

MEETING	Police and Crime Panel
DATE	23 November 2023
TITLE OF REPORT	Annual Delivery Plan Update (February 2023- November 2023)
SUBMITTED BY	Dr Amie Birkhamshaw, Deputy Chief Executive, OPCC
PURPOSE OF REPORT	To provide the Police and Crime Panel with a progress report on delivering against the PCC's Community Safety and Criminal Justice Plan priorities.
DECISION(S) REQUIRED	To note the content of the report.
FINANCIAL IMPLICATIONS	To be considered in the 2023/24 Budget Report
RISK IMPLICATIONS	None identified
LEGAL IMPLICATIONS	None noted at this time
EQUALITIES IMPACTS	None identified
FREEDOM OF INFORMATION EXEMPTION SECTION IF APPLICABLE	Not Exempt

Report for the Hertfordshire Police and Crime Panel, November 2023

Annual Delivery Plan Update (February 2023 – November 2023)

The Hertfordshire PCC continues to be one of only a few across the country to produce an Annual Delivery Plan to show transparency in the progress against each of the commitments outlined in the Community Safety and Criminal Justice Plan: Everybody's Business (2022- 2027), and track progress over the five-year period.

The priorities in the CSCJ Plan ask a range of partners across Hertfordshire to play their part in delivering on the priorities and supporting the PCC's ambitions for improvements in community safety and criminal justice across the county. Of the 147 priorities, the Constabulary are the lead agency for over half with the OPCC having responsibility for delivery of a further quarter and the remainder sit with other county partner agencies.

The Delivery Plan contains an update on the progress in delivering the actions and links to the publicly available board papers that have been submitted to the PCC's [Decision-Making Meetings](#)

and [Strategic Executive Boards](#) which are available on the PCC's website. The Delivery Plan also gives an indication of the timeframes for completion of each action and references the page number where the priority has been discussed in more detail within the CSCJ Plan.

Overall, the Delivery Plan shows that of the 147 CSCJ Plan actions:

- 51 actions are 'Business as usual' / 16 actions are 'Completed'
- 66 actions are 'In Progress'
- 9 have 'Not Started'
- 5 actions have 'Paused'

A proportion of the 'not started' actions reflect in part the national and local context including delayed legislation, such as Out of Court Disposals, or require additional resource, budget or data analysis before commencement. Moreover, while some actions will be recorded as 'completed', there will be an element of them continuing to ensure monitoring before embedding within existing workstreams and becoming 'Business as usual'. Five actions are currently 'paused' pending a review of the work plan following an incoming PCC in May 2024.

Alongside delivering on the CSCJ Plan priorities, the Commissioner's office has also been applying for additional government funding to improve services and pilot projects or initiatives across the county, and using resources to deliver on successful bids. During 2023/24, the OPCC has received Home Office funding of £2m to establish a referral process and to respond to an identified gap across the country in perpetrator provision. A new Chrysalis Centre will offer a range of behaviour change interventions and programmes. £1m was also awarded from the Home Office for Safer Streets 5 projects to reduce VAWG and Serious Violence in Hertford Town Centre, Vehicle Crime and County Lines in South Hatfield, and Drugs, criminal damage and vagrancy in Bedwell, Stevenage. This is in addition to the £1.38m Victims Services grant awarded to the OPCC from the Ministry of Justice to commission services for victims of crime in Hertfordshire.

Annual Delivery Plan: 'Everybody's Business'
Community Safety and Criminal Justice Plan for Hertfordshire (2022 – 2027)

This Delivery Plan reports on the 147 actions outlined in the Hertfordshire's PCC's five year [Community Safety and Criminal Justice Plan: Everybody's Business 2022- 2027](#) (CSCJ) Plan, during the reporting period February 2023 to November 2023.

While the Constabulary and OPCC have primacy in delivering a large proportion of the actions, other community safety and criminal justice agencies including: the County Community Safety Unit (CCSU), district, boroughs and the county council, fire and rescue, health, education, Crown Prosecution Service (CPS), National Probation Service (NPS), Her Majesty Courts & Tribunal (HMCTS) and volunteers, all have a part to play in achieving shared outcomes.

Each action has been given a status during the reporting period and an overall timeframe for delivery. Some completed actions require ongoing monitoring to ensure they become embedded within structures and become business as usual. Other priorities have become business as usual and do not require discrete activity as they have become embedded within existing service delivery and governance structures.

Plan priority	Action	Status	Explanation / Link to meeting papers	Timeframe for delivery / Completion	CSCJ Plan page
1	Ask the Chief Constable to develop a Prevention First Strategy for Hertfordshire, using the evidence base and what works from other areas, accompanied by an Integrated Performance Framework to enable the tracking and monitoring of impact.	Business as usual	<p>Prevention First is the overarching mission and vision for the Constabulary as set out in the PCC's CSCJ Plan. To further embed Prevention First, the team provides additional support to embed the strategy organisationally and use the evidence base to help operationalise Prevention First into phase two.</p> <p>The consultancy Leapwise Advisory were commissioned to deliver a Prevention First roadmap to assist in the delivery of the integrated performance framework. Professor Jeff Berry has supported in the development of a Theory of Change model to help identify what the new outputs and outcomes look like to measure the success of Prevention First and the accompaniment of an Integrated Performance Dashboard.</p>	Integrated performance framework by March 2024	9-10
2	For the Chief Constable to maximise the new investment of police officers over the next three years around the Prevention First model.	In progress	<p>The Constabulary was successful in meeting its uplift targets at the key milestones in March 2023 and September 2023. It is now focused on meeting the uplift target in March 2024.</p> <p>The Constabulary and OPCC have embarked on a joint Force efficiency and effectiveness review which will include how the force is utilising its workforce against volume, harm and demand. This review will inform the</p>	April 2024	9-10

			budget setting for 2024/25 and some elements will continue during 2024 financial year.		
3	Ensure the Constabulary use a cost benefit tool to measure the impact of preventative activity.	In progress	Work on a cost-benefit tool is ongoing. Initial work is focused on using a combination of internal approaches and external literature, such as the 2018 Economic and Social Costs of Crime Home Office report, to develop this. The force can also draw on National Police Chiefs Council (NPCC) guidance that is due to be released immanently which has developed a process model to enable an evaluation on costs.	April 2024	10
4	Encourage local authority partners and the police to work together with the building sector to adopt higher prevention standards.	In progress	The OPCC to begin a discussion with the Constabulary regarding a potential accreditation standard.	Summer 2024	10
5	Ask the Chief Constable to adopt an 'Evidence Based Policing' approach and examine the techniques that have been used elsewhere and a plan for how they will be adopted in Hertfordshire.	Business as usual	The Constabulary have now embedded the hotspot policing model into daily practices, and it has been rolled out across all 10 CSPs using better data to target small geographical areas according to the temporal model.	Completed	10-11
6	Ask the Chief Constable to trial the Hot spots Policing Model in Hertfordshire and assess the impact on crime rates across different crime types.	Business as usual	The hot spots policing model was initially trialled in one of the 10 districts in the county. The evaluation showed that over the pilot period, the borough of Stevenage saw a 40% reduction in arson and criminal damage and a 25% reduction in violence against the person.	Completed	11

			Following the success of the pilot, all 10 CSPs have now adopted a hot spots policing approach in line with the target date of March 2023. The new approach will be kept under review in order to ensure that the model is working according to the theory.		
7	Ask the Chief Constable to examine the composition of neighbourhood policing teams, including the relationship to the Hertfordshire Harm Index and consider how resources should be managed and deployed.	In progress	Building on the Cambridge Harm Index, the OPCC developed a Hertfordshire Harm Index to enable an examination of areas in the county that have high concentrations of crime harm (as defined by the Cambridge Harm Index), and areas of high-volume crimes of low harm (including ASB). The evidence base will be used by the Force Review Team to examine where resources should be deployed to meet demand and improve performance.	Spring 2023	11-12
8	Encourage each of the 10 Community Safety Partnerships to use an evidence-base which combines crime data and local priorities.	Business as usual	<p>The CPS' now have access to an interactive PowerBi Performance dashboard to assist partners in their understanding of the hotspot locations and crime trends in their area. This insight is being used to support local priority setting together with the local profiles from the County Community Safety Unit.</p> <p>As part of the PCC's commissioning light approach, Community Safety Partnerships are being encouraged to fully utilise the range of data across their partnerships to identify gaps in service provision and use that to work with partners to tender for commissioned</p>	Complete	51

			projects.		
9	Hold regular public meetings in each Community Safety Partnership to make visible to the public the local priorities for that district and monitor progress.	Not started	Linked to priority 8. A review of the CSPs will start in 2024 and the recommendations will feed into a new PCC's Engagement Strategy.	Summer 2024	51
Criminal Justice					
10	Work with HM Courts and Tribunals Service (HMCTS) to improve the administration of the courts and minimise victim attrition and cases collapsing.	In progress	In June 2023, the OPCC undertook a review of the victim journey to understand key points in the criminal justice process where attrition is high. Policy recommendations have been devised and these are being reported through the Performance and Programme Management Group and the Criminal Justice Board.	Summer 2024	14
11	Measure the quality and timeliness of prosecution case files as defined by the national file standards proxy error rate.	Business as usual	The Constabulary hold monthly triage meetings with the Crown Prosecution Service (CPS) to discuss trends and themes, barriers to performance, identify learning and discuss those files that have been rejected by the CPS. The dedicated File Quality Unit helps expedite the correction and speed up the process. This is reported back to Hertfordshire's Criminal Justice Board who oversee scrutiny of file quality proxy error rate.	Completed	13-14

