

## **Covering Report: Appointment of a new Chief Executive for the Police and Crime Commissioner for Hertfordshire**

### Summary

The current Chief Executive of the Police and Crime Commissioner for Hertfordshire, Roy Wilsher, is due to leave on the 31<sup>st</sup> March 2017 to take up the position of Chair of the National Fire Chiefs Council. Following an extensive, fair, open and merit-based recruitment process to find a successor, PCC David Lloyd has selected Chris Brace, currently Chief Executive and Company Secretary of The Magistrates' Association, as his preferred candidate.

As per the Police Reform and Social Responsibility Act 2011, the Police & Crime Panel must now review the proposed appointment and make a report to the PCC with a recommendation as to whether or not the candidate should be appointed. This report is intended to assist the panel in discharging its role.

The Commissioner must include the following information in the notification:

- a. The name of the person he is proposing to appoint
- b. The criteria used to assess the suitability of the candidate for the appointment;
- c. Where the candidate satisfies those criteria; and
- d. The terms and conditions on which the candidate is to be appointed.

### **1. Background**

- 1.1 As discussed at the November PCP, following confirmation that Roy Wilsher was due to leave in April 2017, PCC Lloyd initiated the start of a recruitment process to find the next Chief Executive for the Office of the Police and Crime Commissioner for Hertfordshire.
- 1.2 A person specification and role profile was drawn up and the role was put out to advert on the 9<sup>th</sup> December 2016 with final closing date of the 16<sup>th</sup> January 2017.

### **2. The Appointments Panel**

- 2.1 As per the College of Policing Guidance on Senior Officer Recruitment, PCC Lloyd put in place an appointments panel to assist with his selection process. The panel comprised of PCC David Lloyd, Deputy PCC David Gibson and Mr Stelio Stefanou the High Sheriff of Hertfordshire as the independent selection panel member.

### **3. The Recruitment Process**

- 3.1 The criteria used to judge candidates were set out in the role profile provided to candidates which formed part of the application pack. The application material is attached at Appendix A and includes the advertisement, information booklet containing role details, role profile, selection process, letter from Mr Lloyd setting out his priorities for a new Chief Executive and competencies for the role.
- 3.2 These competencies were tested at each stage of the process in a range of ways as set out below.

- 3.3 Stage 1 – applications: The vacancy was advertised on the websites of the Hertfordshire OPCC and the Association of Police & Crime Commissioners. In addition the vacancy was advertised through the Guardian Newspaper and the office wrote to all public sector Chief Executives in Hertfordshire eligible to apply and requested they disseminate appropriately within their offices.
- 3.4 Stage 2 – Short-listing took place in the week commencing 16th January. The current Chief Executive assisted by the Head of planning for the OPCC assessed the written applications against the competencies in the person specification and suggested a long list to the PCC and Deputy PCC. A short list of 5 was selected for interview.
- 3.5 Stage 3 – selection. The PCC held a selection day on the 18<sup>th</sup> January 2017. Assessment was against the competencies set out in the role profile across three different activities.
- 3.6 Firstly, candidates were required to undertake a psychometric and personality profile assessment. Written feedback from this assessment was provided to the interview panel prior to interview.
- 3.7 Secondly, candidates were asked to make a presentation to the PCC and his appointments panel on a topic provided to the candidate prior to attending interview, then answer questions that followed. This was designed to provide evidence for the competency areas of Leadership and strategic partnership working.
- 3.8 Lastly, during a formal interview, the candidates were asked a range of questions posed by the appointments panel, based on all the required competencies and the feedback from the other exercises.

#### **4. The preferred candidate**

- 4.1 Chris Brace is currently the Chief Executive and Company Secretary of the Magistrates' Association and has been in this role since September 2012. Prior to this, Mr Brace was the Chief Executive and Company Secretary for Peter Bedford Housing Association. In both of these roles Mr Brace was held accountable for performance regarding good governance, robust financial control, solid risk management and effective HR.
- 4.2 The PCC believes that Mr Brace meets the criteria for appointment, as set out in the person specification. Through all stages of the selection process, Mr Brace demonstrated a wealth of relevant experience. He was able to effectively articulate that he would seek to encourage creativity and innovation, but not at the expense of delivering excellent service to local people. He was able to clearly show that he would provide strong, credible leadership for the Police and Crime Commissioner for Hertfordshire .

