

The Police and Crime Plan 2025

First Look and Initial Steer



**Police & Crime
Commissioner**
FOR HERTFORDSHIRE



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Scene setting

- The Police and Crime Plan sets the strategic priorities for the Constabulary – to which the Chief Constable must have due regard.
- The PCC's manifesto manifests into action in the plan
- Feedback from the public and businesses is key to shaping the priorities
- Performance against PEEL and HMICFRS reports is key.
- Crime recording issues tell us that Hertfordshire is not as safe as we thought, particularly for domestic abuse and rape victims – and we have a responsibility to make it safer.

National Priorities



Home Office

Police and Crime Plan



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Force Strategic Priorities and Control Strategy



Departmental Delivery Plans

Team Plans and Individual Performance Reviews



Consultation



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Public

Business



Police

Partners

CSPs

LA etc.



Victims

Public Opinion Surveys 2024



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Summary SMSR

Safety

% of answers vs
% of respondents

- The majority of residents feel safe across Hertfordshire: 87% say they feel safe in general and 88% feel safe within their local neighbourhood.
- In general, residents say ASB (38%), people using or dealing drugs (21%) and violent behaviour (19%) are drivers of feeling unsafe and people feel most unsafe in busy public spaces (29%), unlit areas (29%) and quiet streets and footpaths, close to home (22%).
- Seven in every 10 residents say that Hertfordshire Police could make them feel safer by installing more visible patrols in crime hotspots (70%). Around a fifth mention CCTV (21%) and street lighting (18%).
- Around two-thirds (67%) are satisfied with being able to report crime online or by phone with three-fifths mentioning they are satisfied with call for service (62%). Two-thirds (39%) are satisfied with visible policing in neighbourhoods; 42% are dissatisfied with this aspect.
- More than two-thirds say they have confidence in the police in their area (68%); a similar percentage say they are confident the police bring offenders to justice (67%). More than three-quarters say the police in their area are doing a good job (78%).

Summary ONLINE

Key:

Different than SMSR (lower/bad)

Same as SMSR

Different than SMSR (higher/good)

Safety

- The majority of residents feel safe across Hertfordshire: **70%** say they feel safe in general and **71%** feel safe within their local neighbourhood.
- In general, residents say **ASB** (67%), **people using or dealing drugs** (52%) and **dangerous driving** (54%) are drivers of feeling unsafe and people feel most unsafe in **unlit areas** (57%), **subways and underpasses** (48%) and **quiet streets and footpaths, close to home** (42%).
- Seven in every 10 residents say that Hertfordshire Police could make them feel safer by **installing more visible patrols in crime hotspots** (**77%**). Around **40%** mention CCTV and street lighting.
- **42%** say they have confidence in the police in their area; 26% responded they were neutral in their confidence. **48%** say the police in their area are doing a good job.

Priorities & Concerns SMSR

- Just over half say they have personal safety concerns, including break-ins (17%), being mugged or robbed (14%) or being physically attacked in the street (14%).
- Seven in every 10 feel that officers should spend more time patrolling (70%). Other priorities advocated by residents include educating young people (32%), putting officers in venues such as shopping centres or nightclubs (30%) and undertaking more crime prevention activities (27%).
- Around half agree the police are responding to local concerns (52%) and residents would most like to see violent crime (40%), ASB (37%) and drug dealing (28%) prioritised.
- More than three-quarters (77%) are confident they would receive a good service from the police if they reported an incident in the future.
- Nine in every 10 say it is important there is an accessible police station within their district (91%), just under three-fifths (57%) are content with the current provision of police stations.
- Around half (51%) feel that PCSO's and police station enquiry offices should be treated as an equal priority and a quarter mention PCSO's should be prioritised (25%).
- Just under half say they are aware of the role of the Police and Crime Commissioner.

Priorities & Concerns ONLINE

Key:

Different than SMSR (lower/bad)

Same as SMSR

Different than SMSR (higher/good)

- Personal safety concerns noted **break-ins** (63%), **theft of vehicle** (53%), and **being mugged or robbed** (43%) as the largest issues. These concerns were largely not based on personal experience (21%), but “general concern” (34%) or lack of police action / visibility (32%).
- **Eight** in every 10 feel that **officers should spend more time patrolling** (78%). Other priorities advocated by residents include **educating young people** (43%) and **undertaking more checks on motorists** (53%).
- In contrast to SMSR’s survey, few respondents say police are responding to local concerns (26%), a similar number say police are **not** responding to local concerns (28%), but the largest component neither agree nor disagree (38%). When asked **why** respondents feel this way, “presence & visibility” (27%) is the main reason and not “personal experience” (14%).
- Around half (48%) are confident they would receive a good service from the police if they reported an incident in the future.
- **Eight** in every 10 say it is important there is an accessible police station within their district (83%), just over three-fifths (63%) are **unhappy** with the current provision of police stations.
- The proportion of those responding that the Constabulary should prioritise PCSO numbers, front enquiry counters, and prioritise these equally, are all relatively equal (32%, 24%, 31%, respectively)
- **Most (84%)** say they are aware of the role of the Police and Crime Commissioner.

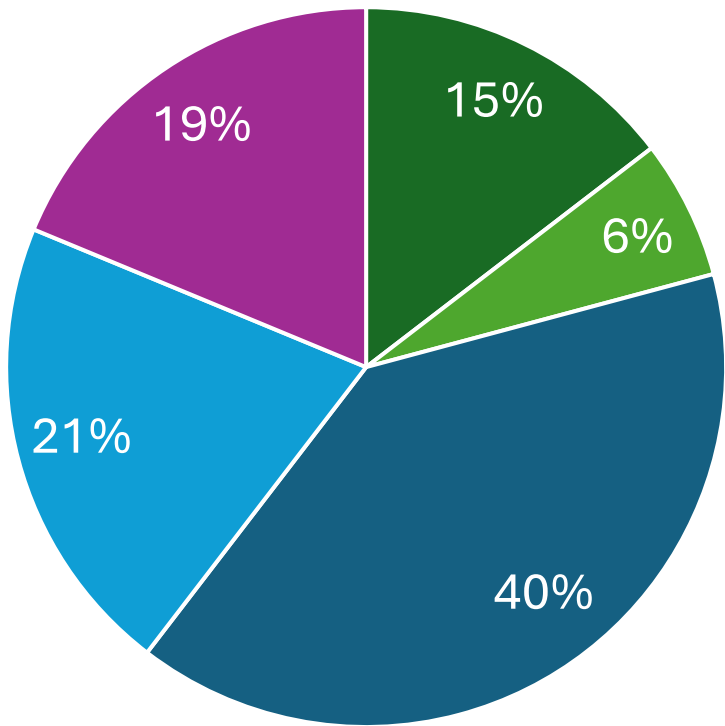
Business Survey 2024



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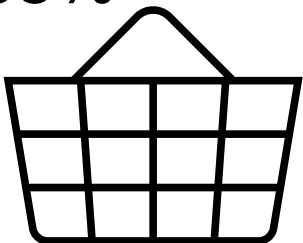


