof continues to apply. The person concerned is able to appeal against the making of the order and the police or the person concerned are able to apply for the order to be varied, renewed or discharged.

A breach of an SRO is a criminal offence punishable by a maximum of five years' imprisonment. Where an individual breaches their SRO, they will become subject to full notification requirements.

Individuals made subject of an SRO are recorded on VISOR as a Potentially Dangerous Person (PDP).

(j) Lifetime notification requirements revoked on application – Qualifying individuals may submit an application to the police to review their indefinite notification requirements. The police review the application and decide whether to revoke the notification requirements. This decision is made at the rank of Superintendent. Those who continue to pose a significant risk will remain subject to notification requirements for life, if necessary.

Individuals will only become eligible to seek a review once they have been subject to indefinite notification requirements for a period of at least 15 years for adults and 8 years for children.

Local page

MAPPA Achievements 2024 to 25 (2024 to 2026 plan)

Hertfordshire MAPPA continues to strive for excellence in collaboration with all partner agencies – Responsible Authority and Duty to Co-operate. Attendance and proactive contributions remain consistently good and there is a strong sense of working together in the true spirit of MAPPA.

The flow of traffic in terms of MAPPA referrals remains good. The main referring agencies continue to be Probation and Mental Health with the occasional Police referral. The introduction of early release schemes has been a factor for MAPPA during this period and there has been a noted increase in domestic abuse referrals under Category 3 in 2025, since the Hertfordshire Joint Targeted Area Inspection and changes to national legislation in February 2025. A working group exists between MAPPA, Police and Probation within Hertfordshire to monitor and review how these protective bodies inter-relate and communicate. Consequently, a strong communication link has developed between MAPPA and Multi-Agency Risk Assessment Conferences (MARAC) which focus on the victims of Domestic Abuse. Work is and will continue to take place to raise awareness amongst professionals in understanding the right pathways in managing the presenting risks for domestic abuse nominals from MAPPA and MARAC colleagues. As part of this review, there has also been work completed by MAPPA with Children Services to ensure the Voice of the Child is included within MAPPA panel meetings.

Work has been accomplished by Hertfordshire MAPPA to inform Probation, Police and Mental Health colleagues around MAPPA thresholding. This has included MAPPA briefings and/or training with these agencies delivered by the MAPPA Co-Ordinator. It has contributed to improvements in MAPPA referral quality, which are screened through the MAPPA Referral Panel, comprised of multi-agency panel representation.

The now established MAPPA Referral Panel has evolved and gained strong support and traction to triage the referrals coming into MAPPA and drive-up quality and inclusion.

Hertfordshire MAPPA continue to focus work at Level 2 and Level 3 panel meetings around the MAPPA Guidance four pillars principle, and this approach provides direction at panel.

Over this annual period, Hertfordshire MAPPA have worked closely with Electronic Monitoring Services (EMS) and there is now an established role for them from the earliest opportunity – MAPPA referral stage including presence at the panel. This has been welcomed by Hertfordshire MAPPA, and we aim to maintain this strong working relationship.

The county of Hertfordshire does not have an Approved Probation Premises, and overall, housing remains a challenge for MAPPA and the agencies who manage these nominals. The introduction of the Adult Offender Protocol (AOP) for Hertfordshire MAPPA nominals from district housing across the county has been extremely welcomed and provides another much-needed strand of housing options, including guidance and support from housing councils / providers.

The Hertfordshire MAPPA Business Plan is a key element to driving performance, and all members work in collaboration – with the aim of meeting in person at least once a year and online quarterly. There has been an intended focus on MAPPA dashboard data, and the findings have informed practice. For example, in terms of diversity and inclusion, Hertfordshire MAPPA have actively monitored women nominals under the MAPPA umbrella. It has established links with the Regional Probation Women's Lead and the Probation Complex Case Panel Chairs, to monitor, and provide training to Probation staff.

The Performance Management Group (PMG) has provided an ongoing platform of opportunity for Hertfordshire MAPPA service delivery. This is to be routinely scrutinised with the question – *is MAPPA in Hertfordshire operating effectively?* The outcome of these meetings is factored into the Strategic

Management Board's (SMB) quarterly meetings. Hertfordshire MAPPA is supported by two proactive and experienced Lay Advisors who provide crucial feedback, highlighting both good practice and areas for improvement. This information is brought to the Strategic Management Board and acts to further our means of auditing delivery in accordance with MAPPA guidance.