#### **5. Terms and conditions of appointment**

- 5.1 The summary of key conditions of appointment can be found at Appendix B.

5.2 The PCC has determined that the starting salary for Mr Brace will be £88,228.00.

## **6. Starting Date**

6.1 Subject to the Panel's consideration and to the successful completion of vetting and pre-employment checks the PCC is keen for Mr Brace to begin as soon after 1<sup>st</sup> April 2017 as possible.

## **7. References**

7.1 A reference has been sought from the candidate's referees.

## **8. Recommendation**

8.1 That the Police and Crime Panel recommend the appointment of Chris Brace as the new Chief Executive for the Police and Crime Commissioner for Hertfordshire on the terms set out in this report.

LEAD OFFICER: Roy Wilsher, Chief Executive, OPCC

E-MAIL: [Roy.Wilsher@hertfordshire.gov.uk](mailto:Roy.Wilsher@hertfordshire.gov.uk)



# **Chief Executive for the Office of the Police and Crime Commissioner for Hertfordshire**

## **Information for Applicants**

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## Welcome letter from the Commissioner



Dear Candidate,

Thank you for your interest in the post of Chief Executive to the Police and Crime Commissioner for Hertfordshire. I hope that you will find the application pack a useful introduction to the role and to the Commissioner's office.

Since its introduction in 2012, the role of Police and Crime Commissioner has grown in influence and service delivery. As a key community leader with significant statutory responsibilities in policing, crime reduction and community safety, I am committed to making Hertfordshire a safer place to live, work and visit. My office works very closely with Hertfordshire Constabulary and other partners such as the County Council, National Probation Service and CRC, Health, district councils, other public bodies and the voluntary sector to deliver my Police and Crime Plan. I am also a party to collaborative partnership agreements, principally through the Strategic Alliance of Bedfordshire, Cambridgeshire and Hertfordshire Commissioners and Chief Constables, but also within the wider policing region. A major change programme across the organisations of the Strategic Alliance is building on current successful collaborative activity to help meet future efficiency and financial targets.

Uniquely, within my office in Hertfordshire, the Chief Executive position has been successfully trialled within an innovative operating model in which some executive functions are delegated to senior members of the Commissioner's team. The Chief Executive role has a principal focus on strategic partnerships which provides an efficient solution to facilitate improved and co-ordinated service delivery in policing, crime and the community safety environment.

This is a demanding but rewarding role for the right candidate. I am seeking to engage a qualified and experienced person who can demonstrate their suitability against the role outline and person specification.

If you are up for the challenge I would like to hear from you.

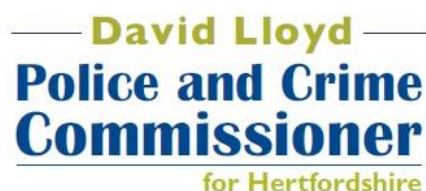
I hope that you find all the information which you require in this application pack, however should you have any queries on the role, please contact me on [david.lloyd@herts.pnn.police.uk](mailto:david.lloyd@herts.pnn.police.uk) or the current Chief Executive Roy Wilsher on [Roy.Wilsher@hertfordshire.gov.uk](mailto:Roy.Wilsher@hertfordshire.gov.uk) who will be moving on to Chair the National Fire Chiefs Council.

Yours sincerely

David Lloyd

**Police and Crime Commissioner for Hertfordshire**

## Advertisement



**Role:** Chief Executive

**Location:** Based at Harpenden, Hertfordshire

**Salary:** Dependent on experience, £85,000 - £90,000 per annum pro-rata for a part-time appointment.

**Position Type:** Full time, part-time would be considered for the right applicant.

Hertfordshire's Police and Crime Commissioner, David Lloyd, is looking for a new Chief Executive to help deliver his ambitious new Community Safety and Criminal Justice Plan, support him in his high profile local and national roles and to lead his support team. David Lloyd was first elected in 2012 and has a reputation for innovation. His new Community Safety and Criminal Justice Plan seeks to harness the strengths of the PCC role to drive improvements in new areas including the wider criminal justice system and emergency service collaboration.