12	Lobby government to expand the emergency measures they are taking to address the courts backlog including additional virtual court facilities for Hertfordshire.	Business as usual	During the pandemic and shortly afterwards, the PCC, on behalf of the Hertfordshire Criminal Justice Board, reviewed emergency measures such as Nightingale Courts to tackle the backlog. Post pandemic, the PCC, through the National Criminal Justice Board, continues to raise the backlog with Ministers.	Completed	13
13	Trial a text message reminder pilot for defendants to improve first hearings attendance at court and evaluate the findings and examine whether to expand further.	Business as usual	The evaluation of the text messaging pilot showed a significant increase in the number of defendants attending their first hearings at court following the texting of a reminder the day before court. Following the successful pilot, the Constabulary's Administration of Justice department have rolled it out to defendants attending St. Albans Magistrates Court, Luton Magistrates Court and Stevenage Magistrates Court.	Completed	14
14	Investigate the practicalities of providing independent legal advice to vulnerable victims of crime.	In progress	There are two strands to this action. First there is a live strand relating to Independent Legal Advice for victims of domestic abuse. This is provided routinely through the Domestic Abuse Alliance. This provision is being monitored both by the Domestic Abuse Partnership Quality, Innovation and Commissioning sub-group, and a separate academic evaluation by Birmingham University. Initial findings indicate that demand is outstripping supply, and this will be looked at from a commissioning perspective over the	Autumn 2024	15

			course of 2023. The second strand relates to vulnerable victims more generally. The commissioning team are considering the options and benefits of either providing direct support to victim or, access to legal advice to case managers to help advise their client. This latter option is most likely the better option and links in with the ambition to embed a 'life coaching' component to the work of Case Managers.		
15	Put in place a structured training programme for Witness Care Unit staff.	Business as usual	Catch22 have agreed a programme of victim awareness courses and are currently finalising a video that captures victim experiences of travelling through the criminal justice system in Hertfordshire. Furthermore, whilst not specifically a structured training programme, Witness Care Unit staff have been invited to spend a day alongside Victim Care staff to further enhance shared ways of working.	Completed	16
16	Pilot a Criminal Justice Care Coordinator and evaluate its impact.	In progress	A job description for a CJ Care Coordinator has been written and post created. Following completion of the review of the Victim Care Unit, the post will be advertised, and the impact of the post monitored.	Autumn 2024	16

17	Consider options where a vulnerable victim is being supported by a Beacon Case manager, to act as the criminal justice 'single point of contact'.	Business as usual	The collaborative work between Catch22 and Witness Care Unit has brought about a referral pathway enabling Case Managers to act as a SPOC where this is the preference of the victim. Over the course of the 2022/23 financial year, Case Managers have supported 112 victims who are progressing to court. It is anticipated when the CJ Care Coordinator is appointed there will be an uplift in the identification, coordination and referral of services to ensure a higher level of support for witnesses.	Completed	36-37
18	Commission a comprehensive review of the 'journey' of the rape victim through the Hertfordshire criminal justice system to identify and put right the failures and provide any additional support required.	In progress	Whilst there has been an improving picture in the level of rape prosecutions across the county, it remains persistently low. This has a significant impact on the public's confidence on the efficacy of the criminal justice system and can affect the willingness of a victim to come forward and report rape, fuelling the cycle of under reporting and further preventing positive criminal justice outcomes. Work is being scoped to track the journey of a rape victim around key touchpoints to understand failures in the system and action to be taken.	Autumn 2023	15-16
19	Encourage criminal justice partners in Hertfordshire to measure their performance from a victim's perspective	In progress	The Victims and Witnesses subgroup are looking at a range of metrics and measures to consider how it feels to be a	Summer 2023	15-16

	rather than a system one.		victim in the criminal justice system. This includes confidence and satisfaction with timeliness, how well they were supported, convenience of listed court date, options available to give evidence, support received from victim or witness care, and willingness to give evidence or support a prosecution. The Hertfordshire Criminal Justice Board will seek to review their current performance dashboard over the coming months to ensure it captures what it feels like from a victim's perspective.		
20	Campaign for a change to the system based on the principle that the victim should receive their compensation as a lump sum at the time it is awarded by the court, and that it is the state's responsibility to recoup it from the perpetrator.	Not started	To consider a new policy paper following the PCC elections in 2024.		16
21	Explore the establishment of a local Victim Support Fund, seeking contributions from the public and private sectors which can be used to provide additional financial support to victims both to provide compensation and to meet their other needs.	Not started	To consider scoping work following the PCC elections in 2024.		16
22	Ask the Chief Constable to review the Constabulary's approach to Out of Court Disposals including the scope	In progress	The OPCC and Constabulary held a Strategic Planning Meeting focusing on Out of Court Disposals (OCCD) in March 2023	Spring 2023	16

	<p>and impact of diversionary courses, with a view to developing a fully resourced and comprehensive approach that is aligned with Prevention First principles.</p>	<p>which covered the scope and impact of diversionary courses and ensuring that complies with legislation.</p> <p>In advance of the legislation, a public consultation was undertaken on the updating of the community resolution menu to include the opportunity for victims to ensure offenders take part in diversionary activity and also agree through a restorative justice approach what the intervention should be.</p> <p>These two additional options are being incorporated into the operational strategy and will be adopted during 2024 to coincide with the new legislation to ensure we continue to put victims first.</p>		
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23	Ensure the needs of the victim remain at the forefront of this approach and that they are consulted and engaged with at all stages of the process so that they have a voice in shaping it.	In progress	Legislative changes to Out of Court Disposals have been postponed and will likely come into operation in June 2024. In the meantime, reviews are underway to understand the current landscape including usage and culture. This includes a thematic focus at the Strategic Planning Meeting in March 2023 and a commission to Leapwise Advisory to examine why the number of OOCDD issued in Hertfordshire is much lower than their Most Similar Force Group. The findings will be reported back to the criminal justice board in December 2023.	Spring 2024	16-17
24	Ensure that OOCDDs are embedded culturally as a proportionate response to certain levels and certain types of crime and examine good practice from other forces to support it becoming further embedded within Hertfordshire.	In progress	The Commissioned work underway by Leapwise Advisory will focus on cultural issues surrounding the issuing of OOCDD. The review will also include examining the approaches of those best practice forces.	Spring 2024	16 - 17
25	Refresh Out of Court Disposal principles to highlight the benefits of restorative approaches.	Not started	The new legislative requirements in Summer 2024 around OOCDD will set out the restorative approaches and requirements. Following this, the OOCDD principles will be refreshed.	Summer 2024	16-17

26	Work with partners and use my commissioning budget to ensure that effective rehabilitative and reparative interventions are available for the police to call upon.	Business as usual	Hertfordshire's Perpetrator Programmes have been reviewed using feedback from key partners/stakeholders and data to help determine the key drivers of demand, and gaps in service delivery. This has resulted in adult early intervention diversionary activities being piloted and benefits assessed.	Completed	30- 31
27	Establish an evidential base to determine the appropriateness and effectiveness of diversionary activities.	In progress	The OPCC was awarded £2 million from the Home Office for 2023/24 to establish a referral process and to respond to an identified gap across the county in perpetrator provision. A new provision in the form of the 'Chrysalis Centre' will offer a range of behaviour change interventions and programmes that can be offered.	2024/ 2025	16-17
28	Review the Terms of Reference for the Out of Court Scrutiny group to understand where OOCs are being applied and the effectiveness of the sanction and victim satisfaction, and understand where an OOC could have been used, but was not.	Business as usual	The Terms of Reference have been updated to reflect this ambition. The panel are helping to shine a light on how the workforce are engaging with using OOCs and whether OOCs are being appropriately applied as a form of disposal. This priority is also being supported through the work commissioned by the criminal justice board to Leapwise Advisory to undertake a deep dive	Completed	17

			examining the culture of OOCd use in Hertfordshire. The findings will be fed back to the scrutiny panel to inform their areas of focus.		
29	Investigate the scope and reach of both the Joint Protective Services referral model and County Community Safety Unit activities and how these could inform early intervention strategies.	In progress	<p>A business case has been written which examines the benefits and risks of introducing a victim centric and adaptable service to prevent and protect against crime (such a Bobby Van).</p> <p>The 'Bobby Van' would seek to proactively target those individuals who are vulnerable to crime by providing practical advice and introducing target hardening measures to prevent burglary, domestic abuse and ASB and frauds and scams. The logistics of the operating model is being discussed with partners together with scoping demand and cost.</p>	To be confirmed	18
30	Extend eligibility to attend the Constabulary Prevention First academy to other statutory authority providers.	Business as usual	Partners and other forces are already invited to attend the Leading for Prevention Course. To date, 17 people from local authorities and fire and rescue have attended. A bitesize course is also being run specifically on problem solving during November and December 2023. This rolling programme of training will continue. Active consideration is being given to how the	Completed	18 -19