Hertfordshire MAPPA continue to monitor and review the delivery and management of MAPPA Level 1 Nominals across the county. The creation of a written MAPPA Level 1 Review process has been achieved, in line with national good practice guidance and firmly implemented by MAPPA. This work has been supported by Mental Health (both NHS and private sector), Youth Justice Services and the Probation Service. Youth Justice Service cases are reviewed bi-monthly alongside cases that are transitioning to adult services and present a significant change in risk. Mental Health Services have identified MAPPA SPOCs in each of the hospitals, and it is this contact point that Hertfordshire MAPPA meets bi-monthly, to review relevant hospital patients. These changes have increased professional understanding of MAPPA's role, and I have witnessed an improvement in the communication, recording and quality of delivery at both the referral stage and at MAPPA panel meetings.

Our continued aim is to improve the use of the VISOR (a Violent and sex offender register) across Hertfordshire Probation Service. The MAPPA Co-Ordinator with the VISOR Training Team has delivered a VISOR Roadshow to Probation staff during this annual period and has established regular monthly meetings with Police and Probation to review VISOR input and data.

Hertfordshire MAPPA have a strong sense of collaboration amongst the Responsible Authorities (RA) and have shown a commitment to deliver a quality service. This can undoubtedly be proven by the success of the Hertfordshire MAPPA Public Protection Networking Event in May 2024, with a further event scheduled in November 2025. There is estimated to be approximately 100, professionals in attendance and with representation from both the Responsible

Authorities and Duty to Cooperate (DTC) partners, this multi-agency organised event will provide an opportunity for professionals to meet in person and form a greater understanding of how their work can support risk management in Hertfordshire. This event will be achieved with the inclusion of MAPPA 25 celebrations and promotion.

The aspirations for Hertfordshire MAPPA during the business cycle of 2024-26 is to continue to push the boundaries for improving the following key areas –

Training and Networking – An ambition to provide further MAPPA training and to encourage future collaboration through networking opportunities.

Domestic Abuse - Managing domestic violence risk in a more unified approach with MARAC.

Auditing - Widening the areas of auditing and quality control of MAPPA delivery

Equality and diversity – Embedding within MAPPA panel delivery as business as usual.

MAPPA Level 1 Process – To review the introduced processes during this annual year and complete an audit to demonstrate the progress and identify any areas for development.

MAPPA Referrals – To continue to review and streamline where required the triage process.

MAPPA Meetings - Improving the delivery, quality, and participation of MAPPA via Microsoft Teams.

MAPPA Actions – Monitoring agencies' response to MAPPA panel actions.

VISOR - Continuing to improve the use of ViSOR and consider ways to be more inclusive with Duty to Co-operate agencies.

Hannah Mentern

Hertfordshire MAPPA Coordinator / Chair

Lay advisors Report

I am now on my second term as one of two Lay Advisors to Hertfordshire MAPPA having recently been reappointed in July 2025. This voluntary role is to act as a critical friend to MAPPA including all Responsible Authorities and Duty to Co-operate agencies involved in MAPPA across the Hertfordshire region.

I continue to be a member of the Strategic Management Board, attending their quarterly meetings, where I have been able to raise questions and offer suggestions and views, contribute to the monitoring and evaluation of performance and participate in the review of the SMB Business Plan and Risk Assessment document. I am also a member of the Performance Management group where we continue to work towards refining necessary and appropriate information to inform SMB in terms of the quantity and quality of MAPPA performance and outcomes and importantly highlight good practice and areas for further development. In addition, I also attend and observe MAPPA Level 2 and 3 meetings, where individual cases are considered, and have again been encouraged to contribute and challenge, from a Lay perspective.

Since the beginning of my tenure and engagement with MAPPA, it is evident that the professionals working with MAPPA within the Responsible Authorities and Duty to Co-operate agencies are diligent and committed to their roles. They are often required to make complex decisions balancing the rights of the offender with management of risk and ensuring the ongoing safety of victims and the wider public – such decisions are reached through effective use of intelligence, information sharing and team working.

Whilst there continues to be consistent representation and contribution from key agencies, there remains challenges in ensuring co-ordination of timely information and decisions that may impact on the management of risk for individuals. MAPPA SMB continues to discuss and identify the impact of new government requirements and legislation, as well as ongoing changes to criteria regarding the management of offenders and good practice and is committed

to working collaboratively and building positive relationships with agencies such as the Crown Prosecution Service in order that MAPPA risk management plans are as effective as can be.

There also continue to be significant challenges regarding appropriate housing and access to safe accommodation for offenders within the MAPPA remit and remains a significant risk highlighted in the SMB risk management plan.