Can you meet the challenges of our Chief Executive role and develop and implement strategic vision in the multi-agency environment? Do you have proven leadership skills to lead the Commissioner's office and build effective stakeholder relationships at a local, regional and national level? If your skills, experience and track record are a good match to our person specification and role outline and you can demonstrate that you could provide advice, support and where appropriate effective challenge to the Commissioner, then we would like to hear from you.

Applications will be welcome from candidates who can commit to the role of Chief Executive, providing strategic leadership, vision and direction for the support to The Police and Crime Commissioner Hertfordshire. The position includes supporting the Commissioner in delivery of his Manifesto and his Community Safety and Criminal Justice Plan, scrutiny of the Chief Constable and his Constabulary, providing advice and support in the discharge of the Commissioners other statutory duties and responsibilities and acting as overall strategic lead for partnerships. The successful candidate will be accountable for service delivery at local, regional and national level. Applications will be welcome from candidates who can commit to undertaking a part-time role but with a degree of flexibility to provide support across the week to cover strategic meetings, diary commitments and urgent operational matters.

All candidates should note that this is a politically restricted post subject to police vetting. As a statutory senior appointment to the office, the successful candidate will be required to attend a public confirmation hearing to enable the Police and Crime Panel to review the proposed appointment.

### How to Apply

Selection for the role will be on merit on the basis of open competition.

For an information pack including the Role Outline and Person Specification please email [Frances.Barnacle2@herts.pcc.pnn.gov.uk](mailto:Frances.Barnacle2@herts.pcc.pnn.gov.uk)

Closing date for applications: 12 noon Monday 16<sup>th</sup> January 2017

Interview date: Friday 27<sup>th</sup> January 2017

Police and Crime Panel Meeting: 2<sup>nd</sup> February 2017

### **Equal Opportunities Monitoring Form**

The Police and Crime Commissioner is firmly committed to promoting equality of Opportunity for all local people and communities, irrespective of gender, ethnic origin, disability, religious belief, sexual orientation, age, or any other irrelevant factor. You can fill out a survey form by clicking [here](#).

This information is for statistical monitoring purposes only and will not be made available to those assessing your application. The information supplied will be treated in the strictest confidence and will not affect your job application in anyway. Completion of this form is voluntary, but the information will help us ensure equality of opportunity.

Completed applications, together with an equality monitoring form (should you wish to complete one), should be sent to [Sandra.Coughlan@herts.pcc.pnn.gov.uk](mailto:Sandra.Coughlan@herts.pcc.pnn.gov.uk) clearly marked Chief Executive Recruitment.



## **Terms and Conditions of Appointment**

### **Working location**

The Police and Crime Commissioner's Office is based in Harpenden, however, the nature of the work involves travel throughout the County and beyond and work at other establishments and flexibility in work location is essential. Reimbursement of travel expenses for official duties will be made in accordance with the authorised allowance policy.

### **Working hours**

The post is a full time appointment of 37 hours per week, some out of office hours working will be required e.g. for attendance at public meetings. If a part-time appointment is made the post-holder's duties require a degree of flexibility to provide support across the working week, to accommodate strategic meetings, diary commitments and urgent operational matters.

### **Working arrangements**

All candidates should note that this is a politically restricted post, subject to police vetting.

### **Remuneration**

Remuneration for the role will depend on skills and experience, but in line with the demands of the role, is likely to be in the actual salary range of £ 85- 90k pro-rata for a part-time appointment.

## **Selection Process**

Selection for the role will be on merit on the basis of open competition.

