

MEETING	Police and Crime Panel
DATE	02 February 2023
TITLE OF REPORT	Annual Delivery Plan (March 2022- February 2023).
SUBMITTED BY	Dr Amie Birkhamshaw, Assistant 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 discuss in conjunction with 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, February 2023

Annual Delivery Plan (March 2022 – February 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:

- 33 actions are 'Complete'
- 87 actions are 'In Progress'
- 27 actions have 'Not Started'

A proportion of the 'not started' actions reflect in part that the Community Safety and Criminal Justice Plan is a five-year plan and this report updates on progress made over the last 10 months since publishing the plan on 31 March 2022. Some of the actions may not have progressed owing to a range of factors including new legislation, such as the Serious Violence Duty and Out of Court Disposals, or require additional resource, budget or data analysis before commencement. Moreover, while some actions will be recorded as complete, they may be 'ongoing' due to the requirement for monitoring or embedding within existing workstreams to ensure they become 'business as usual'.

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 2022/23, the OPCC has received Home Office funding of £548,176 to reduce crime and the fear of crime, particularly for women and girls in Hatfield underpasses, and £581,109 to review the effectiveness of perpetrator programmes across Hertfordshire. 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 Annual 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 April 2022 to February 2023, following its publication in March 2022.

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.

Plan priority	Action	Status this reporting period	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.	In progress	The Constabulary use the National Police Chiefs Council Prevention Strategy as a framework to support delivery of Prevention First in Hertfordshire and have used this to develop their own overarching Prevention First Plan on a Page . An Integrated Performance Framework (IPF) showing the measures that are linked to Prevention First has been developed:	Ongoing	9-10

			Integrated Performance Framework The OPCC and Constabulary held a meeting on 27 January 2023 to discuss delivery of Prevention First against the strategy and specifically the metrics and measurement that underpin Prevention First to understand impact and benefits.		
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	The PCC and Chief Constable held a special meeting on 27 January 2023 to discuss how the investment in Prevention First is being utilised, its impact since first being launched 2 years ago, and how data is being used to inform decisions. Prevention First was also scrutinised by HMICFRS in their recent PEEL inspection due for publication on 31 January 2023.	Autumn 2023	9-10
3	Ensure the Constabulary use a cost benefit tool to measure the impact of preventative activity.	In progress	<p>The Constabulary has commissioned a detailed theory of change logic model which will describe how the organisational investments in resources and the Prevention First focused project and pilots will lead to systemic change with both partners and the public towards a realisation of its prevention philosophy.</p> <p>Work has been commissioned by the Constabulary to develop an evaluation framework to assess performance more effectively against benchmarks. This work has been commissioned to the CPRL (Centre for Policing Research and Learning) and will identify input, process, output and outcome indicators and will provide guidance on how the Constabulary can test delivery against this developed logic model. This is expected to be completed by the end April 2023.</p>	Summer 2023	10

4	Encourage local authority partners and the police to work together with the building sector to adopt higher prevention standards.	Not started		Spring 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.	In progress	A dedicated meeting was held on 27 January 2023 between the PCC and Chief Constable to discuss the progress being made to ensure an Evidence Based Policing approach and associated techniques (including hot spots policing), are applied across all areas of the organisation.	Ongoing	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.	In progress	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. Following the success of the pilot, hot spots policing has been rolled out across the county with all districts expected to have the model in operation by 31 March 2023. Following this, the results of the trials will be evaluated, and any lessons learnt fed back and support continuous development.	Autumn 2023 for the evaluation	11
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). This evidence base will provide a good foundation for Chief Officers to consider how local policing resources should be	Spring 2023	11-12

