



MEETING OF THE HERTFORDSHIRE POLICE AND CRIME PANEL

Thursday 17th March 2022- 6:00pm

Borough of Broxbourne Council
Bishops's College, Cheshunt
Hertfordshire, EN8 9XQ

MINUTES

(Please note the minutes are a brief summary of the discussion and not intended to be verbatim)

Members Present: Cllr S Monaghan (Chair), Broxbourne Borough Council
Cllr P Choudhury, Hertsmere Borough Council
Dr M Ramsay, Independent Member (Independent member)
Mr Ian Laidlaw-Dickson (Independent member)
Cllr A Curtis, East Herts District Council
Cllr F Thomson, Hertfordshire County Council
Cllr Danny Claire, St Albans City and District Council
Cllr A Scarth, Three Rivers District Council
Cllr Roger Trigg- Welwyn Hatfield Borough Council

Also Present: Mr David Lloyd, Police and Crime Commissioner
Mr Lewis Cocking, Deputy Police and Crime Commissioner
Mr Chris Brace, Chief Executive, PCC
Dr Amie Birkhamshaw, Director of Strategy, PCC
Mr Ibrahim Balta, Deputy Clerk to the Police and Crime Panel

1. WELCOME

The Chair welcomed everyone to the Police and Crime Panel meeting.

2. APOLOGIES

Apologies received from Cllr J Hollywell, Cllr S North, Cllr G Saferry, Cllr I Imarni, Cllr Sarson(substituted) and Cllr Taylor (substituted).

3. MINUTES OF THE MEETINGS HELD ON 8TH FEBRUARY 2022

The minutes were agreed.

4. MATTERS ARISING FROM THE MINUTES

No matters arising

5. PUBLIC QUESTIONS TO THE PANEL

No questions.

6. PUBLIC QUESTIONS TO THE POLICE AND CRIME COMMISSIONER

3-4 questions from 1 member of the public, the question is attached at '**Appendix 1**'.

DL agreed to provide a written response. The written response is attached at '**Appendix 2**'.

7. POLICE AND CRIME COMMISSIONER'S POLICE AND CRIME PLAN

DL presented his 'Developing a new Community Safety & Criminal Justice Plan for Hertfordshire' - Power Point slides and notes are attached at '**Appendix 3**'.

Cllr SM: stated that the plan is understood and it is a public document which outlines 148 outcomes, measures are mentioned. It will be useful get a track of where you are in relation to the outcomes.

DL: that has been practice and we would change that, measures are already shown.

Dr AB: tracking is provided yearly for example decision making papers, data is provided on our website and those can be tracked.

Dr MR: acknowledged prevention points, mention of hotspots, the geographical analysis, testing of police presence. Enquired issue in relation to underlying causes of trouble and work around encouraging public to report crime, a personal experience of reporting crime online explained and lack of responses received raised.

DL: the literature show that regular patrol does drive down crime. It isn't just about that it is also about working with other organisations to prevent crime. Agrees with the reporting issue raised, response back following reporting online is important and is something that is being looked into.

Dr AB: force control room following reporting a crime, the feedback is provided if feedback is accepted by person reporting.

Cllr AC: pointed to some of the words/verbs used within the 148 actions. For example; questioned what action 117 entail, what if the Chief Constable says no or disagree with that, how is the process going to be managed and get actions being sought done as there is no operational responsibility.

DL: addressed that he does not have police staff or officers under his control. As raised previously at the last meeting in relation to mental health of officers. The only way it can be done is by asking and requesting. It is confirmed that there is no direct power and responsibility. If there was the power and responsibility then his plan and wording will be different.

Cllr ID: given the public crises in confidence in policing and in view of the recent reports are there going to be any changes or revision to the plan.

DL: no revision or changes is planned in view of the reports. Strategic policing requirement when finalised by government may require us to make a change to plan or an appendix as a minimum or a possible re-write of the plan.

Cllr DC: What is being done in relation to unreported crime, engagement with community groups and online crime.

DL: 3 areas has been covered within the plan.

Cllr FT: reference to a planning page, targets and outcomes how we as the PCC members can support you as well as challenge you. Where do we find the integrated performance framework mentioned earlier and annual delivery plan, requested an annual timetable.

DL & Dr AB: When the plan is finalised it will be summarised for members of the public. The constabulary publishes the integrated performance framework, it will be published around end of April on the OPCC website. Annual delivery plan will be published and presented to the member in November meeting.

Cllr PC: Acknowledged 147 actions on the plan, commented on the body worn cameras i.e when they should be turned on. Furthermore, at action 105 he looks forward for the fairness group to be set up and start looking at racial disparity in the criminal justice service locally, asked whether he will support the statistic/info provided being broken down by ethnicity and gender to help identify any disproportionality, gaps and trends that exist. Also, action 135 enquired and if there will be work done with local authority to find out people that move in and move out.

DL: Body worn video entirely agree with Cllr Choudhury. Complaints team are gathering data about the frequency of those who don't turn on the body worn cameras. Racial disparity, he is not sure if that data is being collected or not.

Cllr AC: commented on the implementation of the plan and engagement with the panel about the work carried out, so that the members can engage with local authorities on areas they can collaborate. Furthermore, more information is request about his office and staff to understand who is assigned to what in order to understand how the resources and talents are being used to action the actions. In addition asked about what the priorities are out of the 148 actions, which of those are crucial and why there are the case.