Respondent Breakdown

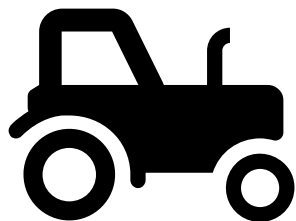


- Large business (250+ employees)
- Medium business (50 to 249 employees)
- Micro business (1 to 9 employees)
- Small business (10 to 49 employees)
- Sole trader

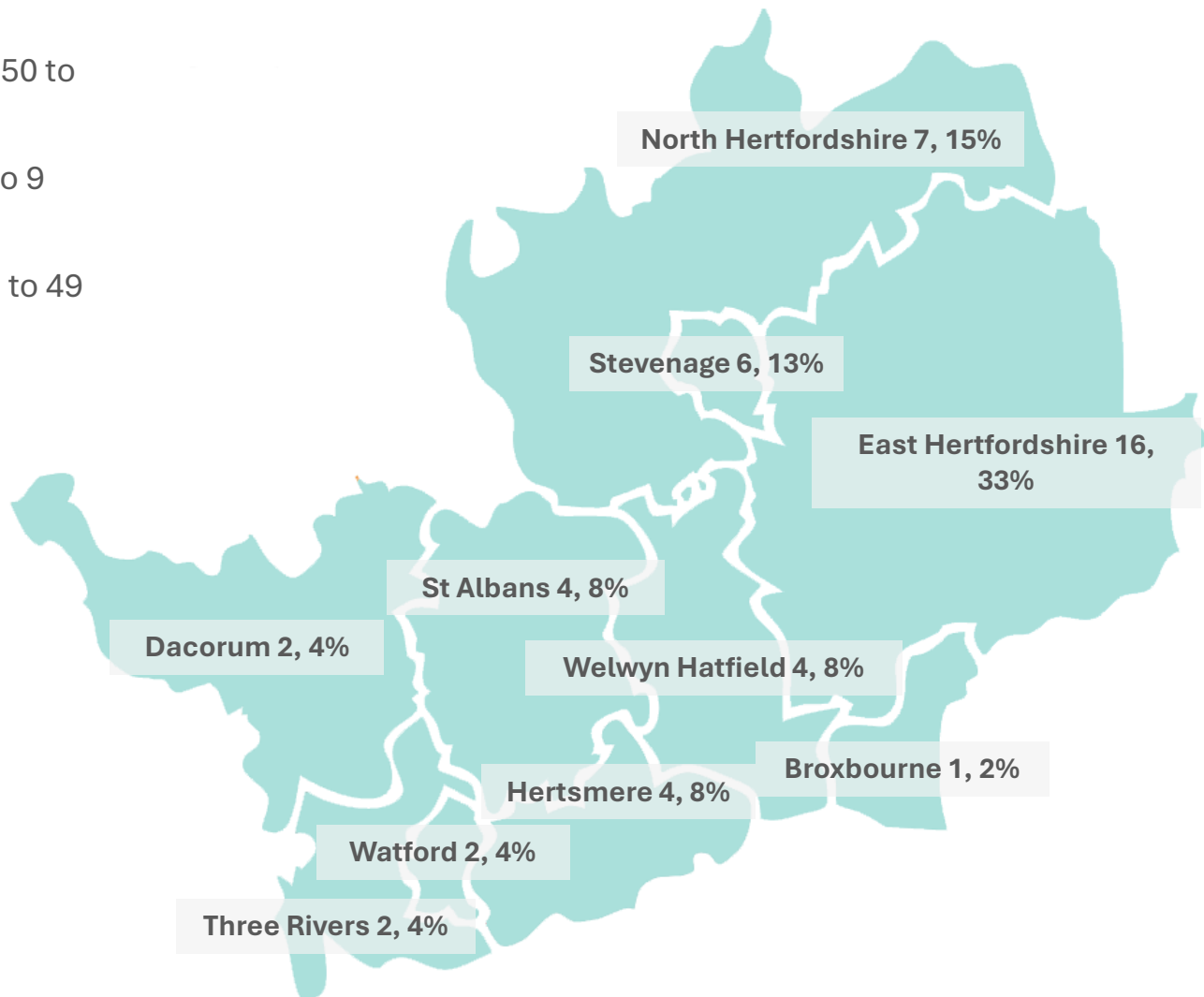
35%



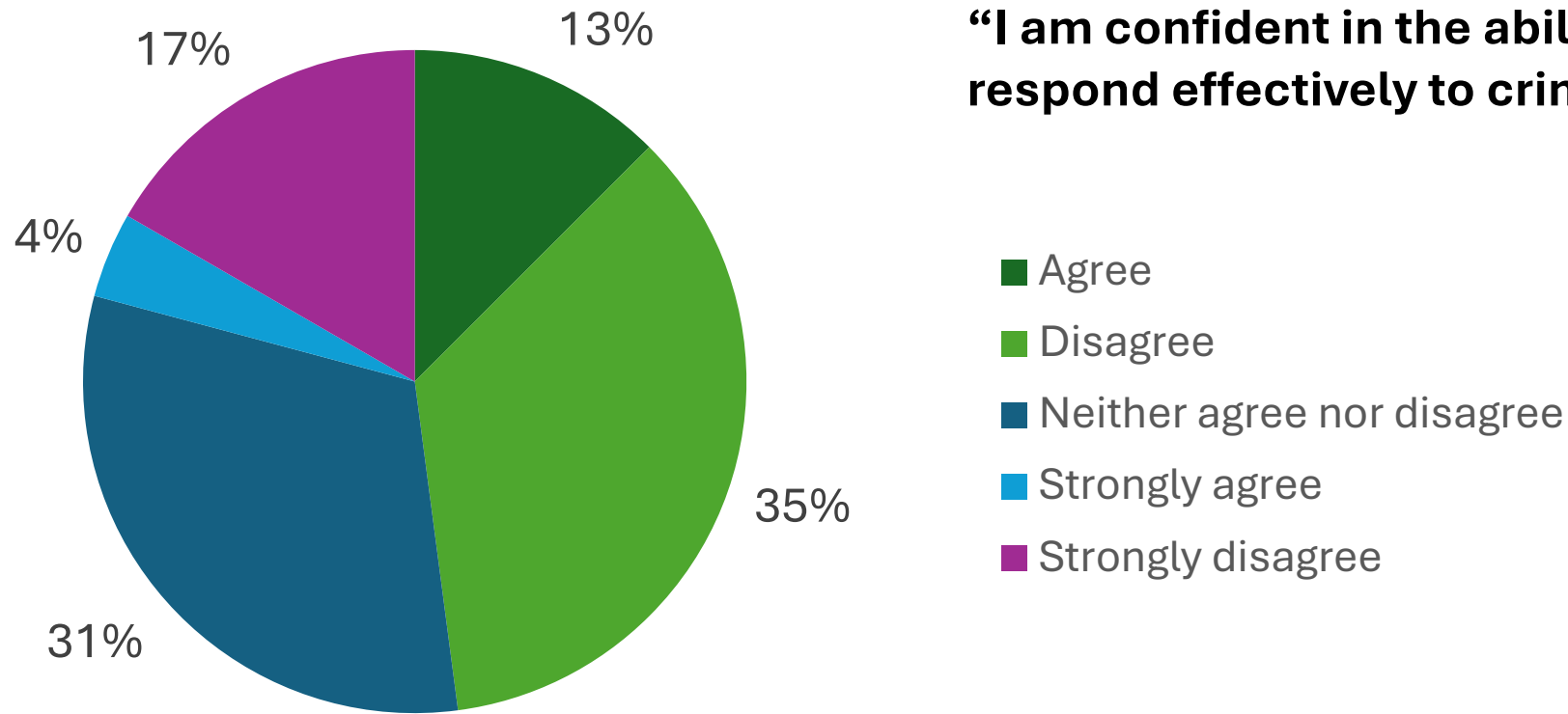
18%



14%

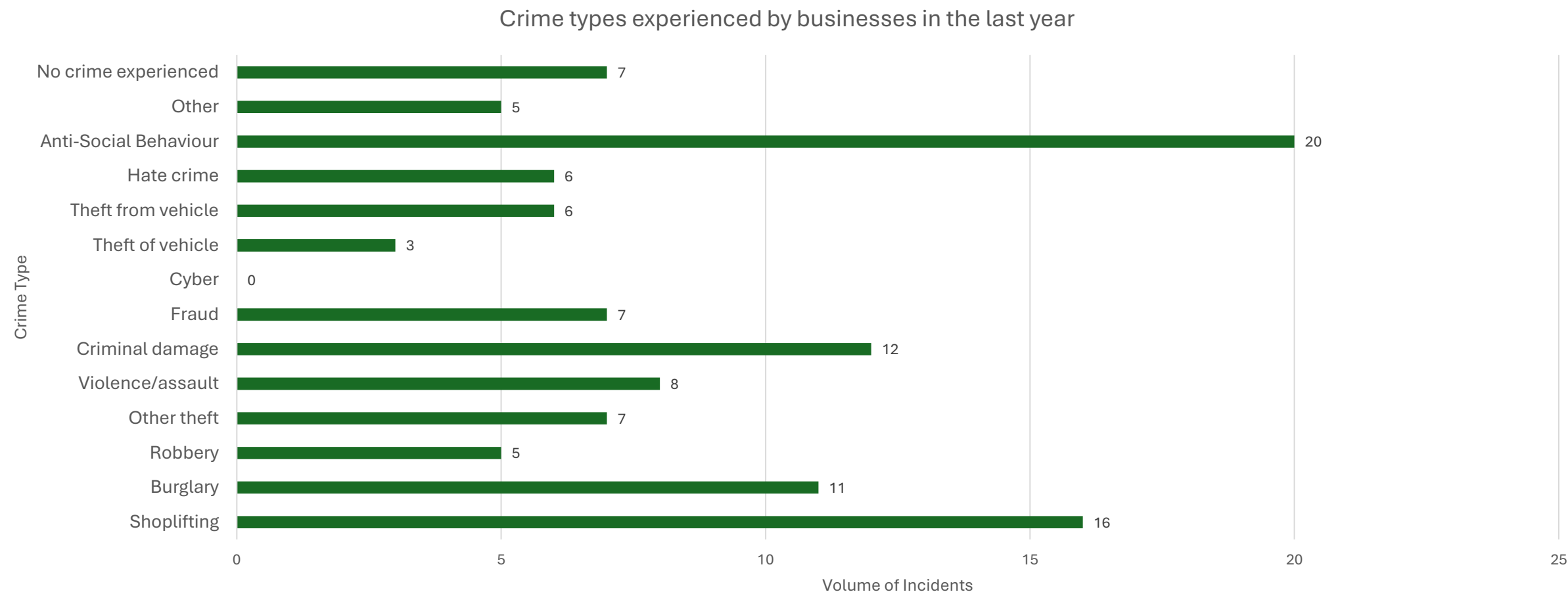


More than half of respondents lack confidence in the police



52% of businesses either disagreed or strongly disagreed with the statement, “*I am confident in the ability of the police to respond effectively to crimes against businesses.*” A significant proportion (31%) were neutral towards this statement, neither agreeing nor disagreeing. 17% of respondents agreed or strongly agreed with the statement.