			managed and deployed across the county.		
8	Encourage each of the 10 Community Safety Partnerships to use an evidence-base which combines crime data and local priorities.	In progress	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 projects.	Autumn 2023 and ongoing	51
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		Autumn 2023	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	Analysis of the HMCTS data has shown that most cases that crack or are ineffective are not linked to the prosecution witness withdrawing support or failing to attend. Further work will be progressed with agencies to understand more about the victim journey and pinch points.	Summer 2023	14
11	Measure the quality and timeliness of prosecution case files as defined by the national file standards proxy error rate.	In progress	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.	Ongoing	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.	In progress	Through the National Criminal Justice Board, and as the lead for the APCC, the PCC continues to raise the backlog with Ministers. Nationally there are 64,000 Crown Court cases waiting to be heard with listings until 2025. This is being compounded with a shortage of judges and not enough recorders. More than 1/3 of the Crown Court estate across the country has been closed and between 15-23% of court rooms are not being used. This is impacting Hertfordshire. During the pandemic, virtual Nightingale Courts were set up in Stevenage to help deal with the backlog of cases. This provision has ceased following the reopening of the court estate.	Ongoing	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.	Completed	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.		14
14	Investigate the practicalities of providing independent legal advice to vulnerable victims of crime.	In progress	There are 2 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	Autumn 2024	15

			University. Initial findings indicate that demand is outstripping supply, and this will be looked at from a commissioning perspective over the 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.	In progress	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, WCU staff have been invited to spend a day alongside Victim Care staff to further enhance shared ways of working.	Ongoing	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'.	Completed	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.		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 rather than a system one.	In progress	The Victims and Witnesses subgroup are looking at a range of metrics and measures to consider how it feels to be a victim in the criminal justice system. This includes confidence and satisfaction with timeliness, how well they were supported, convenience of listed court date, options	Summer 2023	15-16

			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		Spring 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			16
22	Ask the Chief Constable to review the Constabulary's approach to Out of Court Disposals including the scope and impact of diversionary courses, with a view to developing a fully resourced and comprehensive approach that is aligned with Prevention First principles.	In progress	The OPCC and Constabulary are holding a Strategic Planning Meeting focusing on Out of Court Disposals (OOCDD) in March 2023 with a view to covering the scope and impact of diversionary courses and ensuring that complies with legislation.	Spring 2023	

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	<p>The forthcoming legislative changes in March 2023 to Out of Court Disposals will place requirements on all forces. This is currently subject to a review by the Constabulary and a draft strategy is being written.</p> <p>The thematic focus on the joint Strategic Planning Meeting with the Constabulary in March 2023 is focused on OOCs.</p>	Summer 2024	16-17
24	Ensure that OOCs 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.	Not started yet – phase 2	Further to action 23 - the second phase following completion of the change review will look at behaviour and cultural change.	Autumn 2023	16 - 17
25	Refresh Out of Court Disposal principles to highlight the benefits of restorative approaches.	Not started	The new legislative requirements in Spring 2023 around OOC will set out the restorative approaches and requirements. Following this, the OOC principles will be refreshed.	Summer 2023/ Autumn 2023	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.	Completed	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.		30- 31

27	Establish an evidential base to determine the appropriateness and effectiveness of diversionary activities.	Not started		Autumn 2023	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.	In progress	Changes to further improve the effectiveness of the OOC scrutiny panel is being worked through to ensure that it shines a light on how the workforce are engaging with using OOCs and whether OOCs are being appropriately applied as a form of disposal.	Autumn 2023	17
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.	Not started	This work has been scheduled onto the County Community Safety Unit's forward work programme for Autumn 2023.	Spring 2024	18
30	Extend eligibility to attend the Constabulary Prevention First academy to other statutory authority providers.	In progress	Partners and other forces are already invited to attend the Leading for Prevention Course. Work is ongoing with the HCC to map the training and learning they provide (through their well-established knowledge exchange where they have workshops, drop-in sessions). Workshop with all partners took place on 15 December 2022 to determine a partnership approach in three key areas: (1) community focus and local partnership deployability (2) data sharing (3) creation of a knowledge/ education exchange. This workshop is being	Summer 2023	18 -19