DL: in relation to policy development there is a difficulty when your role is to scrutinise and appreciates the offer. It will be difficult to develop a policy and then scrutinise. It is not impossible but it will be difficult. The plan is a 5 year plan. But, I am not going to provide what are top 5 important actions. However, there are 6 important things they are: keep crime low; focus on victims; recruit more officers; protect local policing; increase efficiency; and keep tax low. They are all interlinked. This is what I will be measured on.

Cllr AS: What is the BAME mixture within the police force in Hertfordshire. Also, there are officers leaving is a concern, how is that going in terms of people coming and going out at the next meeting.

CB: can provide those figures.

8. ANY OTHER BUSINESS

None.

9. NEXT MEETING AT 23RD JUNE 2022 AT 6PM AT EAST HERTS COUNCIL OFFICES

Questions for the Commissioner from the Public

Questions

1. *When will Hertfordshire Constabulary accept and acknowledge trauma informed awareness for women and girls in light of the Domestic Abuse Act? With so much academic research, medical studies and evidence available on trauma and the brain, and medical conditions such as severe dysmenorrhea and autoimmune disease; is it not about time that in 2022 Hertfordshire Constabulary in its entirety became trauma informed and aware to address violence against women and girls which is the true pandemic? If not, when?*
2. *I believe that police officers, paramedics, nurses etc who have taken the experimental injection and who are behind the wheel, that this is a health and safety hazard and also an accident or collision waiting to happen. What can now be done about the numerous police officers and undercover police officers who have now had the experimental injections and who are still driving or piloting helicopters in Hertfordshire and to the Home Counties or other areas of the country?*
3. *Do you believe that alleged police officers allegedly appearing to allegedly covertly criminally damage the alleged property of a victim of alleged domestic abuse and a former public servant of St Albans City & District Council, if not also through alleged instruction to alleged second and alleged third parties, is the mature, effective and long term solution to dealing with alleged violence against women? Please note that I will be making a formal complaint of alleged police misconduct in due course to the IOPC.*

Panel meeting 17 March 2022 - Response to public question

I was sorry to read about your experiences both with St Albans Council and with Hertfordshire Constabulary.

I'm not clear from your written questions exactly what has happened, and when it happened. As this is a public forum it is not the right place for that personal information to be discussed.

In answer to your first question, I can assure you that Hertfordshire Constabulary, and our Beacon Victim Care Centre which is run through my office, do take a trauma informed approach to domestic abuse and violence against women and girls.

If you haven't already, I would encourage you to contact Beacon if you feel that you need support. We do support victims of crime whether or not a crime has been reported to the police, and we do everything we can to make sure our support is open to everyone.

I am not sure exactly what you are asking in your second and third questions.

In terms of your final question, this seems to relate to a personal experience and is not for this public setting. It may be that you have issues that you wish to raise as a complaint to St Albans Council, which is not something that I have responsibility for.

However, it appears from your questions that you may have a complaint that you wish to raise about Hertfordshire Constabulary. If that is the case, I am happy to talk to you after this meeting to learn more about your experiences and find out more about how I might be able to help you.

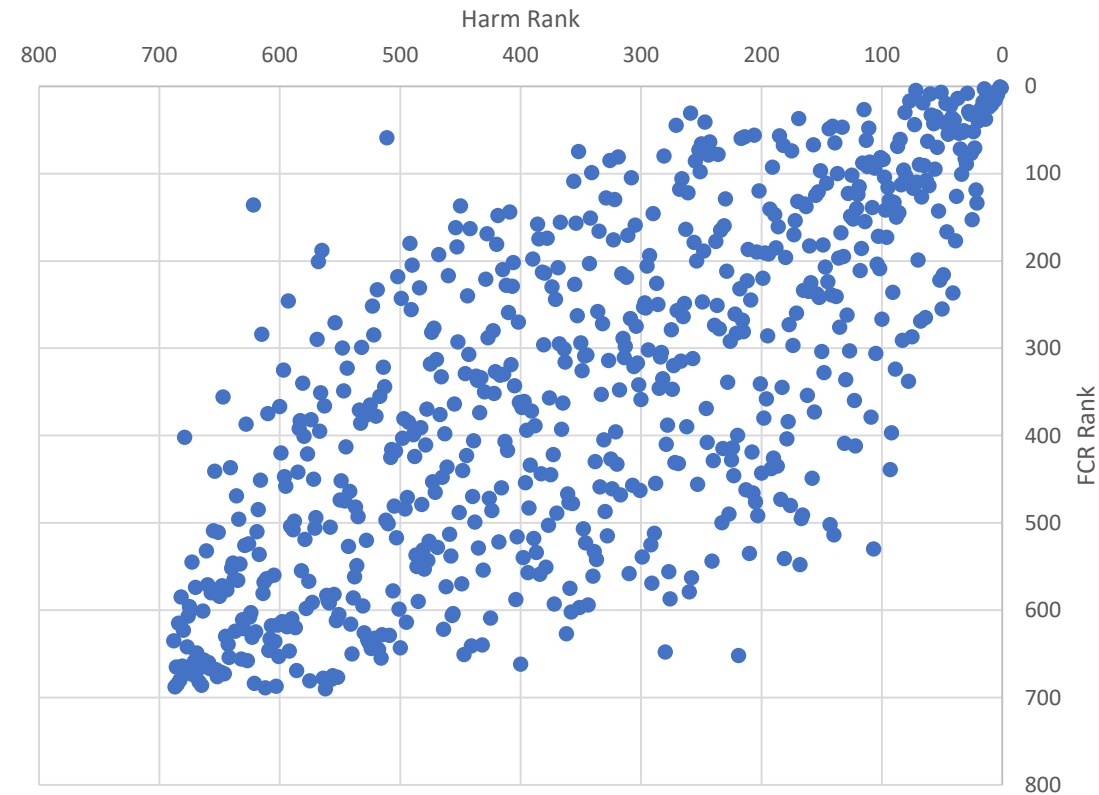
Developing a new Community Safety & Criminal Justice Plan for Hertfordshire