			Constabulary can generate an income stream from becoming a training provider, whether this is viable and what level of investment would be required.		
31	Ask the Chief Constable to consider the opportunities to enhance the County Community Safety Unit resources and support the creation of a Prevention First Early Intervention Hub.	In progress	The Constabulary conducted a data maturity assessment and roadmap within which its ambition for data sharing with wider partners is considered. The Constabulary held a Prevention Conference in March 2023, to which a wide group of Hertfordshire partners were invited which focused on how to provide a data function that examines multi agency partnership data to get upstream and identify people at the earliest opportunity.	Ongoing	49
32	Investigate the development of sexual abuse 'centres of excellence' across the region.	In progress	This action and the response links with forensic nurse examiners priority 33 below. The business dynamic has changed significantly since the requirement by the Forensic Regulators Office for SARC's to achieve ISO accreditation. Initially accreditation was due to be achieved by October 2023 however due to the cost and complexities of this requirement, the deadline has been extended to 2024. ISO accreditation requires a 'legal entity' to be	Autumn 2023	18-19

			<p>the responsible owner of processes, documentation, governance etc. There is currently national debate whether the 'legal entity' should be the provider, or authority. Currently Hertfordshire, Bedfordshire and Cambridgeshire (BCH) are considering where the Centre of Excellence could be, and options are being explored with Essex albeit the issues around ISO constrain developing discussions further.</p>		
33	<p>Seek to procure forensic capability, including provision of forensic nurse examiners, on a regional basis to maximise efficiencies.</p>	In progress	<p>The availability of Forensic Nurse Examiners is constrained by market supply. Recruitment is an issue. Through contract monitoring it is known there is a miss-match between demand and availability. This is an issue across Bedfordshire, Cambridgeshire and Hertfordshire. Consequently, 7 force procurement are also considering as part of the procurement process above, the best ratio in terms of Forensic Nurse coverage and the most optimal delivery model taking into account restricted market supply.</p>	Spring 2024	18-19

34	Expand the capability of the Beacon Safeguarding Hub to encompass all high harm/high risk victims of crime.	Business as usual	The Safeguarding Hub has been expanded and this now includes supporting victims who have been subject to organised immigration. A further uplift to staff may be required in the future to meet growing demands.	Completed	20
35	To scope the viability of introducing the drug test on arrest programme to all perpetrators arrested for Domestic Abuse where Class A drug use is suspected to be contributing to commission of the offence.	Business as usual	Following a successful pilot, drug testing on arrest is now routinely being undertaken for all perpetrators of domestic abuse in both custody suites in Hertfordshire.	Completed	24
36	Evaluate the effectiveness of the perpetrator programmes being piloted across Hertfordshire.	Completed	The PCC was awarded £581,109 in 2022/23 to evaluate the effectiveness of perpetrator provision in Hertfordshire. The three providers are: For Baby's Sake, The Change Project and No More. An evaluation was conducted in 2022 by HCC Public Health. The findings were inconclusive largely due to a lack of data. For Baby Sake however has demonstrated a reduction in risk for the child (from initial assessment to current status on programme) and reduction in calls to police. This led to the development of the Chrysalis Centre with £2M Home Office funding.	Completed	30-31

37	Ensure victims of Domestic Abuse are given the opportunity to make a Victim Personal Statement and are informed about the benefits of doing so.	Business as usual	The Constabulary have instigated a process change where the Investigation Management Unit (IMU) will not accept a crime file unless the Victim Personal Statement (VPS) offered check box is completed on Athena. Furthermore, all victims referred to a Case Manager in Beacon are reminded of both the option, and benefits, to making a VPS. Victims also have access to the Beacon Assist App - a portal that gives access to a diary where the impact of a crime can be recorded and used to finalise a VPS.	Completed	30-31
38	Investigate the opportunities presented by Domestic Abuse Protection Notices and put in place effective measures to ensure compliance.	Business as usual	In June 2023, the PCC held a Strategic Planning Meeting with Chief Officers focused on DVPNs and DVPOs. Following this meeting, work is underway to ensure that officers take full advantage to support victims of domestic abuse and stalking.	Completed	20
39	Improve the range of support available to victims of stalking and ensure that services do not exclude male victims or those who are subject to work-based stalking.	Business as usual	OPCC has funded an Independent Stalking Advocacy Caseworker (ISAC) who over a 6-month period (April to September 2022) received 15% male and 10% non-domestic abuse victims (which may or may not include work-based stalking). Due to an increased demand from Male victims stating a preference to be supported by a Male support worker, the service provider has recruited a Male ISAC. Work will now begin to look at	Completed	20

			how this provision is communicated to victims of crime.		
40	Review the effectiveness of Stalking Prevention Orders.	In progress	In June 2023, the PCC held a Strategic Planning Meeting with Chief Officers focused on how many Stalking Prevention Orders have been issued and the impact of these in safeguarding individuals. Further work is progressing, and an update is due to the PCC in 2024.	Spring 2024	20-21
41	Review the effectiveness of offender-based interventions including Out of Court disposals.	In progress	<p>Red Snapper is a leading provider of online digital intervention programs, consisting of 21 interventions that address a wide range of themes, such as Anger Management, Emotional Wellbeing and Substance Misuse. The PCC approved funding for a year as a pilot to use these interventions for OOCs for both Adults and Youth.</p> <p>In the first 6 months there had been 239 referrals and 161 completions. A high level of these were referrals from the Children & Young People team. The numbers have steadily increased as the resource became embedded in the force. 55% of the service users who completed the program, showed a positive shift in thinking and attitudes as measured by pre</p>	Autumn 2023	16- 17

			and post questionnaires. Red Snappers average is 73%, which will hoped to be achieved in the next 6 months of reporting in March 2023. A decision will be made with the Constabulary to review the effectiveness of these interventions before allocating funding for the next 6 months.		
42	Monitor and evaluate the impact of the Youth Action Panels and the 'No More Service' in diverting young people away from gang affiliation and violence activity and use the findings to shape future commissioning intentions.	In progress	As part of the PCC's commissioning light approach, proposals are being invited to extend and expand a Serious Violence Youth identification programme into 2023/24. Key Performance Indicators are being tracked and monitored around the grants awarded. The forthcoming Serious Violence duty on 31 January 2023 and potential funding will require partners to build on the good work underway by preparing a strategic needs assessment and local strategy to prevent and reduce serious violence in Hertfordshire.	Ongoing	21
43	Use the data from accident and emergency hospitals to inform preventative activities across the county.	In progress	While some progress has been made to understand the specific locations where assaults happen, two of the three Health Care Trusts will not provide the last digit of the postcode which makes it impossible to	Autumn 2023/ Spring 2024	22

			provide accurate location data. There are also delays in the Public Health Intelligence Team obtaining and analysing ambulance triage data due to a delay in Hertfordshire County Council agreeing the Information Sharing Agreement.		
44	Explore opportunities to obtain data from the Ambulance Service on violence and alcohol related assaults to provide a greater understanding around violent crime.	In progress	In addition to the above, challenges exist in obtaining violence location data from the Ambulance Service which prevents being able to replicate the Cardiff model to identify the nature of injuries and thereby focus problem solving and prevention first activity around premises and localities to reduce alcohol related violence. Further conversations are taking place with the Ambulance service to overcome data sharing barriers.	Ongoing	22
45	Work with partners to take a public health life course approach to tackling the systemic issues underpinning violence against women and girls.	Business as usual	The Constabulary have published the police response to VAWG which sets out a preventative strategy which at its heart sits a public health life course approach to understanding the wider determinants of violence to prevent and reduce violence against women and girls. The County Council also now have a broader domestic abuse and VAWG strategy which seeks to coordinate	Completed	22-23

			work across the county to ensure a whole systems approach.		
46	Work with local partners in criminal justice, education, and health to use evidence-based responses to target prevention activity around online, private, and public spaces.	Business as usual	This work is set out in the two VAWG strategies across the county and is being tracked by the Domestic Abuse Partnership Board.	Completed	22-23
47	Support the development of a multi-agency action plan to address the root causes of violence against women and girls.	Business as usual	The County Council together with partners have developed a multi-agency strategy and targeted action plan around violence against women and girls which takes a whole systems approach to addressing the systemic issues causing violence against women and girls.	Completed	22-23
48	Work with schools and individuals with lived experience to educate young people about healthy relationships and consent and ensure victims can recognise abuse and report abuse.	In progress	See priority 79.	Ongoing	23-24
49	Ensure there are a range of perpetrator programmes, out of court disposals, and drug testing on arrest in place across the county to support VAWG offenders into treatment and	Business as usual	Earlier this year, Hertfordshire was awarded £60k funding from the Home Office to expand the drug testing on arrest programme in both custody suites. Drug Testing on Arrest (DTOA) now	Completed	23-24

	education.		<p>includes:</p> <ul style="list-style-type: none"> • Drug testing Domestic Abuse offenders for powder cocaine • Drug testing VAWG offenders for class A drugs • Drug testing those arrested for acquisitive crimes which includes the night-time economy <p>Those naïve to treatment are given support, education and treatment as part of their conditions.</p>		
50	Use opportunities provided by digital solutions, technology, and platforms including hotspot policing and the target, test, and track approach to reduce crime.	Business as usual	<p>The OPCC has invested in geographical mapping software to provide transformative spatial insights around the distribution of crime and its relationship to people and places. Looking at crime geographically enables a more collaborative approach across agencies who can use the data to better judge the relative impact on the community and understand how those spatial areas may change in harm over time. It also informs a discussion with the Constabulary around prioritising resources and the allocation of budget. Moving forward the OPCC wishes to explore the full capability of the technology to model and predict areas of crime using artificial</p>	Ongoing	11