			followed up with a partnership conference being hosted jointly by HCC (Community Protection and Fire Service), Public Health, The Open University and Herts Constabulary on 22 March 2023.		
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 has conducted a data maturity assessment and roadmap within which its ambition for data sharing with wider partners is considered alongside necessary steps towards that ambition. The Constabulary is holding a Prevention Conference on 22 March 2023, to which a wide group of Hertfordshire partners are invited. It will focus on how to provide a data function that examines multi agency partnership data to get upstream and identify people at the earliest opportunity.	Autumn 2023	49
32	Investigate the development of sexual abuse 'centres of excellence' across the region.	In progress	<p>This action and the response links with forensic nurse examiners priority 33 below.</p> <p>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.</p> <p>ISO accreditation requires a 'legal entity' to be the responsible owner of processes,</p>	Autumn 2023	18-19

			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.		
33	Seek to procure forensic capability, including provision of forensic nurse examiners, on a regional basis to maximise efficiencies.	In progress	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 BCH. Consequently, 7FC 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.	Spring 2024	18-19
34	Expand the capability of the Beacon Safeguarding Hub to encompass all high harm/high risk victims of crime.	Completed	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.		20
35	To scope the viability of introducing the drug test on arrest programme to all perpetrators	Completed	Following a successful pilot, drug testing on arrest is now routinely being undertaken for all perpetrators of domestic abuse in both		24

	arrested for Domestic Abuse where Class A drug use is suspected to be contributing to commission of the offence.		custody suites in Hertfordshire.		
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.		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.	Completed	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.		30-31

38	Investigate the opportunities presented by Domestic Abuse Protection Notices and put in place effective measures to ensure compliance.	Not started		Autumn 2023	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.	Completed	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 how this provision is communicated to victims of crime.		20
40	Review the effectiveness of Stalking Prevention Orders.	Not started		Autumn 2023	20-21
41	Review the effectiveness of offender-based interventions including Out of Court disposals.	In progress	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. In the first 6 months there had been 239 referrals and 161 completions. A high level of	Autumn 2023	16- 17

			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 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 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. The imminent Serious Violence Duty provides an opportunity to revisit this.	Autumn 2023/ Spring 2024	22
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.	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.	In progress	The publication of the county VAWG strategy 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. All partners are coordinating work to ensure a whole systems approach.	Spring 2024	22-23

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.				
47	Support the development of a multi-agency action plan to address the root causes of violence against women and girls.	Completed	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.		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 education.	Completed	<p>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 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 		23-24

			Those naïve to treatment are given support, education and treatment as part of their conditions.		
50	Use opportunities provided by digital solutions, technology, and platforms including hotspot policing and the target, test, and track approach to reduce crime.	In progress	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 intelligence.	Ongoing	11
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.	In progress	The PCC commissioned survey showed that 28% of all respondents said that more streetlights would make them feel safer. While for many residents their perception around safety in dark spaces, does not match the reality, work has been undertaken with HCC to map street lighting column data with recorded crime and fear of crime locations. This data will enable further conversations with HCC around where best to relocate existing street lighting to target areas where feelings of safety is low.	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.	Not started	It is anticipated that a VAWG scrutiny panel will be scoped to decide on breadth and reach of the panel. It will bring in a wide and diverse range of voices including those with lived experience to ensure diversity of thought and constructive challenge.	Autumn 2023	23
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	Autumn 2023	24

			<p>messages out to drug users, hospitals and local healthcare providers, in particular if high strength or contaminated drugs are suspected in deaths or overdoses.</p> <p>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.</p>		
55	Ensure that all agencies have an integrated approach that seeks to break the supply chains and drug economy by relentlessly pursuing both recreational drug users, career criminals, and organised crime groups.	Not started		Spring 2024	24
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	<p>The County Community Safety Unit (CCSU) have recently completed a refreshed Cuckooing Intelligence Briefing for countywide strategic Boards following a product that was originally developed in 2020.</p> <p>Recommendations for the Boards to action include:</p> <ul style="list-style-type: none"> To provide training for frontline staff that work with vulnerable adults or their properties (e.g., health visitors, fire and rescue staff, housing associations) to identify and report signs of cuckooing. 	Autumn 2023	25