Candidates should submit a statement to evidence their ability to undertake the key responsibilities in the Role Outline (max 250 words for each category) and a general statement (max 1000 words) on how their skills, experience and qualities fit with the requirements of the Person Specification. A CV should also be provided which includes details of employment history. Applicants must declare any potential conflict of interest as a result of their current or previous employment or personal circumstances and must disclose any outstanding criminal convictions, investigations or disciplinary proceedings relating to their conduct, unless expunged.

Completed applications, together with an equality monitoring form (should you wish to complete one), should be sent to [Sandra.Coughlan@herts.pcc.pnn.gov.uk](mailto:Sandra.Coughlan@herts.pcc.pnn.gov.uk) , clearly marked Chief Executive Recruitment.

No applications will be accepted after 12 noon on Thursday 12<sup>th</sup> January 2017

Shortlisting will be against the role outline and person specification, with candidates who pass the shortlisting process being invited for interview by a panel which will include the Commissioner. The interview will test the evidence presented in the application and the successful candidate will be determined by an objective marking scheme. Further details on the interview process will be provided to candidates who are successful at the shortlisting stage. Interviews are scheduled for Friday the 20<sup>th</sup> January 2017

Following the interview process, the Police and Crime Panel will be informed of the details of the Commissioner's intended appointment so that a confirmation hearing can be arranged. The Commissioner will consider the recommendations of the Panel in relation to the appointment.

## **ROLE OUTLINE**

### **CHIEF EXECUTIVE**

#### **TO THE POLICE AND CRIME COMMISSIONER FOR HERTFORDSHIRE**

##### **Purpose of the role**

To have overall strategic management responsibility for the support to the Police and Crime Commissioner for Hertfordshire. Overall strategic lead for partnership arrangements, resourcing, planning, scrutiny and compliance required for the Commissioner to discharge their statutory duties.

##### **Key responsibilities**

1. Leadership of the Commissioner's Office to ensure effective and efficient support to the Commissioner across all areas of responsibility, including governance, financial and risk management, planning and policy development, scrutiny, engagement, compliance, assets and human resources. Ensure the Commissioner's statutory duties are met.
2. Provide advice, guidance, support and where appropriate challenge to the Commissioner in establishing vision, strategy, values, strategic needs analysis, policy, planning, delivery and performance. Work with the Commissioner to raise the profile of the Commissioner's role and function.
3. Develop, secure and maintain effective and efficient strategic partnerships and relationships and joint working arrangements/collaborations with relevant public, private and voluntary sector organisations at local, regional and national level. Represent the Commissioner at local regional and national level.
4. To have oversight of the Commissioner's budget responsibilities and the strategic needs assessments to ensure effective budget alignment and prioritisation. Oversight and accountability for commissioned services and advice to the Commissioner to enable challenge of the Constabulary's strategic and financial performance. Undertake, or where delegated, have oversight of, all functions and responsibilities assigned to the role via the Scheme of Corporate Governance.
5. As head of paid staff, provide strong leadership to the office. Motivate and develop staff and ensure a commitment to high standards of service delivery, ethics and equality.
6. Management of relationships with the Police and Crime Panel and advise and support the Commissioner in any interactions with the Panel. Have delegated responsibility from the Panel to consider any complaint against the Commissioner.