			intelligence.		
51	Ensure the evaluation of domestic abuse interventions so that as a county we understand what impact interventions have in reducing crime and improving feelings of safety.	In progress	Through the county's Domestic Abuse and Violence against Women and Girls Executive Board, HCC is continuing to build their evidence base around the impact of interventions to inform service delivery and the OPCC's commissioning intentions.	Ongoing	22-23
52	Work with Hertfordshire County Council and partners to review recorded crime and public perception data to assess the benefits of turning on streetlights overnight in areas where it has been shown to impact on feelings of public safety, particularly for women and girls.	Paused	Work is on hold pending the results of HCC's evaluations on the use of renewal energy to operate street lighting. Given the financial climate, the County Council are unable to consider the business case for additional lighting or changing part lighting to full lighting.	Ongoing	23
53	Support a process of independent scrutiny by women and girls, including those who are from Black, Asian, and Ethnic minority communities with lived experience to support and challenge the Constabulary's performance and practice around VAWG.	Paused	The Constabulary now have scrutiny panel in place to view VAWG cases from a police investigatory perspective. Hertfordshire County Council also have a VAWG subgroup which scopes the needs and experiences of victims, families and perpetrators of VAWG accessing services. Currently these panels do not include those with lived experience. An external VAWG scrutiny panel has been	TBC	23

			scoped to decide on breadth and reach of the panel. This work is now paused until after the PCC election.		
54	Examine ways in which to obtain 'real time' data on drug related deaths to enable partners to be more focused and responsive to the changing patterns of drug use.	In progress	The County Community Safety Unit (CCSU) are working to establish a formalised process with Herts Police for them to provide real time surveillance on suspected drug related deaths and near misses to the Unit for dissemination to partners including drug treatment providers and Public Health. An informal process has been in place for a number of months now and Herts Police have sent reports to CCSU for immediate action with partners including getting messages out to drug users, hospitals and local healthcare providers, in particular if high strength or contaminated drugs are suspected in deaths or overdoses. Treatment providers also ensure that Naloxone, which can reverse the effects of an opiate overdose, is available to partners and users in the locality of suspected issues.	Autumn 2023	24
55	Ensure that all agencies have an integrated approach that seeks to	Not started		TBC	24

	break the supply chains and drug economy by relentlessly pursuing both recreational drug users, career criminals, and organised crime groups.				
56	Raise public awareness of cuckooing to ensure that residents are aware of what it is, how to spot the signs, and report any concerns they have.	In progress	The County Community Safety Unit (CCSU) have completed a refreshed Cuckooing Intelligence Briefing for countywide strategic Boards. The CCSU are working with partners to roll out the recommendations which include providing training to frontline staff that work with vulnerable adults. There is also a recommendation to develop an awareness campaign for the public to identify signs of cuckooing and encourage reporting.	Autumn 2023	25
57	Further develop the county Drug and Alcohol strategy to include how we will prevent and minimise alcohol fuelled violence.	Business as usual	The County Drug and Alcohol Strategy has been revised and refreshed to include a section around preventing violence by minimising alcohol.	Completed	24
58	Work with criminal justice agencies to ensure those offenders most at risk of re-offending due to their drugs or alcohol are identified, assessed, and have personalised plans in place.	In progress	As a result of the Section 31 grant, Hertfordshire now has a dedicated drug practitioner within Integrated Offender Management (IOM) team, a prison link officer and a criminal justice drug worker based in the courts, helping to share information between custody and the community. Work is	Autumn 2024	24

			progressing to ensure that when offenders go 'through the gate' they have tailored plans in place on release for services and support to reduce the likelihood of recidivism.		
59	Ask local leaders across Hertfordshire to work together to understand more about those who come to their notice in mental health crisis and ensure pathways and interventions happen at the earliest opportunity.	Completed	The learning from those cases is reported back into the Crisis Care Concordat Board meeting and this informs the commissioning of appropriate services by health trusts and the Integrated Care Board	Completed	25-26
60	Work with partners to reduce the number of Section 136 detentions and achieve improvements in the outcomes of people in mental health crisis.	In progress	The Constabulary are working in collaboration with Herts Mind Network to help people who may be on the verge of a mental health crisis get support. The service which runs 365 days a year, 24 hours a day offers a crisis helpline, a crisis café and overnight stays. This service takes a person-centred approach, non-clinical setting to see the person first, not the diagnosis and has already started to reduce the number of 136 detentions and achieve better outcomes for people.	Ongoing	25-26
61	Scope the options for conveying people in mental health crisis by a private ambulance.	Business as usual	Prevention First conducted a proof-of-concept pilot between March 2022 and June 2023 using Secure Care UK as a private ambulance	Completed	26-27

			service. The pilot included provision for patient 1-2-1 care while awaiting assessment and placement. The pilot ceased following the abstraction of health funding as it was considered to under-utilised and there was no cost benefit realised for police as attendance is still required in order to provide the handover – in transferring any legal duty of care between health and police. The roll out of Right Care, Right Person in January 2024 should, in time, further reduce the pressure on police.		
62	Conduct a thorough review of hate crime across the county to build a detailed view on prevalence, barriers to reporting, support available to victims, and police response to investigation.	In progress	Some initial scoping was undertaken to examine the incident of racial hate crimes compared to the non-white population % within output areas in Hertfordshire. The statistics would suggest that there is no significant cold spots or hotspots of hate crime exist at least as a result of the racial origin of the residents in an area.		27-28
63	Put in place easy and accessible reporting mechanisms across a range of public contact channels to ensure victims can receive rapid support and advice about hate crime.	Not started	Paused until after the PCC elections in May 2024.		27-28

64	Redouble efforts around Third-Party Reporting Centres to ensure geographical spread across the county and use the trends and themes to inform commissioning intentions and target prevention and engagement activity.	In progress	Over 30 Third Party Reporting Centres are in place across the county. There is representation across all 10 districts. All data goes to TrueVision and some high-level data is shared locally. Further data across the protected characteristics is being sought to help inform the commissioning programme.	Spring 2024	27-28
65	Create a group of hate crime 'champions' across the county to raise awareness and confidence to report crime.	In progress	This action is incorporated within the Hate Crime Partnership Board's Delivery Plan which relates to the strategic priority on 'confidence to report'.	Summer 2024	28
66	Ask the Chief Constable to use the funding set aside in the 2022/23 budget to grow investigatory capacity around Fraud and Cybercrime to enhance the service provided to the public, reduce lead in times, and bring about a notable increase in criminal justice outcomes.	In progress	The OPCC agreed 12 months funding for three additional fraud investigators to enable SFCU to adopt a greater number of PIP L2 investigations. New investigators are now in role. Following the 12-month trial, a PIR will be undertaken to establish whether a permanent uplift is appropriate.	Spring/summer 2024 for the PIR.	29
67	Consider whether there is a strong business case for piloting a small, dedicated single force team of financial investigators to focus on the volume organised crime cases to see if this impacts positively on our outcome rate and recovery of	In progress	The criminal justice outcomes are complicated with regards to fraud. From a national perspective NFIB currently only consider 'Action Fraud – NFIB disseminations'. They do not consider 'Action Fraud – Call for Service' reports which represents the vast majority of reports received. As such national data is of limited use and is not reflective of actual CJ	TBC	29

	Proceeds of Crime.		outcomes. Local / regional figures show our detection rate for this current financial year to date are 5.1% which compares favourably with our Eastern region counterparts (second only to Norfolk who boast a 5.9% CJ outcome rate currently). Projected detection rate of between 12%-13% percent by end of financial year.		
68	Work with partners to improve education and awareness to the public on how to protect themselves from becoming victims around online shopping and action fraud; advance fee fraud; and cheque, card, and online bank fraud.	Business as usual	Through the multi-agency fraud and cyber county board, work has progressed to produce a communications strategy and coordinate messages to the public to make them aware of the scams and frauds circulating and how to prevent themselves from becoming a victim. This has built on the cyber essentials programme that the PCC commissioned over the last 2 years to provide a free cyber check for small businesses to reduce the likelihood of them becoming victims.	Completed	29
69	Ask the Chief Constable to consider building a network of cyber-fraud Single Points of Contact (SPOCs) throughout the Safer Neighbourhood Teams to ensure that the prevention messages are communicated to the public at the earliest opportunity.	Business as usual	The Cyber Protect & Prevent Officer (CPPO) has created and continues to manage a SNT SPOC network. At any one time most CSPs have got at least one SPOC. To support the change in staffing and improve resilience across the local policing command, further training is being given to additional SNT officers to bolster numbers. The CPPO is fully aligned	Completed	29-30

			to the National Cyber protect network to ensure consistency of messaging and the Cyber Protect volunteer utilise Neighbourhood Watch to get selective messaging across and are trying to develop a network of organisations to maximise protect messaging opportunities.		
70	Encourage online banks that do not have a high street branch to sign up to the enhanced Banking Protocol.	In progress	There has been a delay in banks signing the Banking Protocol until it was rolled out nationally due to fears they might be targeted. Nationally, banks are awaiting three forces to sign up to the extended process. Online banks already signed up to the enhanced banking protocol include AVIVA and Monzo.	Autumn 2023	29-30
71	To scope the viability of introducing a countywide platform for victims reporting fraud to enable a simplified process and acceptance of Third-Party Reporting.	In progress	Beacon Fraud hub is now taking fraud reports. County partners and the OPCC are developing the first Multi-agency Fraud Forum (MAFF) to provide support for the 40 most vulnerable individuals targeted for a range of fraud and scams. Further work will continue to examine a more simplified process for third party reporting.	Spring 2024	30
72	Review the findings from the implementation of GPS Tagging in Hertfordshire to understand its impact on reducing breaches of conditions of bail or release, and on reoffending.	Business as usual	Since April 2019, the Constabulary have been using location monitoring (LM) technology (GPS satellite tracking) to support the reduction and detection of crime. The technology enables offenders to be monitored 24 hours a day using a tag that is securely attached to their ankle	Completed	30-31