			<ul style="list-style-type: none"> To develop an awareness campaign for the public to identify signs of cuckooing and encourage reporting. 		
57	Further develop the county Drug and Alcohol strategy to include how we will prevent and minimise alcohol fuelled violence.	Completed	The County Drug and Alcohol Strategy has been revised and refreshed to include a section around preventing violence by minimising alcohol.		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 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.	Autumn 2024	24
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.	Not started			25-26
60	Work with partners to reduce the number of Section 136 detentions and achieve improvements in the	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	Ongoing	25-26

	outcomes of people in 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.		
61	Scope the options for conveying people in mental health crisis by a private ambulance.	Completed	<p>Following a successful pilot, the Constabulary have managed to secure support from the NHS to fund 'Secure Care' who will now provide a service to transport those sectioned under 136, freeing up frontline resources and achieving better outcomes for individuals.</p> <p>To date, Secure Care have cared for 132 persons in mental health crisis. They have provided 1989 hours of care which has saved 3978 hours of officer time.</p>		26-27
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			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	In November 2022 OPCC were advised by Citizens Advice that the funding to develop their on-line Fraud reporting tool had ended. Developers who were working on a solution to facilitate a localised reporting platform have been redeployed. OPCC are currently in negotiations to see what elements could be bought or licenced to continue this action. In the meantime, OPCC has been successful in creating a Multi-Agency Fraud Forum (MAFF). This group consists of Beacon (both Catch22 and VST), Constabulary, Trading Standards, HCC and OPCC. The purpose is to encourage multi-agency responses to fraud, ensure co-joined approaches to supporting and target hardening victims whilst making reporting a more seamless experience.		27-28
65	Create a group of hate crime 'champions' across the county to raise awareness and confidence to report crime.	Not started			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. Recruitment (in an increasingly complex and challenging marketplace) is underway. Following the 12-month trial, a PIR will be undertaken to establish whether a permanent uplift is appropriate.	Summer 2023 for review of 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 Proceeds of Crime.	Not started			29
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.	In progress	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.	Ongoing	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.	In progress	<p>Cyber Protect & Prevent Officers have created and continue to manage a SNT SPOC network. 8 of the 10 CSPs have got at least one SPOC and work is in progress to try recruit SPOCs into the remaining CSPs (Stevenage & Dacorum). In order to improve resilience across the neighbourhoods, further training is being given to additional SNT officers to bolster numbers.</p> <p>The Constabulary are in the process of establishing dedicated Fraud Protect Officers.</p>	Autumn 2023	29-30
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 3 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.	Completed	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 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.	Ongoing	30-31
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 2023	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 and alcohol addictions, and are 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 this criterion. 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 March.	Summer 2023	25
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.		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 appropriate accommodation for prison leavers.	Not started		Autumn 2023	32-33
77	Make full use of the Integrated Offender Management (IOM) data to provide greater insights around the effectiveness of IOM.	Completed	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.		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.	Completed	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.		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	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	Ongoing	33

	opportunities and quality of life outcomes.		early intervention/diversionary activity, the PCC commissioned Leo Powell, 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		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.	In progress	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.	Autumn 2023	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.	Not started		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.	Completed	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.	Ongoing	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.	In progress	The Constabulary's Serious and Organised Crime Unit works in collaboration across multiple partners to ensure they have the best intelligence available to support focusing on those offenders which prey on vulnerable people and cause harm in our communities.	Ongoing	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	Completed	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.		35-36
86	Invest in Hertfordshire Constabulary's Serious Cybercrime and Fraud Unit to further develop its capability to respond to rising and emerging threats.	In progress	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 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 through the TCUK network, and the regional coordinators based in the RCCU. A Fraud Triage Manager (FTM) has	Summer 2023	29

			<p>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.		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.	In progress	In 2021 Hertfordshire implemented the professional development unit (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	Ongoing	38