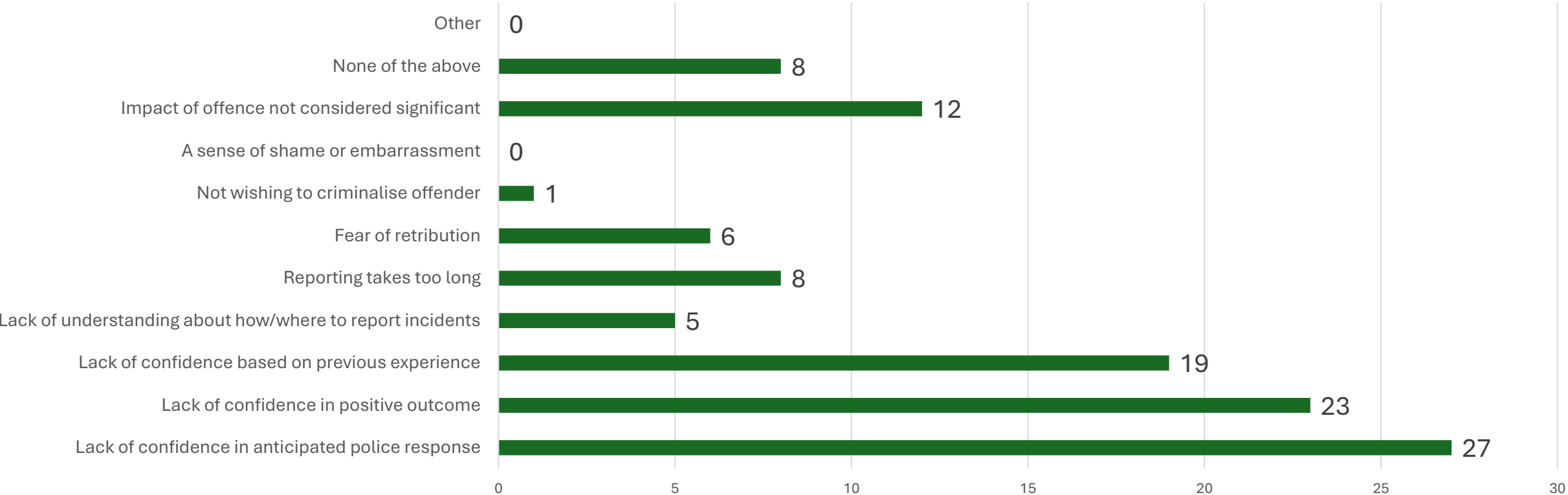
Crime types affecting businesses



33% of all respondents had experienced Shoplifting in the past year, whilst 25% had suffered Criminal Damage and 23% had experienced Business Burglary. 42% of respondents had suffered some form of Anti-Social Behaviour (ASB) in the past 12 months.

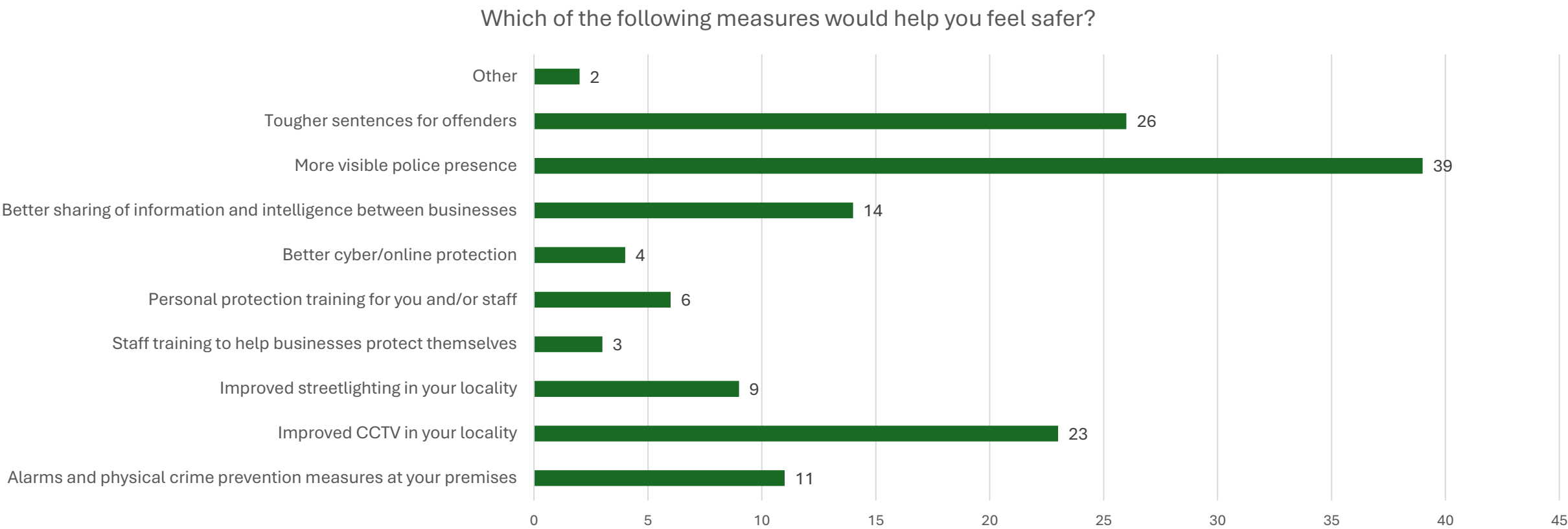
Reporting of business crime (2)

What, if anything, has dissuaded you from reporting incidents to the police in the past?



The predominant reasons for not reporting to the police were: lack of confidence in anticipated police response (56%); lack of confidence in a positive outcome (48%); and lack of confidence based on previous experience (40%).

Crime prevention (1)



When asked what measures would make them feel safer, 81% of businesses said a more visible police presence would make them feel safer. 54% said tougher sentences for offenders would make them feel safer. 48% responded to say more CCTV in their locality, whilst 29% said better sharing of intelligence and information between businesses.

Format of the plan

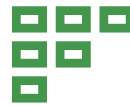
Where can
we truly
move the
dial?



Priority Areas



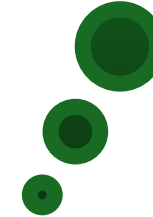
Key activity



Delivery plan



Cross cutting
themes



Evidence
base

1, 2, 3, 4, 5-year targets

Yearly reviews, aligned
with FMS

Transformative metrics

Examples from other PCCs

Antisocial behaviour

Persistent antisocial behaviour (ASB) is a very visible sign of disorder in our communities.

It can lead to community tensions and have a significant impact on people's health, wellbeing and their daily quality of life. The police, local authorities, other agencies and our communities need to work together to find solutions and stop persistent and severe ASB from blighting our communities. This includes tackling issues in our neighbourhoods and town centres such as drug dealing and drug taking as well as unauthorised encampments.