The Hertfordshire MAPPA Co-ordinator, Hannah Mentern, and her team continue to work hard to not only deliver the requirements of MAPPA but also to progress and develop its reach and impact across all agencies in Hertfordshire. To this end the second all agency networking event is scheduled for November 2025, an opportunity to build knowledge and understanding and networking to grow relationships to deliver better outcomes for offenders and improve public protection in Hertfordshire.

I remain committed to representing the public and their protection through my role and welcome the opportunity to continue to do so through my second term as Lay Advisor.

Michelle Witham

Lay Advisor Hertfordshire MAPPA

Lay Advisor Report

Introduction

To observe that damaged people damage people is to repeat a cliché. But clichés tend to define fundamental truths; a definition that could hardly be applied more aptly than to MAPPA nominals. That is not an attempt to justify their very serious offending, or to diminish the suffering they have inflicted on their victims. It is to recognise that their behaviour is generally deeply entrenched and is frequently a consequence of appalling backstories: typically, their experience of shocking abuse of many sorts.

I mention it to underline the challenge facing mainly, but not solely, police and probation officers in operating MAPPA's bespoke risk-management plans designed to steer nominals towards law-abiding productive lives. That work is overshadowed, too, by an ever-present reality: there can never be certainty that they will not offend again and create yet more victims. That responsibility - and choice - rests exclusively with the individuals themselves. Nevertheless, and despite these severe impediments, from my experience of around 200 panel meetings convened to create such plans, I see time and again evidence of MAPPA's effective control. It has earned its moment to reflect positively on 25 years' achievement.

MAPPA effectiveness

Central to the MAPPA mechanism are the main criminal justice agencies - police, probation and prisons [together comprising *the responsible authority*] - working with a statutory list of about a dozen *duty to cooperate* [DTC] bodies. They include the NHS, youth offending teams, local housing authorities and social services. Their collective engagement and commitment is impressive and reassuring.

There is, though, a 'but.' Legislation provides for MAPPA to identify others - known as associate agencies - that it judges may contribute to MAPPA's public protection purposes in specific cases, or generally. I'd like to think that activating the provision in the present year will lead to the inclusion at relevant panel meetings of, for instance, the Crown Prosecution Service [CPS]. At times

during the past year its contributions would have been both welcome and valuable in giving updates on outstanding proceedings against some nominals, such as an imminent court appearance for a possible prison sentence.

Non-compliance with sex offender registration requirements

As set out earlier in this report, in common with the rest of the country, most Hertfordshire MAPPA nominals are sex offenders [category 1] - 918 out of a total of 1,095 nominals. They are subject to registration requirements, with which most comply. Some do not, typically through illicit use of computers and mobile phones, or failure to notify police of planned travel. In previous years the figures for breaches have combined, in one total, those who were cautioned and those who were convicted following prosecution. Given the number of these nominals and the particularly harmful nature of their offending, I have long thought that greater clarity about action taken against for non-compliance would be beneficial.

To that end, I have been pleased to secure a small but, in my view, an important adjustment to the national report template, which is reflected in this report. Now, the action taken separates those cautioned [64] from those convicted [81]. The total [145] is substantially higher, incidentally, than last year [101], with most being convicted for their breaches. With this clarity the Herts - and other areas' - MAPPA Strategic Management Boards [SMB] can now consider with greater precision the relative seriousness of nominals' breaches and how their compliance may be improved.

Nominals' absence without leave from mental hospitals

I mentioned last year my concern about the apparent absence for SMB scrutiny of details of alerting procedures for the non-return of nominals from unescorted leave. I have been pleased recently to have sight of NHS arrangements for this contingency. I look forward to seeing similar material soon from mental hospitals in the private sector. Robust controls are essential in such cases, irrespective of a hospital's status.

Thanks

The MAPPA process is a collaborative effort. During the year, our coordinator, Hannah Mentern, has been superbly efficient in leading panel meetings to establish clear risk-mitigation plans. Joe Legatt and Oliver Self have been highly proficient at providing me with reports, Teams invitations and, very promptly, minutes of panel meetings I have attended. The ever-astute, Neeve Bishop, has continued to be a highly effective SMB Chair. In respect of that body and of its associated performance monitoring group, my appreciative thanks too, to Lauren Day and Lisa Claringbull for their administrative and organisational skills. Finally, my thanks to other agencies' representatives for their dedication to public protection, including particularly Det. Ch. Insp. Mark Corkin, to whom I offer my good wishes on his retirement from Hertfordshire Police.

Nicholas Moss OBE,
MAPPA Lay Adviser, Hertfordshire

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