			<p>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.</p> <p>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.</p>		
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.	In progress	PSD examines cases monthly conduct type (behaviours, outcomes and performance) of individuals and uses an advanced performance management framework and tasking and coordinating process together with an annual Strategic Assessment. The latter provides a narrative on prevalence and frequency/ proportions of PSD activity the prior year and this is used to set priorities for the coming business year.	Ongoing	38-39

			Where officers investigated for conduct allegations do not meet the threshold for conduct, where there is latent risk with their presence in the organisation, they will be assessed as to whether they will be managed outside of the conduct regulations, within Operation Foxtrot – a proactive intelligence framework that seeks to ensure risks are highlighted to managers, strategy design to help teams manage the individual, and for heightened monitoring of the individual in wider reporting of their behaviour. This is an effective framework for PSD to manage the risk, for the organisation to work in conjunction with PSD to support their reintegration to policing (if suspended or restricted) and for tension monitoring to take place locally – this is best practice. Everyone is risk scored and measures either passive or proactive taken according to the risk posed.		
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	On receipt of a new allegation of misconduct, PSD conduct a severity assessment which is a statutory requirement. A mandatory element is to review the officers service length and their prior history of outcomes and sanctions. A holistic approach is taken to the aggravation factors. An officer's conduct history is a relevant and mandatory consideration in every case. Moving forward, the OPCC will be using data collected by the Complaints Resolution Team	Ongoing	38-39

			<p>(CRT) to ensure that there are no officers within Hertfordshire Constabulary that has received 5-10 (or more) public complaints and have not been subject to an ongoing investigation.</p> <p>Through the budget 2023/24, 4 extra vetting officers will be appointed to deal with the current backlog of re-vetting of current officers.</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	Completed	A Joint Strategic Communications Board with the OPCC and Constabulary was set up and produced a joint strategy and action plan in alignment to the College of Policing's Authorised Policing Practice (APP) around strategic communications. Actions from the	Summer 2023 for completion of the recommendations from the review.	39

	demonstrates transparency and engagement.		review are being progressed.		
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	The internal auditors have started scoping the term of reference for a review of the costs and benefits of the Complaints Resolution Team performing	Summer 2023	39-40
96	Review the opportunities for streamlining the process between the Complaints Resolution Team and Professional Standards department.	Not started	Awaiting the results from the internal audit which will inform mapping provision.	Autumn 2023	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.	In progress	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	Ongoing	40

			<p>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>		
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.		40 -41
100	Ensure frontline officers are supplied with the latest equipment required to deliver this expansion of BWV and fund additional investment needed.	Completed	In 2022, all frontline officers were issued new D5 BWV cameras to help capture best evidence at the earliest opportunity. This includes being able to live stream incidents to the force control room using Wi-Fi.		41
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.	In progress	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	Ongoing	42

			to the panel. This will help support developments in officer training.		
102	Set up an independent Use of Police Powers external scrutiny panel to view samples of BWV.	Completed	An independent BWV scrutiny panel was set up in June 2022 focusing on key thematic areas. Following a 6 month pilot an evaluation will be carried out to understand what impact the scrutiny has had in supporting changes to officer attitude, behaviour and levels of compliance with BCH guidance.	Ongoing	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 Hertfordshire.	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 will report back on its findings in September 2023.	Autumn 2023	41
104	Set up a Fairness group to examine racial disparity in the criminal justice system locally and look to reduce that impact.	In progress	Scoping work has been undertaken to understand what a fairness group would examine and where it would help to shine a light around inequality.	Summer 2023	40
105	Encourage the independent Race Scrutiny and Support Panel 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.	Not started			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 ranks of policing to ensure the workforce is representative of the communities it serves.	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 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.	Ongoing	42
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.	In progress	Professional Standards Department (PSD) routinely collect data and report it into the PSD Governance Board for oversight of officers. It is data which is central to the legitimacy of policing and as such is provided quarterly to the PSD External Scrutiny Panel within which there are 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.	Ongoing	40-42