Police and Crime Panel,
17 March 2022

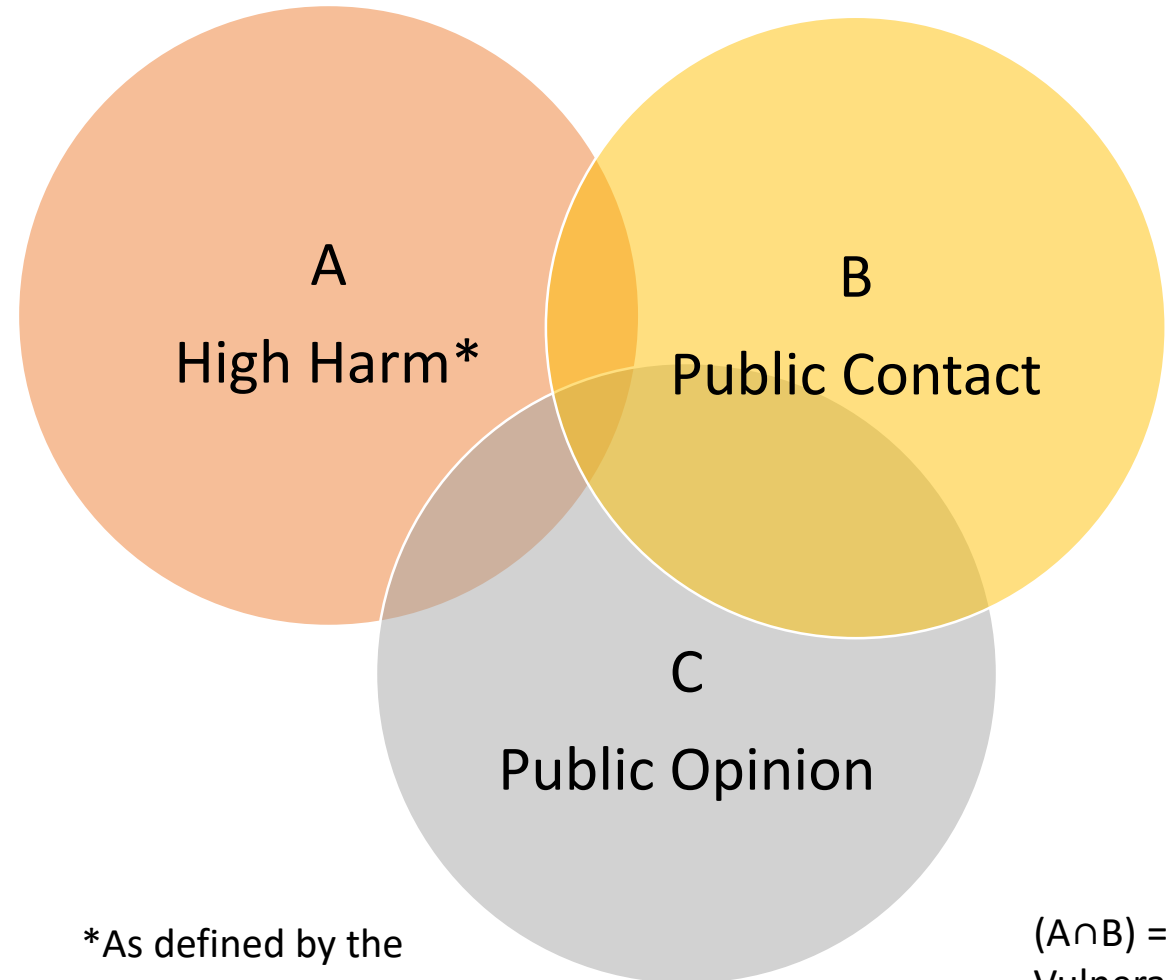
Four Pillars

- Evidence-based policing
- Election manifesto
- Our history
- Public Opinion Survey