## Person Specification

| Criteria                          |   |   | Essential   | Desirable |  |
|-----------------------------------|---|---|---|-----------|--|
| <b>Qualifications</b>             | <b>Technical</b>  | <ul style="list-style-type: none"> <li>Degree and/or appropriate professional qualification and experience</li> </ul>   | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>An understanding and appreciation of the challenges facing policing, community safety and criminal justice</li> </ul>  | Yes   |           |  |
| <b>Knowledge Skills Abilities</b> | <b>Technical</b>  | <ul style="list-style-type: none"> <li>High level of literacy, numeracy together with budget management, analytical and IT skills</li> </ul>  | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>An understanding of effective corporate governance arrangements</li> </ul>   | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>Ability to make sound and timely decisions weighing up the wider impact of costs, benefits and risks.</li> </ul>   | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>Highly developed and proven political awareness and sensitivity. Ability to give clear professional, authoritative and impartial advice based on objective analysis of complex situations to political leaders and senior colleagues.</li> </ul> | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>Ability to think independently and operate at a strategic level, translating vision into action with a focus on achieving outcomes.</li> </ul>   | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>Creative approach to problem solving with ability to be innovative including developing better ways to deliver value for money and improved services</li> </ul>  | Yes   |           |  |
|                                   |   | <b>Strategic partnership working</b>  | <ul style="list-style-type: none"> <li>Ability to network and build effective stakeholder relationships at a local, regional and national level using excellent communication skills</li> </ul> | Yes       |  |
|                                   |   |   | <ul style="list-style-type: none"> <li>Ability to develop and implement strategic vision in the multi-agency environment</li> </ul>   | Yes       |  |
|                                   | <ul style="list-style-type: none"> <li>Knowledge of partnership working and the community safety community in Hertfordshire</li> </ul>  |   |   | Yes       |  |
|                                   | <ul style="list-style-type: none"> <li>Ability to bring organisational knowledge and strategic input from other agencies to the mutual benefit of Hertfordshire public sector organisations and improved efficiency of public sector service delivery.</li> </ul> |   |   | Yes       |  |
|                                   | <b>Leadership and professionalism</b>   | <ul style="list-style-type: none"> <li>Demonstrable public service ethos and ability to build public confidence in service delivery</li> </ul>  | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>Proven leadership skills with the ability to inspire and motivate staff and stakeholders</li> </ul>  | Yes   |           |  |
|                                   |   | <ul style="list-style-type: none"> <li>Ability to establish credibility and command respect of the Commissioner, politicians, officers, colleagues and stakeholders at all levels</li> </ul>  | Yes   |           |  |

| Criteria  |  | Essential   | Desirable |
|---|--|---|-----------|
|   | <ul style="list-style-type: none"> <li>High level of honesty and personal integrity and the ability to challenge where legal and professional standards are not being upheld</li> </ul>                            | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Demonstrate commitment to high standards of service delivery, ethics and equality</li> </ul>  | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Ability to deal with complex issues quickly and effectively and work effectively under pressure</li> </ul>  | Yes   |           |
| <b>Experience/<br/>Track Record</b>   | <ul style="list-style-type: none"> <li>Experience of developing and implementing effective collaborative working with partner organisations including commissioning of services</li> </ul>                         | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Experience of developing and implementing effective performance management and scrutiny frameworks and methodologies</li> </ul>   | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Experience of setting and managing effectively significant budgets</li> </ul>   | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Significant experience and a successful track record in staff leadership and management</li> </ul>  | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Proven track record of a proactive commitment to equality fairness and diversity</li> </ul>   | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Proven track record of managing change successfully and driving improvement including experience of effectively implementing organisation wide change programmes</li> </ul> | Yes   |           |
|   | <ul style="list-style-type: none"> <li>Experience of working in a fast-paced environment with a significant workload</li> </ul>  | Yes   |           |
|   | <ul style="list-style-type: none"> <li>A proven track record of at least five years at a strategic level in public service organisations</li> </ul>  |   | Yes       |
|   | <ul style="list-style-type: none"> <li>Executive level experience of public sector governance and scrutiny roles, working closely with political leaders</li> </ul>  |   | Yes       |
|   | <ul style="list-style-type: none"> <li>Chief Executive/Director level experience in the police, community safety, criminal justice or emergency services sector</li> </ul>   |   | Yes       |
|   | <ul style="list-style-type: none"> <li>Evidence of working successfully within a legislative or compliance framework</li> </ul>  |   | Yes       |
|   | <ul style="list-style-type: none"> <li>Evidence of successful implementation of community engagement and promotional activities</li> </ul>   |   | Yes       |
|   | <b>Other</b>   | <ul style="list-style-type: none"> <li>A flexible approach to hours of duty and a commitment to be available for weekend and evening duties where required</li> </ul> | Yes       |
| <ul style="list-style-type: none"> <li>A working arrangement that facilitates savings in public funds eg shared appointment where organisational synergy, compatible working arrangements and mutual benefit</li> </ul> |  |   | Yes       |

| Criteria |   | Essential | Desirable |
|----------|---|-----------|-----------|
|          | can be demonstrated.  |           |           |
|          | <ul style="list-style-type: none"> <li>• Commitment to continuous personal development</li> </ul>   | Yes       |           |
|          | <ul style="list-style-type: none"> <li>• An ability to drive, or to travel around the County, to fulfil the duties of the post</li> </ul> | Yes       |           |