			and can create 'exclusion zones' as part of the bail conditions. Due to the success of the initiative in reducing breaches, the Constabulary will be increasing the number of court bail devices being deployed.		
73	Ask the Chief Constable to use crime analysis and geographical spatial mapping techniques including repeat victimisation and near repeat victimisation, to ascertain whether there are any trends in the types of residential properties or locations being targeted for burglary, and use that information to work with homeowners, responsible authorities, and community safety partners to reduce the likelihood of properties being targeted.	In progress	The OPCC Crime Analyst has used a statistical package called Python to calculate the Near Repeat code, within ArcGIS itself. A six-week sample of residential burglary will be run through QGIS for the results to be scrutinised and completed by the end of January. Following this, the findings will be reviewed, and consideration given to how this can be rolled out more widely within the Constabulary and to partners under the Prevention First work in support of work to predict locations of crime.	Spring 2024	31
74	Work with criminal justice board members to explore the opportunity to co-commission pre-release keyworkers to engage with offenders whilst in prison and on the day of release to work.	In progress	The Commissioner has been examining opportunities to commission a service that provides mentoring to ex-offenders who work in HMP Mount. It will seek to address the gap in provision for the difficult/complex individuals who leave prison disengaged or even in denial over their drug & Alcohol addictions, and are	Spring 2024	25

			not being picked up by CGL, the county's drug and alcohol service provider. The 'hard to reach' – who leave prison with untreated addictions are more likely to re-offend as a result. HMP state that about 4 individuals are released/month from either HMP Mount or HMP Bedford to addresses in Herts who fit these criteria. The service plan to start to engage 6 weeks prior to release and after release to acknowledge/address the drug use/dependency. The commissioning proposal is being considered in the next commissioning round in 2024.		
75	Work with Probation, Prison, and the Department for Work and Pensions (DWP) to find solutions to enable prison leavers who do not have a settled address to access support services, including the issuing of a Citizen Card as an official form of ID.	Completed	The Integrated Offender Management Team made a business case to the Innovation fund for probation through the Ministry of Justice to secure the funding to purchase citizen cards for prison leavers to enable them to set up a bank account, receive benefits from DWP with the aim to reduce recidivism. The cards are now being rolled out.	Completed	32
76	Work with criminal justice agencies and relevant local authorities through their Community Safety Partnerships (CSPs) to ensure better awareness, coordination, and provision of	In progress	The work is being progressed through the Hertfordshire Criminal Justice Board's subgroup with the Heads of Housing group to examine what provision is in place as part of the resettlement programme to support	Spring 2024	32-33

	appropriate accommodation for prison leavers.		offenders into suitable accommodation.		
77	Make full use of the Integrated Offender Management (IOM) data to provide greater insights around the effectiveness of IOM.	Business as usual	The Constabulary's IOM team now produce a yearly performance report based on a range of data sets to measure the effectiveness of IOM which was previously absent. The new performance dashboard enables progress to be tracked more effectively and insights drawn around areas for improvement.	Completed	32-33
78	Work with criminal justice agencies to explore how they can make best use of data platforms for offenders being managed by Multi-Agency Public Protection Arrangements.	Business as usual	Registered Sex Offenders and non-sexual MAPPA offenders are managed on a multi-agency platform, VISOR. Both probation and police have access to visor and manage all MAPPA subjects on this system. All information between differing probations, police forces and the like are all managed on visor. IOM non-MAPPA offenders work with probation on joint management system N-Delius which both agencies (police and probation) have access to.	Completed	33
79	Ensure stronger collaboration between the Youth Offending Service, Local policing teams including PCSOs, and the Schools and Gangs Team to ensure we maximise our engagement opportunities and quality of life	In progress	Work has continued to bring together the various workstreams and services with disaffected and vulnerable young people. To complement the work undertaken by the Constabulary's Schools & Gangs Team around early intervention/diversionary activity, the PCC	Ongoing	33

	outcomes.		commissioned a county lines trainer to lead 20 county lines themed assemblies to over 2000 young people at primary/ secondary schools in Broxbourne who are at risk of gang/knife offending (including habitual knife carriers).		
80	Work with businesses to provide a stronger role in providing sponsorship and apprenticeships as part of a restorative justice approach.	Not started	To be scoped following the PCC election in 2024.	Spring 2024	57
81	Work with partners to capture and review the data collected through the national Ethnic Disproportionality Tool and use it to inform decision making.	Business as usual	Scoping work has started with the national Youth Justice Board to examine what data is collected with the Ethnic Disproportionality Tool and how it can be collected in Hertfordshire through the Youth Offending Board.	Completed	34
82	Work with the Probation Service to ensure that the public and victims have a stronger voice on how offenders should pay back their time through Unpaid Work and review its impact in reducing reoffending.	In progress	Initial discussions have taken place with probation to understand the current programme of Community Payback and put in place a system that captures public opinion and areas of priority.	Autumn 2023	34
83	Ensure that the Constabulary is properly funded and performing to support national efforts to counter threats and risks, to reduce crime and keep the public safe.	Business as usual	Each year the Chief Constable sets out in the budget setting process what he feels is required for Hertfordshire to contribute to the national strategic policing requirements.	Completed	55

84	Ensure that the Constabulary is tackling serious and organised crime, with a particular focus on groups involved in firearms, drugs, and exploitation including county lines, to protect vulnerable people, communities, and businesses.	Business as usual	The Constabulary has a dedicated monthly Organised Crime Group Meeting. Within the meeting, Local Responsible Officers are supported to undertake effective investigations and disruption activity against scored and mapped Organised Crime Groups (OCGs). The Constabulary benefits from a SOC Tactical Coordinator that advises on a range of interventions, and this is supported by appropriate governance to oversee the effectiveness of the work undertaken by the Local Responsible Officers.	Complete	35-36
85	Ensure the Community Safety Partnerships use their Serious and Organised Crime local profiles to help tackle these threats and use trauma informed solutions which embrace youth justice and public health learning to find solutions	Business as usual	Localised dashboards have been created focused on and accessible to each CSP. These are automatically updated each day and any data parameter can be searched against. More traditional local SOC profiles are being reviewed and the Constabulary aim to publish local profiles ever year. In addition, the Responsible Authority Group (RAG) templates have been standardised for the CSP which will feature Serious Organised Crime (SOC) intelligence gaps identified through tasking.	Complete	35-36
86	Invest in Hertfordshire Constabulary's Serious Cybercrime and Fraud Unit to further develop its capability to	Business as usual	The Serious Fraud and Cyber Unit now has 9 dedicated Cyber staff with 5 of the 9 posts paid for by the NPCC National Cybercrime	Completed	29

	respond to rising and emerging threats.		<p>Programme funding programme which is protected until 24/25, The uplift in staff has increased both the forces capacity and capability to deal with serious incidents of Cyber criminality. The team keep abreast of emerging threats / trends nationally and through the Regional Crime Unit. A Fraud Triage Manager (FTM) has been appointed. This aids in the identification of trends / patterns from an analytical perspective.</p> <p>The OPCC has agreed 12 months funding for three additional fraud investigators to enable SFCU to adopt a greater number of PIP L2 investigations. Recruitment (in an increasingly complex and challenging marketplace) is underway. Following the 12-month trial, a post implementation review will be undertaken to establish whether a permanent uplift is appropriate.</p>		
87	Ensure the Constabulary targets those who profit from enforced labour and those who traffic for the purposes of Modern Slavery	In progress	The Serious and Organised Crime department are monitoring organised crime group activity and are working with a wide range of partners to target those gangs that are exploiting and trafficking individuals.	Ongoing	36-37

88	Expand support to victims of Modern Slavery by designating each complex exploitation case a designated victim case manager who will devise a victim care plan working alongside the investigation team.	Completed	As part of the Beacon Business Plan, Catch22 have put in a pathway in place and have expanded their provision to include supporting victims of Modern Slavery. To date the number of referrals for support has been very low and work is progressing to further identify need and awareness.	Completed	36-37
89	Review the Constabulary's workforce development strategy to ensure there is a focus on officers' motivations, behaviour, and values throughout their service.	Business as usual	In 2021 Hertfordshire implemented the professional development department (PDU), consisting of an Inspector and 6 sergeants that develop and support all new officers joining the Constabulary. The PDU work alongside the organisational learning and Anglian Ruskin university to ensure all officers have a clear understanding of the expectations placed upon them and what support they can expect. This includes outlining acceptable and unacceptable behaviour, the code of ethics and accountability. The additional support provided through the PDU creates a culture of support and trust, building higher standards and accountability. The PDU have the oversight for monitoring all new officers throughout their student phase, and can be objective when identifying unethical behaviour, to ensure a practical and uniformed approach is taken.	Completed	38