Using Evidence-Based Policing



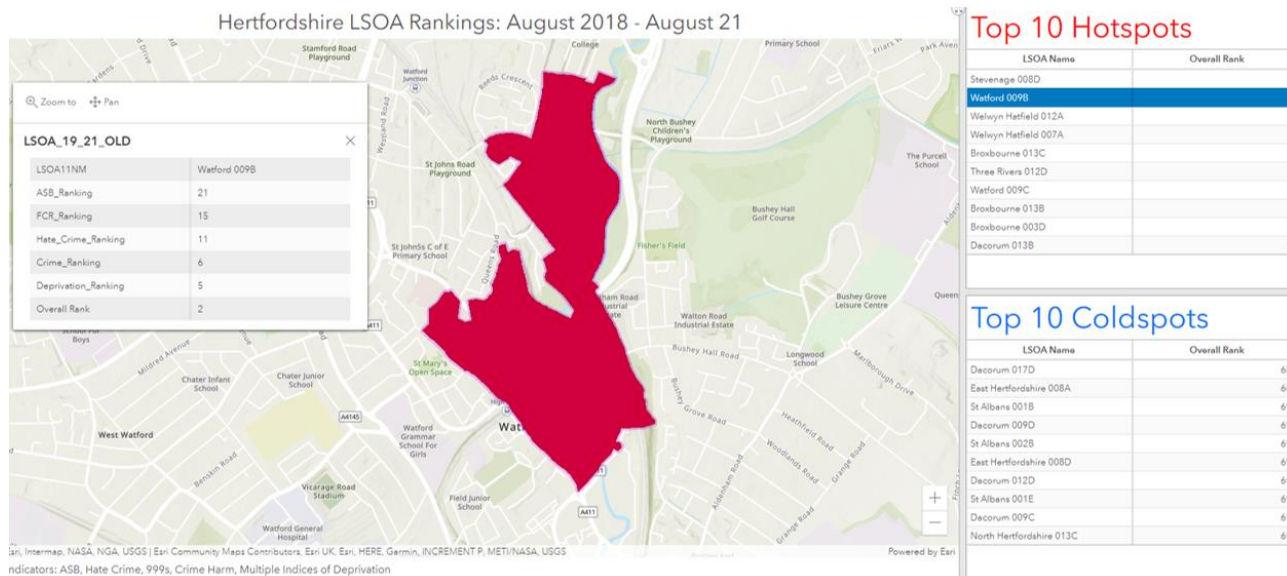
Source: Hertfordshire Constabulary Recorded crime data and FCR 999 & 101 calls for 2021



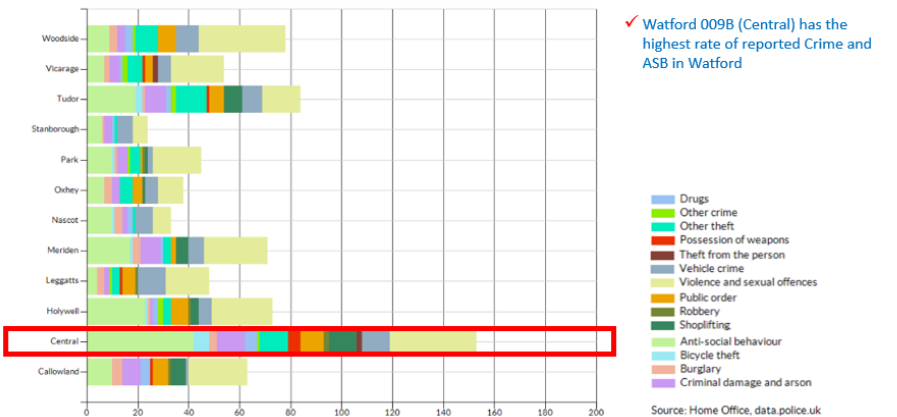
*As defined by the Cambridge Harm index

$(A \cap B)$ = Risk and Vulnerability

Summary and Combined Rank**						
LSOA	ASB	FCR	Hate Crime	Crime	Deprivation	Average Rank
Stevenage 008D	2	2	1	1	2	1
Watford 009B	21	15	11	6	5	2
Welwyn Hatfield 012A	9	32	22	17	14	3
Welwyn Hatfield 007A	18	18	34	10	19	4
Broxbourne 013C	29	23	29	15	4	5
Three Rivers 012D	35	40	15	21	3	6
Watford 009C	1	3	2	2	126	7.5
Broxbourne 013B	20	16	17	8	73	7.5
Broxbourne 003D	31	38	24	40	15	9
Dacorum 013B	14	9	21	25	82	10



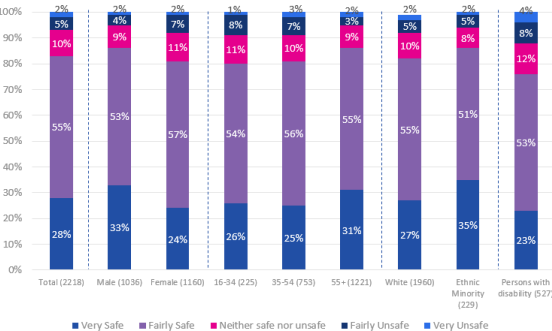
Reported Crime and ASB – March 2021



Public Opinion Survey

Just over 8 in 10 (83%) respondents feel either very or fairly safe overall

Overall safety - by demographic



- Males report significantly greater feelings of safety overall compared to females (86% vs. 80%).
- Feelings of safety are significantly higher for those aged 55+ compared to those who are aged 16-34 (86% vs. 80%).
- Just over three quarters (77%) of persons with disabilities feel safe, compared to 86% of those without disabilities.
- There are no significant differences across ethnicity.
- Overall satisfaction with the services offered by police stations appears to have an influence on overall feelings of safety, with those who are satisfied with these services (either very or fairly) more likely to report feeling safe (89%) compared to those who are unsatisfied (72%).