## Hertfordshire's Police and Crime Commissioner

My Community Safety and Criminal Justice Plan, Everybody's Business (2015-2020), sets out my vision for policing, community safety and criminal justice across Hertfordshire over the next four years. It is my belief that keeping people safe is "Everybody's Business" and one which is achieved by collaboration right across the public and private sectors.

The plan looks to the future and sets out the challenges and opportunities ahead of us and asks individuals, businesses and partners to take action and play their part in preventing and reducing crime across the county, protecting the most vulnerable and providing the highest quality of service to victims.

It sets out the how Hertfordshire Constabulary will respond to their Strategic Policing Requirements and how we will ensure that we get the best from our collaborated units - across our Strategic Alliance with Bedfordshire and Cambridgeshire - and also the Eastern Region, with whom we share resources, to drive crime down and provide an efficient and effective service for the public.

Hertfordshire is one of the safest counties in the country, where crime levels remain low. It has a high performing force that is trusted and respected by the communities. Making sure that it stays that way is my main focus throughout my term of office. The years ahead are about building on these strong foundations and delivering on my manifesto promises. This includes, at its core, preserving Neighbourhood Policing – the very bedrock of policing and a model which helps to build the confidence, trust and reassurance in communities, reinforcing the notion of policing by consent and securing the legitimacy of policing.

I am determined over the coming years to bring our public agencies – councils, health, courts, prison and probation, amongst others – closer together and to hold them account, and in doing so, continue to put victims at the heart of all that we do. Criminal justice and community safety partners must radically review and reform their systems and processes in order to speed up justice and improve the experience for victims and witnesses.

My main priorities are to:

- **Keep Crime Low** - ensure Hertfordshire remains one of the safest places in the UK to live and work;
- **Protect Local Policing** – at the core of my Police and Crime Plan is delivering effective local policing. The model we have in Hertfordshire is fundamental to my vision of crime reduction. Over my term of office I will ensure that every borough and district will continue to have its own strong local policing team and police station. I will continue to