			In 2023, workforce development is launching a new initiative; where all officers and staff with less than 4 years' service will receive a questionnaire to identify how supported they feel and any challenges they are facing. This will then be followed up by a personal 1-1 conversation with an independent volunteer to talk through any concerns/challenges.		
90	Conduct an organisation wide review around conduct issues and specifically examine those cases which do not meet the misconduct threshold within the workplace, but where the actions of officers' results in an 'uncomfortable' environment.	Business as usual	<p>Monthly monitoring of PSD Control Strategy themes including sexual misconduct, racism and discrimination, continues to take place. This monitoring includes all matters relating to each theme, including those where the conduct threshold is not met. These are used to identify behavioural, locational or demographic themes which may need to be addressed. For example, where a culture appears to be present at a particular location, even if much of the behaviour is below the threshold for formal conduct, a Prevent Engagement Plan may be undertaken to address issues in conjunction with the local line management team, with a view to preventing future conduct.</p> <p>The Strategic Threat Assessment considers all alleged behaviour, whether or not the conduct threshold has been met.</p>	Complete	38-39

		<p>Some behaviour below the conduct threshold is referred from PSD to line management to address. A policy decision has been taken that second line management will be sighted on such instances where the initial allegation meets one of the PSD Control Strategy themes.</p> <p>Individuals who are subject to three or more PSD matters (this can include conduct, potential conduct referrals, public complaints, and so on) during a rolling 12 months are routinely reviewed under the Proactive Management Procedure. Where an underlying pattern of behaviour can be observed e.g., incivility, oppressive conduct, even where complaints have been resulted as service acceptable or conduct as no case to answer, the individual's second line manager will be supplied details with an expectation that a review is undertaken to identify preventative steps or performance monitoring required.</p> <p>PSD also monitors reporting levels, and where under-reporting is evident (from a force, location or business area) this will be raised to ensure that actions are taken locally to address this, with PSD Prevent support as needed.</p>		
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91	Ask the Chief Constable to review those 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.	In progress	<p>BCH PSD has been concerned in respect of some of the outcomes from misconduct panels, particularly where a Final Written Warning has been issued for proven Gross Misconduct. They have been proactive in reviewing these cases as the misconduct outcomes trigger a “change of circumstances” review by the Vetting Unit. As a result of this, a number of individuals have had vetting clearance withdrawn and have left BCH, following a final written warning outcome. Following a national review of dismissals, it will include a rebuttable presumption that proven Gross Misconduct should lead to dismissal unless there are specific circumstances why this is not appropriate.</p> <p>Now that the new regulatory framework is in place, the use of Reflective Practice will be explored more fully. PSD are already monitoring individuals who receive repeat learning outcomes through their monthly meetings, and they will be completing a piece of analytical work to identify whether those who have recently been subject to Misconduct or Gross Misconduct assessments have</p>	March 2024	38-39
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			<p>previously received reflective practice for similar or linked behaviour.</p> <p>In addition, the PCC's forthcoming Legitimacy Strategy sets out a series of priorities relating to this and the OPCC Complaints Resolution Team (CRT) raise concerns with PSD where officers have received 5- 10 (or more) public complaints and have not been subject to an ongoing investigation.</p>		
92	Hold the Chief Constable to account for ensuring officers and staff carry their roles in line with the standards of professional behaviours expected of all those within policing.	In progress	See priorities 90 and 91 above.	Ongoing	38
93	Ensure the Constabulary engage in a more proactive and transparent way with our communities and the media around issues relating to misconduct.	Completed	Following an external review, a restructuring of a larger Corporate Communications department is underway, overseen by a Project Board of senior officers and OPCC staff. Notice and findings of all misconduct hearings are posted on the Constabulary website and the process is delegated to a new Communications and Public Affairs Manager to enhance and coordinate coverage.		39

94	Use the recommendations from the commissioned report on the Constabulary's communications function to produce a joint strategy with the OPCC that links to business plans, monitors performance, and demonstrates transparency and engagement.	Completed	A Joint Strategic Communications Board with the OPCC and Constabulary was set up and a joint strategy and action plan was produced in alignment to the College of Policing's Authorised Policing Practice (APP) around strategic communications. Actions from the review have been reported back to SEB in September 2023.	Completed	39
95	Review the impact and the cost/benefits of providing the additional complaints oversight through the OPCC that sits above and beyond the statutory responsibilities.	In progress	Work to progress with the internal auditors on auditing against the statutory minimum. The OPCC will seek to develop a proposal for the next PCC term that reviews the costs and benefits of the OPCC providing additional complaints oversight.	Summer 2024	39-40
96	Review the opportunities for streamlining the process between the Complaints Resolution Team and Professional Standards department.	Completed	Work has been completed to better join up the interface between the work of CRT and PSD.	Completed	39-40
97	Regularly dip sample CRT cases to ensure that the work is customer service orientated, reasonable, and proportionate.	In progress	An internal audit has been commissioned to examine the Complaints Resolution model introduced by the PCC and whether it is service orientated, reasonable and proportionate. Following completion of the audit, CRT cases will be dip sampled on an ongoing basis to ensure a proportionate and appropriate response to complainants.	Autumn 2023	39-40

98	Monitor the Constabulary's exercise of the Equality Duty and the delivery of its Diversity, Equality and Inclusion Strategy.	Business as usual	<p>Monitoring of the Equality Duty is achieved through several separate strands. HR support a monthly Sickness Review Meeting with all Heads of Department at which cases pertaining to the Equality Act are often raised and progressed in a recorded format. In addition, HR and workforce development scrutinise cases to ensure compliance with the Equality Act. The Constabulary also utilise OHU advice and recommendations resulting from referrals made through line managers.</p> <p>Hertfordshire's DEI Strategy is underpinned by a detailed and comprehensive Action Tracker to ensure completion of actions in accordance with the equality duty.</p>	Completed	40
99	Ensure that BWV is being turned on in all circumstances where officers interact with the public unless the interaction is unlikely to result in evidence or intelligence being gathered.	Completed	New BCH BWV guidance was issued which outlines the need for all officers to turn on their BWV where it may present an evidence or intelligence gathering opportunity. Compliance with the policy is being monitored by the Constabulary and scrutiny is happening through the independent community panel.	Completed	40 -41
100	Ensure frontline officers are supplied with the latest equipment required to deliver this expansion of BWV and	Completed	In 2022, all frontline officers were issued new D5 BWV cameras to help capture best evidence at the earliest opportunity. This	Completed	41

	fund additional investment needed.		includes being able to live stream incidents to the force control room using Wi-Fi.		
101	Monitor improvements in officer use of force records so that we have an accurate picture of all use of force deployed and how it informs decision making.	Business as usual	The PCC's Independent Use of Force Scrutiny Panel reviews officer records and provides feedback to the Constabulary regarding the justification for the use of force and how this relates to the incident captured on the BWV. In June 2022 the PCC commissioned a health check by an independent organisation to better understand where improvements can be made to the panel. This will help support developments in officer training.	Completed	42
102	Set up an independent Use of Police Powers external scrutiny panel to view samples of BWV.	Business as usual	An independent BWV scrutiny panel was set up in June 2022 as a pilot focusing on key thematic areas. Following a 6-month evaluation, the PCC agreed to establish it as a permanent board, and this was ratified at DMM in October 2023.	Completed	42
103	In collaboration with Hertfordshire's Independent Stop and Search Scrutiny Panel, commission research to see whether there is evidence that Stop and Search as a tactic is being used in a discriminatory way in	Completed	Funding was approved by the PCC in June 2022 at a decision-making meeting to commission a 6 month research project into disproportionality. The University of Hertfordshire has been appointed to undertake the research and reported back on their final	Completed	41

	Hertfordshire.		report in November 2023.		
104	Set up a Fairness group to examine racial disparity in the criminal justice system locally and look to reduce that impact.	Business as usual	Scoping work was undertaken to understand what a fairness group would examine and where it would help to shine a light around inequality in the criminal justice system. Two research and policy officer posts have been created and paid for through the PCC's grants for a fixed term period to undertake research and analysis around disproportionality and fairness. The Terms of Reference have been finalised and a Chair appointed. The first subgroup is due to meet in January 2024.	Completed	40
105	Encourage the independent Race Inclusion Board to shine a light on issues relating to fairness in the criminal justice system, to understand where any disparity may lie in the system and how we will work as a system to reduce that impact.	Business as usual	The Race Inclusion Board covers a range of strands including a focus on racial disparities affecting Black people which are most acute and where there is a trust deficit which presents significant challenge to police legitimacy.	Completed	42
106	Hold the Chief Constable to account for his equality and diversity duty and how he is improving the diversity of joiners and the diversity within the	In progress	A Strategic Planning Meeting was held by the PCC with Chief Officers in November 2022 focusing on workforce development. The police uplift recruitment programme has increased the	Ongoing	42

	ranks of policing to ensure the workforce is representative of the communities it serves.		number of Black and Minority Ethnic applicants to 20%, but this is not being converted into those that pass the application and assessment process. The positive action team is reviewing what more they can do to ensure we bring diversity within policing.		
107	Develop a plan of outreach and community engagement to target those communities who are less represented or trusting of police and address their specific concerns, provide necessary support, and help them come forward.	In progress	Initial work has been undertaken to better understand the social demographics of the various communities in Hertfordshire and use that as the basis and platform to build a community engagement strategy with those who are less trusting of the police.	Autumn 2023	81- 82
108	Seek reassurance that Black, Asian, and Minority Ethnic officers are not being treated disproportionately compared to White officers and ensure regular monitoring of recruitment, misconduct allegations and hearings, dismissals, and voluntary exits.	Business as usual	Professional Standards Department (PSD) routinely collect data and report it into the PSD Governance Board for oversight of officers. They have recently developed indicators of disproportionality based on ethnicity for: outcomes for employees who are subject to public complaint; potential conduct referrals; decisions about recorded conduct; and outcomes from recorded conduct. It also includes other disproportionality metrics for complainants in public complaint cases, and applications rejected through the vetting process.	Completed	40-42