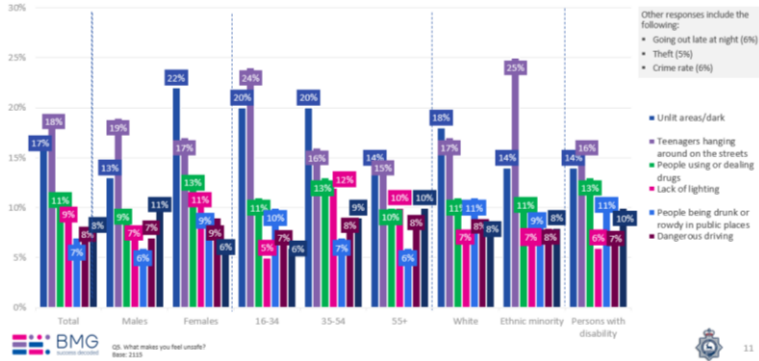


Hertfordshire Police and Crime Commissioner's Office Public perceptions survey

5th January 2022

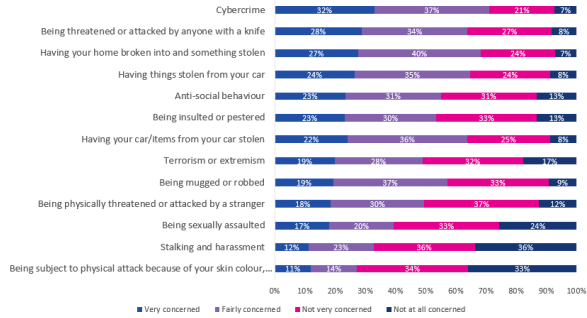
Teenagers hanging around on the streets and unlit areas/dark make people feel unsafe

What makes you feel unsafe - by demographic



Almost 7 in 10 (68%) respondents were most concerned about cybercrime, with around a third (32%) of these feeling "very" concerned

Concern about crime - overall



Six Promises

- Keep Crime Low
- Focus on Victims
- Recruit More Officers
- Protect Local Policing
- Increase Efficiency
- Keep Tax Low

Aide Memoire- Police and Crime Panel, March 2022

Publishing the new Community Safety & Criminal Justice Plan 2022- 2027

Introduction

I realise it is a long plan and many of you will not have had time to read it from cover to cover. So let me tell you what I have learnt in the last 10 years as PCC and where it has taken us.

My philosophy has been shaped by my MSt Applied Criminology and Police Management degree at Cambridge University around evidence-based policing and this approach to being data driven and evidence led will change our actions and those of the Constabulary.

Slide 1: Four Pillars

The approach to the new Plan is constructed around 4 key pillars:

- What evidence-based policing tells us
- My election manifesto promises
- Our history – what has been before- and how we will build on success
- What the Public Opinion Survey has told us about what the public think

Slide 2: Using Evidence based policing

So what have I learnt?

I acknowledge in the Plan as I do today my intellectual debt to my friend and mentor, Professor Lawrence W. Sherman who has helped inform my thinking about evidence-based policing. His influence will be seen by those who are interested in evidence-based policing across the world.

At the core of evidence-based policing is the principle that we will use the ‘best available’ evidence to inform and challenge policies, practices and decisions.

There can be many approaches taken to deliver effective crime prevention, including early interventions, deterrence measures, target hardening and rehabilitation. For me the only important measure is ‘what works?’ Police and partners need to use the highest quality research evidence to look at how to reduce a specific crime problem and tailor the intervention to the local context and conditions.

I have been particularly taken by what the Cambridge Crime Harm Index offers in measuring how harmful crimes are relative to others. The approach adds a large

weight to more harmful crimes such as homicide, rape and GBH and less for criminal damage and assault. It uses the sentencing council's guidelines around length of prison sentences and suggests directing resources to those crimes that have the longest jail sentences.

Whilst this is a useful approach to understanding the impact of 'harm', I argue that there are limitations in the approach. In focusing just on high harm crimes, it does not fully capture or pay due regard to those crimes that might be categorised as 'low level' or initially considered to be 'breaching the peace' or 'anti-social behaviour' but may be early predictors of harm and vulnerability.

In the Plan, I have outlined my alternate position on this – what I have called the 'Hertfordshire Harm Index' that overlays and weights those crimes that are categorised as 'low' harm and calls for service from the public alongside the 'high' harm crimes as defined by Cambridge Harm Index to give a more rounded picture of the totality of harm and vulnerability in a locality.

Our statistical analysis chimes with much of the academic research out there – even from Sir Charles Pollard's research, (see graph) that high harm and calls for service to the Force control room correlates very strongly. We can see that those streets that suffer higher levels of ASB (even when measured through environmental forms of ASB such as the presence of graffiti), are the same areas that are at a higher risk of being subject to acquisitive crimes.

The Venn diagram illustrates that the greatest area of public contact is around the 'low harm' calls for service and these are matters which are often at the forefront of the public's mind.

There is a sweet spot in the middle of the Venn which is where we observe both high harm and low harm occurring whereby risk and vulnerability have escalated beyond ASB into high harm crimes.

Slide 2: Hotspot Policing

The Plan brings together the data together through the Hertfordshire Harm Index and mapping the locations of incidents to specific small geographical areas – Lower Layer Super Output Areas (LSOAs) has enabled us to observe those parts of the county where there are high concentrations or ‘hotspots’ of crime relative to the distribution of crime across the whole of Hertfordshire.