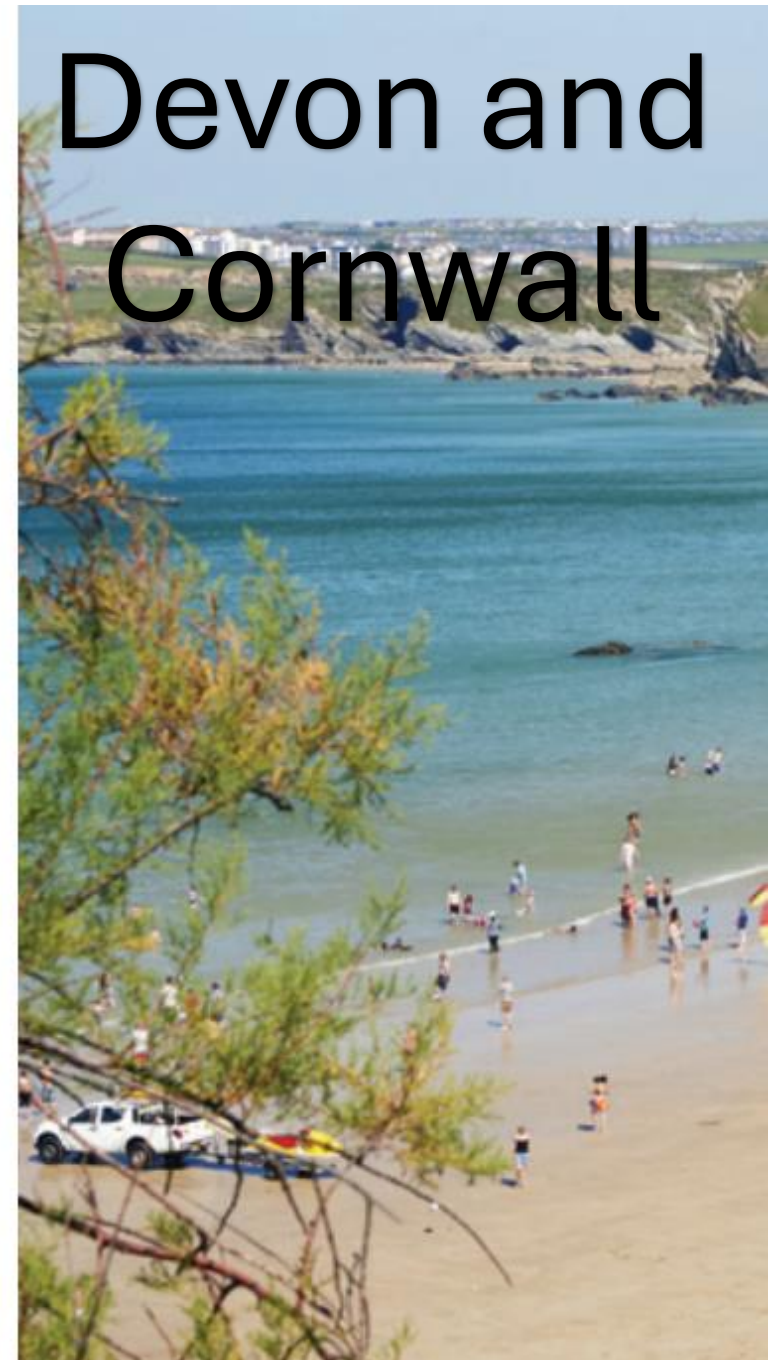
I will:

- Reclaim town centres for the general public from those undertaking ASB, and rebuild public confidence in the public realm and make our city, town and village centres more resilient to ASB.
- Ensure that victims of persistent and severe ASB in our communities are heard and know how to get help.
- Increase visible foot patrols to deter ASB in our communities.
- Work with policing and partners to deliver a robust and targeted partnership approach, using the range of powers available to all partners.

How are we going to measure success?

- Recorded number of ASB incidents
- Recorded number of public order incidents

Devon and Cornwall



PRIORITY THREE

TACKLING DOMESTIC ABUSE AND SEXUAL VIOLENCE

Domestic abuse is an issue across every area of Lancashire and includes a wide range of harm including physical, sexual, emotional and financial abuse.

It accounts for approximately 14% of all crime, however, it is largely hidden, often behind closed doors and victims can be hesitant for a variety of reasons to report to the police, progress through the criminal justice system or access support.

Domestic abuse in Lancashire is a priority due to the demand, seriousness and impact on victims, children and young people. Improving the service to victims is paramount and investment has already been made through the Police Uplift Programme into a number of dedicated Sergeants and Inspectors, who are now leading on improving investigative quality across domestic abuse by providing a supervisory review for every case.

Lancashire has seen an increase in domestic abuse related crime in 2020, the majority involving violence against the person, and it is expected that there will be a continued increase. In terms of outcomes, the latest available national data shows Lancashire at 11.5% positive results for all sexual offences against a national average of 8.1% but clearly there is more work to do.

As Commissioner, I am committed to getting tough on crime, including abuse in all its forms and

will work with the Constabulary to ensure that perpetrators are brought to justice and that we keep people safe.

I fully support the implementation of the Violence and Intimidation against Women and Girls (VAIWG) Strategy that the Government and National Police Chief's Council have published in response to, amongst others, the murders of Sabina Nessa, and Sarah Everard, and to the review of sexual abuse in schools and colleges.

By combining a clear support for victims, with work around early intervention and also crucially, a clear message that if you are committing abuse, officers will be knocking on your door, this can make a real difference and prevent people from becoming victims in the first place.

Supporting Victims

The Domestic Abuse Act 2021, and the appointment of a national Domestic Abuse Commissioner means there is now a clear expectation that there will be increased support for victims and survivors, an increase in the number of perpetrators brought to justice and an overall reduction in the prevalence of violence against women and girls in the long-term. I will hold the Chief

Constable to account to ensure this commitment is honoured in Lancashire.

I am on the side of the victim and commission dedicated services for survivors of domestic abuse and sexual violence, and pledge to continue to my work to secure grant funding to further strengthen the support available.

Working together with partners is vital as we support victims of domestic abuse and ensure they receive the right support, when they need it. Op Provide, piloted across Blackpool, Fylde, Wyre, Lancaster and Morecambe has now supported over 1,000 victims after being launched at the beginning of the pandemic when the advice was to isolate and stay at home. This initiative sees police officers responding to domestic abuse reports alongside Independent domestic violence advocates (IDVAs) from Blackpool Teaching Hospitals NHS Foundation Trust to support victims and their children with immediate safety and long-term plans. This operation allows us to reach out to these victims with health specialists that offer an enhanced level of support for those most vulnerable in our communities and is something we are looking to roll out wider.

Lancashire



“Working together with partners is vital as we support victims of domestic abuse and ensure they receive the right support, when they need it.”

Beyond this, the Chief Constable has also committed to ensure that all staff are fully trained on Trauma Informed Practice and become Trauma Informed Abuse accredited.