			<p>This data is provided quarterly to the PSD External Scrutiny Panel together with cases where there has most likely involved disproportionate decision making. These panels are attended by representatives of the three forces, OPCCs, community groups, faith, race and support groups to review the data on disproportionality across protected characteristics and provide critical challenge.</p>		
109	<p>Ask the Chief Constable to consider appointing a disproportionality link worker to the force's Professional Standards Department to reduce any disparities identified.</p>	In progress	<p>Disparity in terms of decision making and representation remains a key area of performance oversight for PSD. The disproportionality data reviewed by the external scrutiny panel (as noted above), enables internal and external stakeholders to review progress or actions within the PSD 4p Delivery Plan. This approach, the data, the transparency of it and the accountability the Head of PSD holds to the scrutiny panel, is a best practice model, positively observed and commented upon by the NPCC lead for the Police Race Action Plan.</p> <p>The Discrimination Assessment Framework has now been widely used across the three forces receiving positive feedback.</p>	Ongoing	38

110	Ask the Chief Constable to build on the success of the feedback loop pilot and roll it out further to include other services such as officer appointments and major incidents, and to those who report crime online.	In progress	<p>Work has progressed to close the loop. The feedback mechanism has now been extended to include Transport Highways, ASB across 41 Safer Neighbourhood Teams, ASB (search no trace, attendance, no attendance). By March 2023, victims of crime updates across 10 crime types will be rolled out.</p> <p>Caller and victim feedback shows that providing consistent communication and information is a key driver of confidence and trust. Over the coming months, development will continue to look at how to fill the void of uncertainty with victims and callers. These include rich-content mobile messaging that makes use of people's mobile wallets (such as court dates, what to bring, time of appointment).</p>	Ongoing	44
111	Ask the Chief Constable to provide reassurance that they have processes in place to hear from all those who come into contact with the force control room to ensure satisfaction levels and organisational excellence.	In progress	Currently the Constabulary receive feedback from those they have come into contact with through the course of receiving intelligence or reporting a crime or non-crime incident. Using the Echo feedback channels, the Constabulary have a good indication of levels of satisfaction. What they do not	Autumn 2023	44- 45

112	Roll out victim empathy training to call handing staff to ensure they maintain the highest standards of victim care.	Business as usual	<p>Call handlers in the FCR receive empathy training through various routes. This includes training from their coach and feedback via Echo which reports on public opinion and satisfaction around empathy which may lead to a formal training input where necessary.</p> <p>Feedback from callers via Echo, provides a robust evidence base of empathy being a major driver of confidence and reassurance at first point of contact. Within the training days, staff will be shown the key drivers in providing an empathetic service to callers derived from 85,000 feedback items</p>	Completed	45
113	Improve the ease and range of digital evidence able to be submitted by the public to police officers via a digital application and platform.	Business as usual	<p>The Constabulary are already maximising the use of their digital applications to enable victims and witnesses of crime who contact the police to be sent a video appointment link, so the public can have a more personal interaction with an officer and sign statements remotely.</p> <p>Using this digital platform enables the force control room and police officers to view live video footage via the internet or mobile phone application supporting the collection of evidence. This live and recorded video can then be shared with other agencies and provides a</p>	Completed	84

			much more efficient service to the public. The Constabulary's transformation board will examine further opportunities to improve the range of data the public can upload and the choice they have in how they interact with services.		
114	Ask the Chief Constable to reassess the impact of closing police station front counters and examine how we can extend the routes by which officers are accessible to the public and the range of contact channels available including interactive kiosks / pods.	In progress	Scoping work has been undertaken to look at the feasibility of developing kiosks in police station front counters that enables the public to self-service, so they are able to report crime and intelligence and call the force control room via phone or video link. A scoping paper was presented at the October Strategic Executive Board. A further paper is being presented to SEB in November following the results from the visibility and accessibility public survey.	Autumn 2023	46
115	Ask the Constabulary to build on existing work to address the gaps in officer and staff awareness, education, and data collection around mental ill health and suicide so that we embed clear, consistent, evidence-based standards throughout policing in welfare and wellbeing.	In progress	The Constabulary's Wellbeing Strategy and framework follows the Oscar Kilo Police National Wellbeing Service based around 7 strands. To date 140 frontline officers and staff within the Force Control Room (FCR) have undergone training around mental health, self-care, compassion, fatigue. There are now 100 Wellbeing Champions who have received two days of training. In April, FCR staff will receive further training around vicarious trauma and	Spring 2024	43

			using prevention techniques to reduce PTSD, depression and anxiety.		
116	Ask the Chief Constable to examine the risk factors that contribute to mental ill health and officers taking their own life in Hertfordshire.	Completed	Examination of the data shows that a high proportion of support being requested relates to home/ domestic matters which is higher than workplace support. The second biggest risk factor that contribute to officers and staff wellbeing is being under investigation by the Professional Standards Department (PSD). Work is currently live with PSD where full training has been given to help ensure support is given to victims, witnesses and offenders throughout their investigations. There are currently 12 champions within PSD who remain links with all BCH wellbeing for keeping abreast of information but also looking at their welfare and wellbeing.	Further aspects to be rolled out during 2023	44
117	Evaluate the Road Safety Camera Van pilot and consider whether there is a business case for its expansion to include monitoring and advising on other forms of illegal activity including the use of mobile phones and driving while tired.	In progress	Given the demand of the RS camera vans to address public priorities around speeding and geographical spread, the number of camera vans has doubled from 2 to 4. Owing to a gap in the replacement of camera van operators, the pilot period, and subsequent evaluation of the pilot will now conclude in April 2024 to allow for a sufficient period of data to be collected.	Spring 2024	47

118	Run a public awareness campaign to support Hertfordshire road users to understand the newly amended Highway Code and encourage their compliance with it.	Not started	To be considered post PCC election.	TBC	47
119	Work with local authorities, the local policing team, and the Cameras, Tickets, and Collisions department to ensure that we are maximising the opportunity to deploy the road safety camera vans to these locations and where it is not possible, offer an alternative intervention.	Business as usual	Work continues with the Camera, Tickets and Collisions (CTC) department to ensure that the PCC's road safety camera vans are fully utilised across the county and resources are coordinated with the Constabulary's CTC vans to ensure visibility to the community and addressing of public priorities.	Completed	47
120	Review and evaluate the data captured on the automated DriveSafe speed camera technology to examine its impact on reducing speed.	In progress	New speed technology through Viacams has been installed in different pilot locations – Barley and Hertford Heath following successful applications to the PCC's Road Safety Fund. An evaluation looking at the impact of the speed devices on driver behaviour will be reviewed in 3 months' time once a full 12 months of data has been collected. The data is already showing promising signs of speed reduction over the monitoring period.	Spring 2024	48
121	Deliver a series of countywide interventions that target specific higher-risk drivers (including young	In progress	A paper was taken to the PCC's Decision-Making Meeting in January 2022 outlining the literature and research to inform the design of	Spring 2024	48

	people who are more likely to drive fatigued) to reduce the number of accidents on Hertfordshire's roads.		the course. The next phase will seek to identify the target audience for the course – young drivers, shift workers etc who would most benefit from the course and beyond this, work to scope the cost and potential providers will be assessed.		
122	Encourage victims to report ASB and ensure they have clear ways to report, have access to help and support to recover, and be given the opportunity to choose restorative approaches to tackling ASB.	Completed	To meet the uplift in demand to support ASB victims, a second ASB case manager was recruited, and a review will be undertaken to assess the effectiveness of the two-year pilot. See July 2022 SEB paper for evaluation of the ASB pilot: Strategic Executive board (SEB) (hertscommissioner.org)	Completed	49
123	Examine what is driving ASB victim dissatisfaction and take measures to improve service delivery.	In progress	Feedback from victims of ASB through various channels including Echo has provided a valuable evidence base on how satisfied ASB victims are with the service they receive and what measures can be taken to improve service delivery.	Ongoing	49
124	Take measures to help the public understand their rights and entitlements under the Community Trigger process.	In progress	A new Community Trigger protocol has been agreed across all 10 Community Safety Partnerships. The approach is proactive and where necessary, invoking a trigger on behalf	Summer 2023	50

			of the victim once the threshold has been met. The Decision-Making Meeting paper in June 2022 on the Community Trigger outlined measures to raise public awareness around the community trigger process.		
125	Consider the opportunities available to PCCs around the Community Trigger process in enabling victims to have their case reviewed where they are unsatisfied with the response from their local authority.	Completed	A Decision-Making Meeting in June 2022 outlined the strategic options open to the PCC around the Community Trigger process in Hertfordshire. The decision was made for the PCC to adopt a strategic leadership role across the county. The recommendations and approach are subject to consultation with the 10 districts with an expectation that recommendations will be adopted and monitoring in place to measure impact and change.	Completed	50
126	Refresh the Rural Crime Policing Strategy that sets out the plans for the coming years including how it will use rural volunteers including Special Constables, local forums, and consultations to capture the scale and nature of rural crime and sets out actions for how it is going to be addressed.	Completed	Final version of a new Rural Crime Policing Strategy is awaiting final sign off by Chief Officers within the Constabulary. Publication due shortly.	Completed	50