The table on the slide brings together the Athena logs, Strom records, FCR 101 and 999 calls for service together with ASB and Hate Crime over the 3-year period between August 2018 – to August 2021. After weightings¹ and rankings have been applied across the data sets for the 690 LSOAs in Hertfordshire, there are some areas pockets across the county where crime has high levels of concentration and thereby those LSOAs feature in the top 10 hotspots for the county.

You can hat those LSOAs that that are highly ranked for high harm, also feature in the top 40 for ASB.

This type of analysis enables the Chief Constable to make an informed choice when considering the appropriate response to those hotspot areas. You will see within the Plan that I have asked the Chief Constable to use these hotspot maps to trial the hotspot policing approach which sees high visibility patrols concentrated in small geographical hotspots at specific times of the day to tackle neighbourhood crimes.

I want to see if deploying police resources to these areas can lead to a statistically significant reduction in overall crime and I’ve invested in the technology to enable the Constabulary to target, test and track (the 3 T’s approach) the deployment of officers as part of the hotspot policing approach to monitor the impact od that deployment.

¹ Weightings applied to the harm crimes using the Cambridge Harm Index. The index of multiple deprivation considers multiple domains (bracketed percentages enumerate their weightings): Income deprivation (22.5%), Employment deprivation (22.5%), Education, skills, and training deprivation (13.5%), Health deprivation and disability (13.5%); Crime (9.3%), Barriers to housing and services (9.3%) and Living environment deprivation (9.3%). Source: English Indices of Deprivation 2019.

Let me be clear here - Hotspot Policing is not about putting fewer cops in some areas. The police uplift programme gives us a once in a generation opportunity to consider where we should best place the additional resources coming from government and I have been clear that my focus is on crime prevention.

There is no doubt that Hertfordshire Constabulary has always had a strong focus on crime prevention. It is resource intensive work but has the potential to provide long term benefits. However, it has to compete with the many urgent calls for service. That is why I am determined that we will use the opportunity of the extra resources through the uplift to cut crime off at the roots. Preventing people from becoming victims has always got to be preferable to solving crimes after they have happened.

The Plan firmly puts Prevention First at the centre of our Plans. And it is this that acts as a framework across all areas of the business – helping to reduce organisational and operational demand and freeing up resources to deliver the early interventions and rehabilitation enabling better outcomes to be achieved.

I am clear that neither the Constabulary nor I will be able to deliver this Plan alone. We need a broad range of public and private sector bodies to play their part in preventing and tackling crime.

Slide 6: What the Public Opinion Survey told me

Last year I commissioned an independent market research agency to conduct a public opinion survey of over 2,200 Hertfordshire residents to obtain a representative sample by demography and geography² on feelings of safety, crime and the police in Hertfordshire.

The survey told me that:

- Their biggest crime concerns is Cybercrime (68% of respondents were most concerned, with around a third (32%) of these feeling 'very' concerned) and having their home burgled- residential burglary (67%).

² Views were captured from 2,219 respondents with quotas applied to ensure that each district captured at least the views of 200 respondents weighted by that district's demography². 982 of the responses came from telephone responses and 1,237 by email. Given the size of the sample against the population of Hertfordshire we can be 95% confident within a margin of error +/-3 per cent that the views expressed in the survey are representative of the larger population.

- That they value face-to-face contact with officers at police stations and feel that the physical presence of the building builds that connectivity between the police and public reinforcing policing by consent.
 - Only a third (37%) are satisfied with the service currently provided by police stations
 - 8 in 10 (86%) feel it is important to have an accessible police station in their district.
 - 8 in 10 (83%) feel either very or fairly safe in the area they live but nearly one fifth noted that they actively avoid certain public spaces such as local parks because they feel unsafe, particularly at night when they believe streetlights in residential areas are dimmed or turned off.
 - Nearly a third (28%) said that more streetlights would make them feel safer³.
- These findings have been used to directly shape the direction of the Plan and provide an evidence base for my decision making.
 - I've also gone a step further to overlay the public opinion survey results onto our crime hotspots to examine the relationship between areas that suffer disproportionately by crime and their feelings of safety in their neighbourhood.
 - If we lose public confidence, we will lose public consent and legitimacy of policing.

Slide 7: What does this mean for the Plan?

The value of evidence-based policing enables us to consider the bigger picture, moving from simply observing incidents in isolation to gaining insights and understanding. This helps to move our thinking into the preventative space which can be transformational in understand our gaps, targeting, testing and tracking what is working and what is not. This will enable us to reduce our demand and make best use of our resources.

Back in 2012 when I was first elected, I made six promises and today these six promises still stand.

³ The response varied between districts with 5 per cent of respondents in Hertsmere wanting to have more streetlights compared to 53 per cent in Stevenage.

- Keep Crime Low
- Focus on Victims
- Recruit More Officers
- Protect Local Policing
- Increase Efficiency
- Keep Tax Low

Today I want to highlight some of the key messages from each of the thematic areas of the Plan.