What I will do as the Police and Crime Commissioner:

- Fund specialist victim services to ensure that victims of domestic abuse and sexual violence in Lancashire get the best possible support.
- Invest in a dedicated resource for investigating rape and serious sexual violence and improving convictions.
- Maximise funding opportunities and secure more project based and grant funding to support victims.
- Alongside partners, develop and launch a countywide domestic violence perpetrator strategy to reduce reoffending.
- Drive and support the implementation of the Violence and Intimidation against Women and Girls (VAIWG) Strategy.
- Work with partners to ensure implementation of the Domestic Abuse Act 2021 with common aims and objectives and maximise the use of preventative powers and orders.
- Fund and support initiatives which reduce the number of victims of domestic abuse and sexual violence.
- Work with key partners to bring offenders to justice; reduce suffering and prevent further offending.
- Support the rollout of Op Provide, which sees police officers responding to domestic abuse reports alongside a trained NHS domestic abuse specialist.
- Support the multi-agency 'No Excuse for Abuse' and other media campaigns across Lancashire.
- My Deputy Police and Crime Commissioner will chair the Lancashire Criminal Justice Board (LCJB) to review and drive improvements in outcomes for rape and serious sexual offences.

I will hold the Chief Constable to account for delivering the following:

- The effective use of resources dedicated to tackling hidden harms such as domestic abuse, rape and serious sexual offences.
- An increase in reporting of domestic abuse and sexual violence offences – victims should be confident to report

- An increase in the number of offenders for domestic abuse and sexual violence crimes who are brought to justice.
- An increase in the number of positive outcomes for domestic abuse and sexual violence crimes who are brought to justice.
- Compliance with the Victim Code of Practice.
- The proactive use of orders such as Domestic Abuse Protection Orders and Sexual Harm Prevention Orders to protect vulnerable victims.
- A reduction in repeat offending.
- A reduction in repeat victimisation of domestic abuse by supporting victims to break the abuse cycle and reduce harm.
- Improved satisfaction among victims of domestic abuse and sexual violence.



Reducing drug driven violence

Essex



Our objective is to crack down on drug driven violence and gangs, protect the vulnerable people these gangs prey on and deal with the hardened criminals whose criminal activities increase violence in our communities.

With partners we will:

- ✓ Work with the National Crime Agency to tackle and reduce the number of gangs and criminals operating nationally.
- ✓ Provide further investment in the Essex Police Serious Violence Unit to dismantle more County Lines drug gangs.
- ✓ Support the use of Serious Violence Reduction Orders and the implementation of Offensive Weapon Homicide Reviews.
- ✓ Through our Violence and Vulnerability Partnership we will:
 - Protect vulnerable people from gangs while we deal with the hardened criminals who prey on them.
 - Take a public health approach to crime, investing in activity proven to work and focusing on keeping young people free from crime and intervening early to help steer them to a successful life course.
 - Encourage and facilitate cooperation between public bodies in line with the government's proposed public sector duty to reduce serious violence.



Our Priorities

01

1. Preventing
and deterring
crime

02

2. Strengthening
local policing

03

3. Getting
tough on
neighbourhood
crime and anti-
social
behaviour

04

4. Disrupting high
harm criminality
to protect
vulnerable people

05

5. Bringing more
offenders to
justice,
addressing
prolific offending
and supporting
victims

06

6. Improving
service to the
public

FOR HERTFORD

Delivery Plan Draft Structure

Priority Areas 1-6

Cross cutting issues including SPR, resources, sustainability and equality and diversity

Each priority area has areas of action e.g. domestic abuse, hotspot policing

Each area of action includes specific detail and the evidence base for the proposal

A set of outcome measures are given for each action

There is an 'owner', cost and timeline.

Delivery Plan Draft Structure

Action	Detail including evidence	Measure	Cost/Budget	Owner	Timeline(s)
4. Disrupting high harm criminality to protect vulnerable people					
County Lines and CCE	<p>Working on a multi-agency cuckooing protection charter</p> <ul style="list-style-type: none"> • Frontline training on cuckooing • Orders – partial closures. • MASH/MACE/Strategy Meetings/MARAC style • Utilising powers of entry with local authority • Slavery Trafficking Risk Orders • Reciprocal arrangements between housing and policing and the agencies • Agreed case managers • Application of s.42 Care Act • Use of exclusion zones for known OCGs 	<p>Training Programme</p> <p>Production of charter</p> <p>Better safeguarding of cuckooed individuals</p> <p>Agencies involved and engaged throughout</p>	Resourcing the abstraction for training	OPCC / CC	October 2025

Evidence base



Published evaluations – What Works to Reduce Crime

Data-led – what areas are emerging as greatest need for us?

Inspections – HMICFRS, Peel, Super-complaints

Consultation – with public, victims, police colleagues, partners

Research – analysis of DHRs, CPRs, SARs, Inquiries

National best / emerging practice & pilots

Why?

Preventing and deterring crime

Preventing and deterring crime and harm – getting to the root of the issues – creating longer term crime reduction and addressing avoidable demand

RCRP has already seen decreases in officer time at A&E – work with partners to reduce demand

Demand is lower overall than pre covid but more complex

In August, the ADA pilot was saving 130 hours of officers' time across work on 235 cases

Public health approaches (evidence shows police must use situational immediate activity in addition to early prevention)

Preventing and Deterring Crime



Growing
partnerships & focus
on crimes e.g., fraud



Learning from
digital efficiency
programmes

Community
Safety
Interventions



Upstream across
crime types



Preventing
Shoplifting and
Retail Crime



Locally funding
preventative
programmes

Why?

Strengthening local policing

Visibility is single biggest wish of the public – how can we boost neighbourhood policing and local, visible problem solving?