127	Maximise the intelligence opportunities when attending a fly tipping incident so that we can identify perpetrators and stand the best chance of bringing them to justice.	Completed	Fly tipping data together with waste crime data (e.g., Cannabis plants) and environmental health data has been overlaid and mapped to understand 'hot' and 'cold' spots across the county. Intelligence around waste crime is now being recorded by the local policing team and this is leading to the better identification and targeting of organised crime groups.	Completed	51
128	Work with CSPs and local policing teams to bring about greater visibility, transparency, and accountability of their local plans and monitor their reduction through regular public meetings.	In progress	The OPCC attends each of the 10 Responsible Authority Group meetings and discusses the crime data and the routes by which the public can have a say in local priority setting, how reductions are monitored and how this is communicated through various communications channels. Each neighbourhood team utilises the online Echo channel to capture feedback on policing and the CSP uses the OWL network, and the 'You said we did' campaigns to highlight progress in achieving against the local plans and this is communicated at Street Meets, Barn meetings, at surgeries and drop-in centres.	Ongoing	51
129	Continue to look for opportunities to expand the number of volunteers to assist in sifting digital evidence which the public are making available.	Not started	To be considered post PCC election.	Summer 2024	54

130	Set up an independent Use of Police Powers Panel to scrutinise samples of BWV and make comment on whether the use of stop and search and use of force was justified, proportionate, ethical, and whether there was an inappropriate escalation of behaviour.	Completed	Following the pilot of a new independent community scrutiny BWV panel, a DMM paper was approved by the PCC for the scrutiny panel to become substantive.	Completed	41- 42
131	Scope the viability of setting up a 'one front door' online portal for volunteering opportunities across local authorities and emergency services, enabling the public to have a better understanding of the breadth of opportunities available and best match their interest, skills, and experience with volunteering opportunities.	In progress	The first stage of scoping is underway with a review of the current provision of online volunteering portals including GoVolHerts and opportunities to rationalise and coordinate across public sector agencies.	Spring 2024	54
132	Ask the Chief Constable to assess the joint police and fire Emergency services Volunteer role and if successful, roll it out countywide.	In progress	Following the piloting of the new Emergency Services Volunteer pilot, a review is underway to assess and understand whether the benefits have been realised during the trial and whether it should be rolled out as a model pan-county.	Spring 2024	54-55

133	Use Acorn and Mosaic data to provide insight into the demographics of identified 'cold spots' across the county and use this to target engagement activity.	In progress	<p>The PCC invested in ArcGIS mapping software to examine the distribution of hot spots/ cold spots of crime. Acorn demographic data has been overlaid to help inform our community engagement activity including signing up residents to Neighbourhood Watch. The release of the new census data in January 2023 allows for updated analysis to be undertaken.</p> <p>In addition, as part of evidence-based policing, the Constabulary are looking at how understanding social demographics could enhance their response to crime (being more proactive) and crime prevention tactics. For example, examining what demographic groups are most susceptible to Domestic Abuse and then map that social demographic to a household level. The system will then advise the best way of engaging with that social demographic group.</p>	Spring/ Summer 2023	55
134	Collaborate with local estate agents to issue Neighbourhood Watch and crime prevention packs to those moving into Hertfordshire or moving house within the county.	Paused	Scoping work underway – previous attempts reviewed with Watch Liaison Officers and NHW volunteers, estate agents contacted to measure interest in participating.	TBC	55

135	Review whether existing collaboration arrangements are improving the service to the public and at a lower cost.	In progress	The OPCC together with the Constabulary are constantly reviewing the benefits realised from the business cases around the 17 collaborated BCH units and across 7 force areas to ensure they provide the most efficient, effective and value for money service.	Ongoing	56
136	Work with emergency service to ensure under the 'duty to collaborate' that we are maximising the opportunity to make improvements around public safety, efficiency, effectiveness, and value for money.	Completed	The emergency services programme board with Hertfordshire Fire and Rescue Service and Hertfordshire Constabulary have delivered on key areas of collaboration including Missing People and drones. A Memorandum of Understanding (MoU) has been completed.	Completed	56
137	Ensure that the Constabulary is well equipped for the required growth in areas such as cyber-crime, fraud, and digitally enabled sexual exploitation.	In progress	The Force Review team have embarked on an organisational wide review of demand across all areas of the Constabulary. This includes looking at the current demand, resource and performance of the cyber-crime and fraud team and assessing how well it is equipped to keep pace with growth.	Spring 2025	35
138	Consider how collaborating with the private sector could be advantageous in addressing skills, knowledge, and capacity to meet key strategic objectives.	Business as usual	The Strategic Executive Board papers (also noted in priority 139) have examined what skills and capacity can be brought into policing through better collaboration with the private sector where there are specific specialisms and	Completed	55-56

			expertise required.		
139	Ask the Chief Constable to ensure that all business cases explore whether collaborating with the private sector would achieve better value for money, improved efficiency, and improved customer service.	Business as usual	<p>Two Strategic Executive Board papers were submitted during 2022/3 (7 March 2022 and 28 February 2023) which looked at a range of ways that the Constabulary could be more commercial in their activities including considering outsourcing of non-core functions to allow leaders to concentrate on their core business.</p> <p>A third paper will be reviewed at the November SEB which examines within the parameters of the financial regulations, how the Constabulary can generate income and use sponsorship opportunities.</p>	Completed	56- 57
140	In line with the police estates strategy, ensure that the Estates Strategy reflects the public's desire for the Constabulary to have visible, accessible, and locally based police stations, with at least one major police station in each district supplemented by smaller local police stations.	In progress	The Constabulary have an estates strategy which aligns to the ambitions and vision in the PCC's Community Safety and Criminal Justice Plan to ensure that each borough and district has a major police station and ensure the public have choice in how they want to contact the police – in person, by phone or online. A public consultation has recently concluded which asked the public their views around public contact with the police and the visibility and accessibility of services. The results from the survey are concluding and a paper is being	Completed	57-58

			prepared for the November SEB to explore options available.		
141	Ensure the police estate becomes more energy efficient and reduces its impact on the environment through a major programme of investment in new buildings and improvements or replacement of our most inefficient police buildings over the next five years.	Business as usual	<p>Where possible the PCC will seek an environmental assessment on all our new build projects, such as the HQ redevelopment, with the aim of achieving an Excellent rating in BREEAM (Building Research Establishment Environmental Assessment Method) or similar.</p> <p>In regard to the existing estate, we recently commissioned Laser Energy to provide us with a clearer picture of our current emissions, which will provide us with an understanding of the scale and impact the challenges we will have, both environmentally and financially, in attempting to reach a net zero target. The PCC has earmarked capital funding to address environmental and sustainability issues and this budget will be updated as and when more accurate costings become available. We will also continue to apply for Government funding as it becomes available; despite being unsuccessful in our recent bid in Phase 3 of the Public Sector Decarbonisation Scheme.</p>	Completed	57-58

142	Investigate the viability of Hertfordshire Constabulary being an 'early adopter' of non-fossil fuel vehicles and ask the Chief Constable to develop a change programme to replace our fleet with electric vehicles which meet our operational needs.	Paused	The Commissioner is investing between £2.5m and £3.0m per annum in fleet replacement over the medium term; an increase of 40% on previous years. Initially this will allow a transition to Hybrid vehicles, as currently the availability of like for like replacement EV is limited, especially on high performance vehicles. In addition, full electric vehicles are on average 73% more expensive than the ICE alternatives and will require significant investment in the charging infrastructure across our estate, which will be incorporated in major projects such as HQ, New Watford Police Station, Firing Range and Monkswood. This priority is currently paused as it is not viable with Cameras, Tickets and Collision department.	Ongoing	58
143	Reduce the carbon footprint of my own team by eliminating unnecessary journeys, making more use of remote working, and making more use of non-fossil fuel vehicles.	Business as usual	The OPCC has fully embraced the opportunities presented by new technology including video conferencing via TEAMS to work remotely and reduce the carbon footprint.	Completed	57-58
144	Use the findings from the Hertfordshire Business Crime Strategic Needs Assessment to develop a comprehensive and	In progress	The OPCC are designing an interactive Power Bi dashboard based on 2022 business crime data that can be used to capture live business crime and share with the Independent Business	Ongoing	58-59

	consistent way to collect and map data on business crime to enable greater insights, analysis, and targeted activity, and work with business owners to look at opportunities for reducing their risk.		Advisory Group (IBAG) to enable further insights around prevalence of business crime which can then be used to target crime prevention activity and understand risk factors.		
145	Ask the Chief Constable to examine the resource requirements to offer a crime prevention service for businesses to help them understand how to reduce their vulnerabilities and design out crime.	In progress	A review has been tasked to examine how much time the Constabulary's dedicated Crime Prevention Officers and Design Out Crime Officers are able to dedicate to business and retail crime and the level of coverage that provides. It will also include the level of activity that is completed by the SNT who were upskilled with crime prevention training a few years old. This will establish a baseline of the levels of service and coverage that the current resourcing model provides against the demand.	Spring 2024	58
146	Ensure that businesses are aware of their opportunity to complete an Impact Statement when a crime is committed against them and improve the uptake of the statements written so that businesses have a stronger voice in the criminal justice system.	Business as usual	Impact statements for business crime victims has been promoted widely. The PCC's Independent Business Advisory Group are supporting the communications strategy on this to ensure that businesses have an opportunity to set out the impact a crime has had on their business, which can include direct financial loss and other impacts e.g., operational disruption and reputational damage.	Completed	59

147	Use the principles of Prevention First to underpin my commissioning approach.	Business as usual	The PCC's new Commissioning Light approach uses the principles of Prevention First – to prevent crime, prevent harm, prevent offending, increase trust.	Completed	52
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