Legitimacy

We need to further embed a culture of transparency, accountability, and ethical behaviour in the force to improve public confidence and we will do this through the following:

- Being more searching in our oversight by asking the Chief Constable to conduct an organisation-wide review around conduct issues and specifically to examine those cases which do not meet the misconduct threshold but the actions of officers' results in an uncomfortable environment.
- Reviewing cases where an officer has faced misconduct or gross misconduct charges but had previously come to notice and received a written warning or asked to undertake reflective practice, to understand the appropriateness of previous sanctions to change behaviour.
- Reviewing the use of police powers – to ensure that the police are fair and reasonable in the use of their powers, respectful during encounters and open in their decision making.
- Commissioning research to understand whether there is discrimination in the use of police powers and setting up a new external independent body with video panel to ensure we maximise its full potential to help understand levels of compliance in the use of BWV, officer attitude and behaviour at incidents.
- Ensuring that we have a workforce that is representative of the communities it serves across ranks and monitor the impact on diversity for those leaving the force and undertake a programme of outreach and community engagement to address specific needs.

- Seeking assurances that there is no racial disparity in the police misconduct system and appointing a disproportionality link worker to the Professional Standards Department.
- Recognising that whilst there have been improvements to officer and staff welfare with a greater focus on wellbeing across the force, there is more we need to do to understand the risk factors that contribute to officers and staff mental ill health and suicide.
- Seizing the opportunity presented by the churn of new police officers to embed a supportive and open culture around mental ill health.

Keep Crime Low

Hertfordshire continues to be a safe county with low levels of crime and the envy of most areas. We know from the Public Opinion Survey that the feeling of safety was strong across the county with more than 8 in 10 of respondents reporting feeling either very safe or fairly safe in Hertfordshire; this was reflected across all age groups. This is positive news which I intend to build on.

Whilst some neighbourhood crimes such as residential burglary remain at an all-time low with a typical day recording only 7 across the whole of Hertfordshire, we need to continue to reduce it further. The public were clear in their survey that residential burglary remains a clear priority for them.

In the Plan I have suggested how we can do that –

- Make best of the ‘what works’ evidence base to apply burglary prevention techniques such as ‘cocooning’ to prevent nearby repeat residential burglary.
- Work with the building sector to adopt secured by Design principles in housing refurbishments
- Offer free home security checks on vulnerable people.

Fraud and cyber-enabled crime

We know that fraud continues to be underreported and one that most people fall foul to. I recognise that it is one that affects and harms all sections of society and is one of resident’s top priorities.

- Whilst we have regional arrangements in place through our Eastern Regions Specialist Operations Unit (ERSOU) and our local Hertfordshire cyber unit, I recognise the need to expand the capacity of the unit to tackle the volume and 'routine' cases which sees organised crime groups targeting small businesses such as barber shops and car washes to launder money and smuggle goods.
- There is more we can do to support people from becoming victims of crime and I've outlined a series of measures to ensure greater awareness through the creation of 'cyber champions' on the local policing teams and better protection for the public through exercising the banking protocols for online banking transactions to reduce the likelihood of victimisation.
- I've outlined my commitment to building of my Beacon Fraud Hub to provide outstanding advice and support to victims of fraud and I've set out measures to look at how we can simplify the reporting process by introducing a single countywide platform.

I will also seek to address those crimes that the public tell me are of concern through other channels – and I make clear my commitment to tackle rural crime. Road safety issues and ASB including fly tipping.

Focus on Victims

We need to go further to bring about improvements in the criminal justice system and look at how we can achieve swifter justice for all and build services around victims. I intend to do this by:

- Bringing about greater democratic oversight around the administration of the court and the performance of the criminal justice system to reduce victim attrition and cases collapsing.
- Addressing the persistent challenges of court backlogs⁴ and waiting times for trials which is denying victims justice. Hertfordshire remains the worst

⁴ At the end of last year, the [backlog of criminal cases](#) waiting to be heard at magistrates' courts stood at almost 60,000.

performing area with it taking 566 days⁵ from the Crown prosecution deciding to charge to crown court finalisation This is well above the national average at 372 days and makes us the worst performing area in the country.

- Addressing the steady reduction in judicial capacity remains a constraining factor to increased sittings particularly in the Crown Court which have been operating at reduced capacity reflecting the decreasing proportion of recorded crimes that have resulted in a charge.
- Ensuring that we get the best from our early intervention approaches in line with our Prevention First approach which would see the Constabulary review their use of Out of Court Disposals to better understand sanction effectiveness and victim satisfaction.
- Expanding our support for victims across the county through our Beacon Victim Care Centre. This has transformed the support available for victims in Hertfordshire and has been recognised nationally for its innovation. I have made a series of commitments as part of the 5-year Beacon Business Plan including an expansion to the Beacon Safeguarding hub which will help to bring about further reductions in risk and repeat victimisation.
- I continue to put violence against women and girls at the forefront. Whilst the detail behind VAWG becoming a Strategic Policing Requirement is still being worked through by government, my Plan calls for the county to take an integrated and multifaceted approach in how we seek to address the issue. Using a public health life course approach⁶ to tackling the systemic issues can enable us to start addressing the root causes of violence against women and girls and tackle societal issues and issues specifically relating to the abuse of position which have impacted public confidence. I'm calling in the Plan for us to:
 - Work even closer with schools and individuals who have lived experience to help educate young people about healthy relationships.

⁵ This is updated data than what is referenced in the plan - Q3 data (Oct – Dec 21) and the average for the quarter was 566.9 days (national average was 372.6 days).