Leadership is not rank specific – local solutions to local need

Thinking outside bricks and mortar

Residents in high crime areas value buildings, neighbourhoods & patrols the most



Strengthening local policing – deep dive

1	Visibility	<p>Create a 5-year visibility strategy: ‘What does visibility look like in 2030?’, which includes:</p> <ul style="list-style-type: none">- High visibility policing in hotspot areas- Evidence based pilots of localised pop-up policing sites- Effective awareness raising and signage of existing visible police buildings- Assessment of estates including value for money and reach- Hub and spoke modelling, concentrating on those communities which need it most due to neglect or remoteness- Online visibility, engaging with communities at each end of the age spectrum, to deliver effective online visibility and accessibility- Visibility to communities – using EQIAs, create strategies for accessibility and visibility for particular communities in Hertfordshire
2	Visibility	Delivery of the 2030 visibility strategy and all its key milestones
3	Work with communities	Ask the CC to deliver the National Vulnerability Plan action from the College of Policing and ‘Work with Communities’
4	Work with communities	Ask the CC to deliver a strategy on community engagement (aligned with the 2030 Visibility Strategy) with comms. Each CSP to have a localised engagement plan which supports the principles in the countywide strategy, to allow for diversity across the county.
5	Town centre policing	Mapping of town centres, using local leadership programmes (P6) to empower local officers to build local partnerships, including with community guardians



Strengthening local policing – deep dive

6	Neighbourhood policing	Have oversight of the delivery of the neighbourhood policing programme pilot and ensure learning is embedded
7	Named officers for every community	County-wide comms about how to find your named officers online, and ensuring that the information stays up to date. Establishing a named officer for town centres for the business community in addition to NPT named officers for residential communities.
8	Hotspot Policing	Measuring through hot spot areas, identifications – numbers, year on year analysis – has the reduction in crime been achieved?
9	Embedding or locally funding hotspot	Using commissioning budget, continue to fund hotspot policing, ensuring that it delivers what works from the pilot, and builds in sustainability for the future & aim to make BAU.
10	Community Safety Partnerships	Deliver data analysis project to identify crime data “outliers” across districts/boroughs to support and inform CSP strategies and priorities.
11	Community Safety Partnerships	Hold public meetings in CSPs to increase visibility, transparency, and accountability of their local plans and monitor how they are delivering on reducing the top crimes in their areas.

Why?

Getting tough on neighbourhood crime and anti- social behaviour

The top 10% of shoplifters account for 40% of reported offences. The top 1% account for <10% of offences.

Working with our partners, we want to create sustained change in areas affected by serious and organised crime to tackle offending and address underlying issues affecting communities.

Rural and roads: important to sections of our community and we need to get it right

Getting tough on neighbourhood crime and anti-social behaviour

Rural Crime

Understand the level of rural crime – training officers and better tagging on Athena, Longer term – using the data, identify core ‘target hardening’

Engaging with rural communities so they feel part of the process

Roads

Neighbourhood ASB driving, noise complaints

Burglary

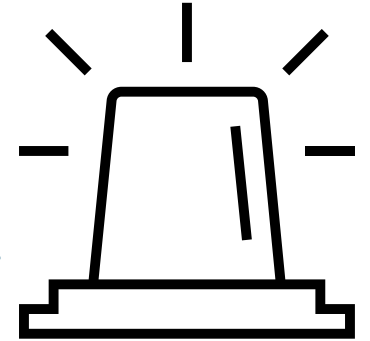
Ensuring response to burglary is more than just a crime number

Contextual safeguarding and place-based activity

Work with partners such as local councillors and building on Clear Hold Build

ASB

Support the force to deliver a comprehensive response to ASB, capitalising on the hotspots approach



Why?

**Disrupting
high harm
criminality to
protect
vulnerable
people**

Violence Against Women and Girls is SPR nationally, local issues with recording the crimes, protecting women & detecting offenders

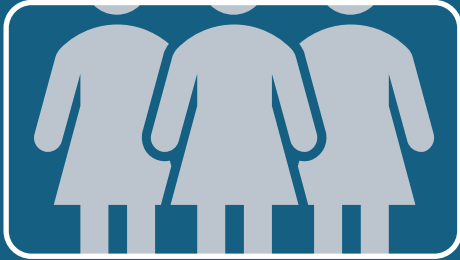
When dip sampling harassment cases, 10% were DA/IPV – I.e. stalking not recorded

Rape is at pre-pandemic levels & other sexual offenses at an all-time high

Lack of recording, lack of use of protection orders, vulnerable communities repeatedly targeted



Disrupting high harm criminality to protect vulnerable people – deep dive



Violence Against Women

- Protective Orders need to improve
- Focus on Rape, DA, stalking, misogyny



Drug related harm

- Communities want to feel safer, concerns about drugs
- Cuckooing, vulnerable adults, exploited children



Protecting children

- Exploitation in new emerging areas
- Missing children



Disrupting high harm criminality to protect vulnerable people – deep dive

1	Domestic Abuse	<p>Extreme misogyny:</p> <ul style="list-style-type: none">- Potential study within Herts- Applying some emerging practice as a pilot
2	Domestic Abuse	<p>Ensuring local agencies factor in tech enabled abuse:</p> <ul style="list-style-type: none">- Elder abuse using hearing aids and heart monitors (Refuge)- Work with a partner to increase awareness locally- Escalation in YP DA – national analysis shows tech enabled abuse a key feature in rapidly escalating DHR cases <p><i>VKPP DHR Analysis 2020</i></p>
3	Domestic Abuse	<p>Child to Adult Parent Violence and Abuse:</p> <ul style="list-style-type: none">- Fund specialist services to support both children and parents/carers <p><i>From April 2023 – October 2024, there have been 104 referrals aged 0-15, and 33 aged 15-20; making up around 20% of all referrals into the Chrysalis Centre.</i></p> <p>Comprehensive needs assessment of Child/Adolescent to Parent Violence and Abuse in London</p>
4	Domestic Abuse	Implementation of DA Specialists in force control room: Utilise best national practice
5	Rape / Serious Sexual Assault	<p>Hold the CC to account on implementing the National Operating Model & learning from Soteria</p> <ul style="list-style-type: none">- Five Year look ahead – what do we want Rape management and service for victims to look like in 2030 in Hertfordshire?- Focus on ensuring victims stay engaged and feel supported in the process



Disrupting high harm criminality to protect vulnerable people – deep dive

6	Rape / Serious Sexual Assault	Ensure the Constabulary meets the AFIs in relation to rape and serious sexual assault
7	Vulnerable adults and drug related harm	<p>Cuckooed individuals - holistic approach to safety. RAG rate local cuckooed cohort, caseload held by PCSOs/PCs, continuous checking, makes the property hot, reduce risk and take them down the RAG rating.</p> <p><i>Dorset national best practice</i></p>
8	Vulnerable adults and drug related harm	<p>Following national best practice, the Constabulary to draw agencies together for a specialised multi-agency cuckooing protection panel:</p> <ul style="list-style-type: none">• Frontline training on cuckooing• Orders – partial closures. MASH/MACE/Strategy Meetings/MARAC style• Utilising powers of entry with local authority• Slavery Trafficking Risk Orders• Reciprocal arrangements between housing and policing and the agencies• Agreed case managers• Application of s.42 Care Act• Use of exclusion zones for known OCGs• Link into SABs• Correct tagging of cuckooing
9	Child criminal exploitation	Child protection auditing in each county lines impacted area, including outreach to mainstream and PRU primary and secondary schools, and a need to include parents, complemented by the Eduguard activity.