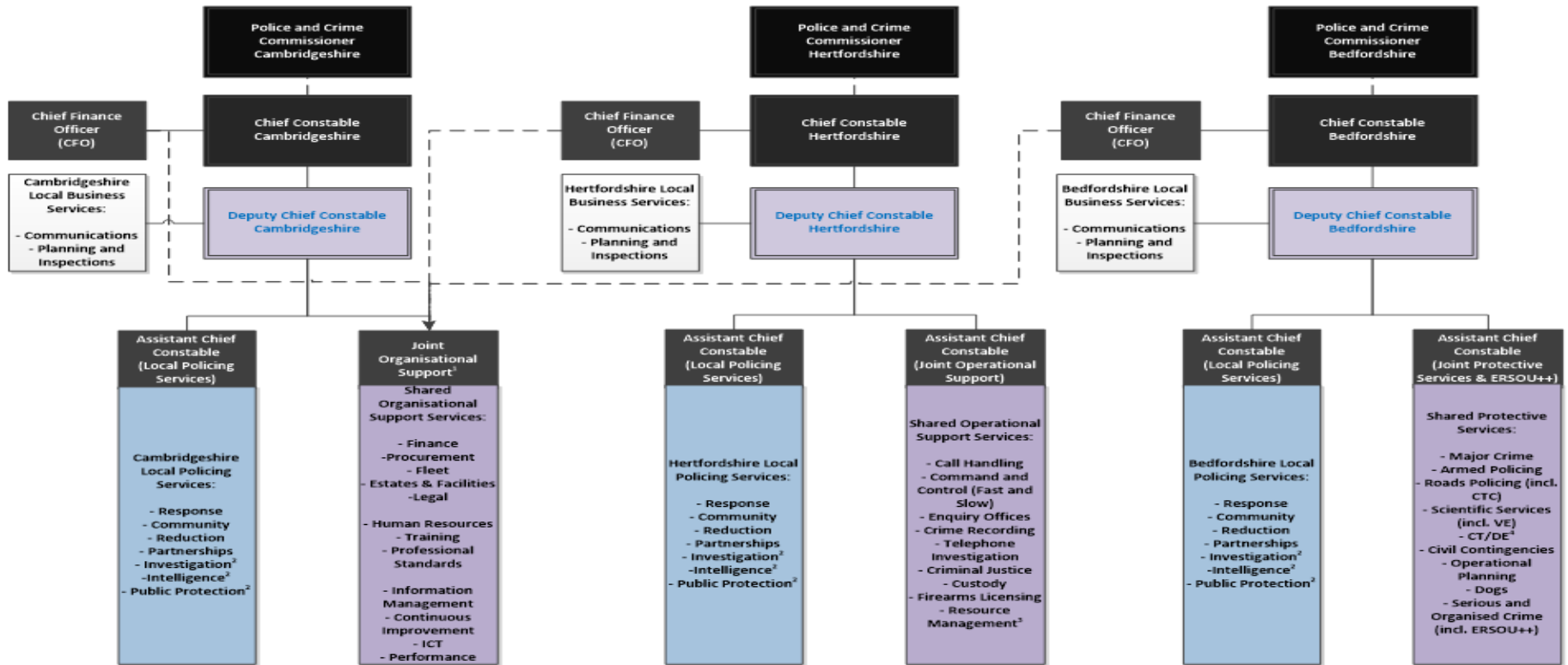
focus on protecting frontline policing - local policing is the last place I will ever look for savings;

- **Increase Efficiency** - continue to reduce costs while insisting on improvements in performance. Investments in new technology and collaboration with neighbouring forces can deliver a better service at lower cost;
- **Keep Tax Low** - I will not automatically raise taxes every year. I will never ask the taxpayers of Hertfordshire to pay a penny more than is required to deliver a quality service and meet on-going and emerging demands; and
- **Focus on Victims** - Beacon - the Hertfordshire Victim Care Centre has transformed the support available for victims. I will develop and expand the work of Beacon- putting victims at the centre of all that we do.

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



## Operating Structure: Strategic Alliance for Hertfordshire, Bedfordshire and Cambridgeshire



## County of Hertfordshire



Hertfordshire is a county in south-east England whose southern border is just 12 miles from the centre of London. From some towns in south Hertfordshire, central London is less than 20 minutes away by train. The county has a population of about 1,000,000 residents. Surrounding Hertfordshire are London (south), Buckinghamshire (west), Bedfordshire (north), Cambridgeshire (north-east) and Essex (east). Hertfordshire is well served by [London Luton Airport](#) and [London Stansted Airport](#), both of which are situated a few miles outside the county, while [London Heathrow Airport](#) is less than 1 hour away.

The county is full of contrasts which blend together to create a superb quality of life for residents and visitors. Thriving modern towns have developed amongst historic market towns. Country lanes and sleepy, picturesque villages are never far away. The close proximity of London provides employment opportunities with commuters making the most of the fast train links into central London. The largest town in Hertfordshire is [Watford](#), situated within the M25 motorway and has a thriving shopping centre and business parks. Other large, historic towns include [St Albans](#), [Hitchin](#) and [Hertford](#). New towns include [Letchworth](#) and [Welwyn Garden City](#). Details of other Hertfordshire towns and village can be found [here](#).

Hertfordshire is a green county, with half of the county designated by the government as Green Belt. Picturesque woodland, river valleys, and open farmland make up a beautiful and varied landscape. The county has more than 1,800 miles (~3,000 km) of public paths and rights of way, including the [The Hertfordshire Way](#), a 166 mile (265 km) circular footpath.