⁶ The life-course approach aims at **increasing the effectiveness of interventions throughout a person's life**. It focuses on a healthy start to life and targets the needs of people at critical periods throughout their lifetime, seeking to prevent crime at the earliest opportunity.

- Use Safer Streets funding to ‘design out crime’ and make public spaces safer
 - Consider the impact of street lighting on feeling of safety across the county
 - Ensure effective perpetrator programmes.
 - Go further with our scrutiny around ethical behaviour and ensuring that we take a preventative approach that enables the workforce to ‘call out’ officers who demonstrate behaviour at work which is unacceptable and directed at or towards women.
- With partners take an integrated approach to break the supply chains and drug economy by relentlessly pursuing both recreational drug users, career criminals and organised crime groups. Support efforts to raise awareness of cuckooing so that the public are aware of what it is, how to spot the signs and report any concerns they have so that we can safeguard vulnerable people at the earliest opportunity and pursue perpetrators.
 - Look at what more can be done to prevent people from escalating into mental health crisis. The current approach is failing people, placing additional demand on frontline policing. The police are still being seen as the first, rather than the last port of call when conveying patients to designated places of safety.
 - We need to do more with perpetrators to reduce reoffending and rehabilitate them. This includes:
 - Co-commissioning pre-release workers to engage with offenders whilst in prison and on the day of release to reduce prison leavers reoffending in the days following release
 - Issuing ID cards to enable prison leavers to access services to give them the best opportunity to rehabilitate.
 - Providing suitable accommodation
 - Use the investment in 20 new PCSOs to strengthen the collaboration between the youth offending service, local policing teams and schools to engage young people positively.

Protect Local Policing and Recruit More Officers

The Plan outlines my commitment to protect our local policing model and grow frontline officers in response to what the public of Hertfordshire tell me they want

which see and what the evidence tells me works in reducing crime. The Plan sets out measures to continue this by:

- Ensuring each district have its own local policing team headed up by a senior police officer.
- Using the opportunities presented by the national uplift programme and funds raised locally through the police precept to grow the number of frontline officers to ensure teams are up to full strength and build additional capacity to support Prevention First. Hertfordshire now has the largest police force in its history.
- Continue to find ways to improve the accessibility of the police estate. I have set out measures to not only provide an enhanced digital offer through single online home and introducing kiosks and interactive pods in public buildings but also what the face-to-face offer is. I have asked the Chief Constable over the coming year to reassess the impact of closing front counters to ensure that we continue to provide all available routes to make officers accessible and build services attuned to the public's needs.
- Ensure our estates strategy supports this vision to have at least one major police station where a core team is based supplemented by smaller local stations and continue support the ethos of a 'one public estate' to bring about closer working between community safety and criminal justice partners through co-location.

Increase Efficiency and Keep Tax Low

The pandemic has undoubtedly shaped our lives and working practices and provides us with opportunities to review and modernise our operating models and improve our digital and remote capability, and our engagement with communities.

- The Plan speaks of my commitment to see big improvements around the collection of digital and use of digital data. This includes enabling officers to secure online material directly from the public, witnesses and victims using new digital applications.

- Single Online Home also offers opportunities to look at how digital services can be made available within community spaces. I am keen to explore the benefits that can be derived from using artificial intelligence and automation to consider how the public want to interact with policing over the coming years.
- I want the Constabulary to continue to build their digital capability, embrace digital solutions, technology and use platforms that are cutting edge to help target and reduce crime. As mentioned earlier, I am keen for the Constabulary to adopt hotspot policing to help target violent crime given the strong evidence base around effectiveness.
- We are making best use of the free platform developed by the Government Digital Service to trial a pilot for six months that sees a text message reminder being sent to defendants via their mobile phone one day before their court appearance to help improve the number of those who fail to appear at first hearing.
- We remain one of the areas with lowest council tax precept across the country - fifth lowest which is testament to how we consider value for money in all that we do.
- **Commerciality** - Want to ensure we continue to demonstrate good business sense and consider where and how policing functions are delivered and consider the opportunities from sponsorship through to outsourcing. We should be considering this in all of our decision-making processes.

What the Plan doesn't include

Undoubtedly the most difficult part of writing any Plan is what do you leave out. Over the last 10 years we have developed and honed work programmes so that a lot of what we do now is considered to be 'business as usual'.

By way of example, we have only mentioned in passing the role of our Independent Custody Visitors and the Police Doge Visitor Scheme. This fleeting mention is not to say that these volunteer roles are not important, far from it. We are now in a strong position with these schemes, and they produce annual reports which are taken

through this Panel and enable the public to ask questions of me on the functioning of the scheme and key findings.

Managing Performance

The Plan references the Constabulary's new Integrated Performance Framework brings together a series of measures to monitor the performance of the actions outlined in my Community Safety and Criminal Justice Plan together with those underpinning Prevention First, regional measures and national priorities falling out of the Beating Crime Plan.

These include:

- level of crime, re-offending rates, repeat victims, repeat missing persons, and repeat high demand callers to 101 & 999

The integrated Performance Framework will take into consideration the data and measures from outside of policing – our wider criminal justice and community safety partners who are also responsible for the delivery of these actions and commitments made.

I will be using the performance framework to help make better evidence-based decisions and will monitor the data through my Crime and Policing Performance Board with the Chief Constable.