Disrupting high harm criminality to protect vulnerable people – deep dive

10	Stalking	<p>Ask the CC to implement learning from the stalking super complaint, considering setting up a specialised unit with a holistic understanding of stalking (including non-DA, fixations, unknown offenders etc.):</p> <ul style="list-style-type: none">- Getting a clearer local understanding of stalking both in size and nature of the issue- Developing multi-agency activity commensurate to the size of the issue locally- Ensure training utilises stalking IDVAs knowledge, is embedded and followed up with all frontline staff and officers- Ensure the voice of the victim is at the heart of investigations, alongside wider quality, via dip sampling- SPOs- Reviewing the feasibility of commissioning repeat offender management via OPCC existing commissioning- Digital safeguarding – ensure examples of local digital stalking and widely disseminated- Online safety advice is available to officers, staff and the public- Education- Considering working with the SIA to educate about what stalking looks like and what to do to prevent harm
11	Stalking	Ensure that stalking on the agenda at HCJB (R25) for working together strategy, including use of MAPPA.
12	Child Protection – work with agencies	<p>NSPCC Learning on expectations from vol sector to work with agencies – the OPCC to develop an intelligence requirements document in collaboration with the Constabulary, and share with all voluntary sector organisations in Hertfordshire, and ensure the requirement is in all grant and contracts with commissioned providers</p> <p>Voluntary agencies: learning from case reviews</p>



Disrupting high harm criminality to protect vulnerable people – deep dive

13	Child Protection – child victims of DA	Children as victims of DA – await recommendations from the Hertfordshire Joint Targeted Area Inspection <ul style="list-style-type: none">- MATAC- Sharing rich picture of intelligence- Bruising- Encompass – measuring effectiveness of sharing information with schools
14	Child Protection - Missing Children	Getting risk assessment right for marginalised groups. <ul style="list-style-type: none">- Black children who go missing are currently graded as lower risk than white counterparts- National reports have shown this is in line with national issue around adultification of Black children- Embed learning from the report Final_Experiences-of-Black-missing-children-Voices-report.pdf
15	Child Protection - Missing Children	Hidden missing – those children who do not get reported missing: <ul style="list-style-type: none">- An education and identification piece of work with agencies and parents- Followed by partnership working to reduce the risk once identified
16	Child Protection - Boys as victims	Keeping safe programme for children and parents <i>80% of victims of personal robbery in Hertfordshire are boys under 18</i>
17	Child Protection - CSE	Carry out a ‘health check’ on CSE with the Hydrant Programme and implement findings and recommendations: <i>Coerced sextortion, Financial exploitation</i>
18	Protective orders	Use local examples of good protective orders and enforcement leading to lives being saved or victims feeding back that they felt protected
19	Older victims	Getting it right for vulnerabilities in older victims – fraud, DA

Why?

**Bringing more
offenders to
justice,
addressing
prolific
offending and
supporting
victims**

PEEL – Rates of NFA

Victim attrition is improving, but
roughly half of rape cases are not
supported by victim

1.2% formal OOCR, 1.9% informal
OOCR

Bringing more offenders to justice, supporting victims



Clare's Law



Out of courts
resolutions

Updating victims



Work with CPS



Improved
detection



Commissioning

Why?

Improving service to the public

Focus on **performance** and **standards** – PEEL and wider issues emerging from super complaints and national learning

Using **digital innovation** to create capacity for **problem solving, visibility and investigation**

Financial sustainability, opening up new avenues of access to funding.

Across many discussions with policing staff and officers, **training** has been raised as an issue. A young workforce who need support in management and leadership in addition to running busy public protection and local policing teams. This was raised as single biggest challenge in State of the Nation report (HMICFRS).

Improving service to the public

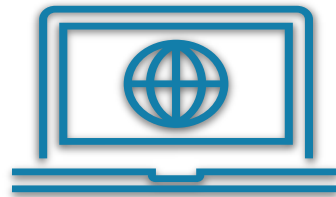


Estates



Training

Digital innovation



Call It Out 2
Campaign



Finance
Creation of
funding



Productivity

Cross cutting themes and pillars



Equality
Diversity and
Inclusion



Strategic Policing
Requirements



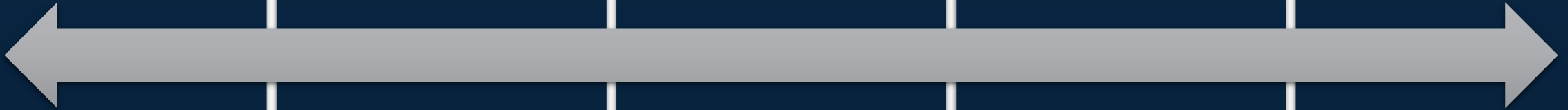
Climate



Resources



Inspections

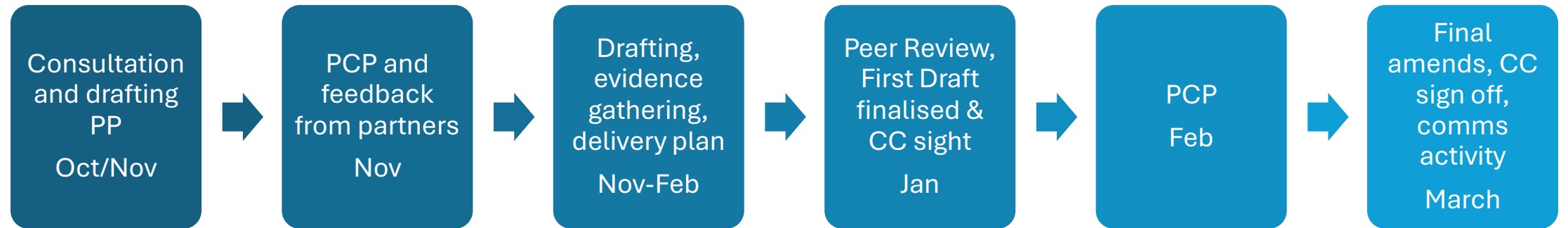




Timeline



Police & Crime
Commissioner
FOR HERTFORDSHIRE



Consultation with police colleagues at every level

Public

Police

Partners

Business

Victims