109	Ask the Chief Constable to consider appointing a disproportionality link worker to the force's Professional Standards Department to reduce any disparities identified.	In progress	The disproportionality data reviewed by the external scrutiny panel (as 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.	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	In progress	Currently the Constabulary receive feedback from those they have come into contact with through the course of receiving intelligence or	Autumn 2023	44- 45

	those who come into contact with the force control room to ensure satisfaction levels and organisational excellence.		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		
112	Roll out victim empathy training to call handing staff to ensure they maintain the highest standards of victim care.	Completed	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.	Summer 2023 to collect data to show any changes in satisfaction from the caller around empathy.	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.	In progress	The Constabulary are already maximising the use of our 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. 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 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.	Ongoing	84

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.	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 using prevention techniques to reduce PTSD, depression and anxiety.	Nest steps is to review the data. Summer 2023	43
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	Further aspects to be rolled out during 2023	44

			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.		
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		Autumn 2023	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.	In progress	Work continues with the Camera, Tickets and Collisions department to ensure that the 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.	Summer 2023	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.		48
121	Deliver a series of countywide interventions that target specific higher-risk drivers (including young people who are more likely to drive fatigued) to reduce the number of accidents on Hertfordshire’s roads.	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 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.	Spring 2024	48
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)	.	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	Ongoing	49

			victims are with the service they receive and what measures can be taken to improve service delivery.		
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 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.	Summer 2023	50
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.		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.	In progress	The Constabulary are in the process of refreshing their Rural Crime Strategy following a reorganisation which has seen the Rural Operational Support Team (ROST) move to support the local policing command. This now provides the organisation with an opportunity to consider their strategy over the coming years and how they work with volunteers including the Rural Specials to best support the farmers and	Summer 2023	50

			landowners.		
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.		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		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	A new independent community scrutiny BWV panel was created and has been in operation for six months. Paper to the PCC's Decision-Making Meeting (DMM) evaluating the panel highlights the positive impact it is having in shining a light on culture, attitudes and behaviour which is being fed into police officer training.		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 and opportunities to rationalise and coordinate across public sector agencies.	Autumn 2023	54
132	Ask the Chief Constable to assess the joint police and fire Community Safety Volunteer role and if successful, roll it out countywide.	In progress	A pilot has been running during various times since 2020 due to the pandemic. More recently, the uplift has incurred delays in recruitment and vetting of volunteers. Despite this, the Constabulary have 14 volunteers and a further 14 are awaiting vetting/ training. The volunteers are becoming involved in safe and well visits, signing up people to NWH and assisting trading standards in operations. Pilot to run for another 6 months before evaluation is carried out.	Autumn 2023	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.	Not started		Autumn 2023	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.	In progress	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. There is further work underway to examine the opportunities around shared estates and joint training as outlined in the Memorandum of Understanding (MoU).	Ongoing	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.	Not started	The Constabulary are in the process of embarking on an organisational wide review of demand across the business and areas that require growth to keep up with the changing nature of crime.	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.	Not started		Spring 2024	55-56

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.	In progress	The first of two papers by the Constabulary were submitted to the Strategic Executive Board in March 2022 to examine how the Constabulary collaborates with the private sector in the delivery of services and initiatives. The second paper due in May 2023 will examine how the Constabulary could achieve value for money and improved service delivery by working closer with the private sector.	Summer 2023	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. Work is progressing to scope the use of kiosks in public buildings (see priority 114) to enable video conferencing between the public and the FCR call operator.	Autumn 2023	57-58
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.	In progress	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. In regard to the existing estate, we recently commissioned Laser Energy to provide us with a clearer picture of our current emissions,	Ongoing	57-58

			<p>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>		
142	<p>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.</p>	In progress	<p>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.</p>	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.	Completed	The OPCC has fully embraced the opportunities presented by new technology including video conferencing via Teams to work remotely and reduce our carbon footprint.	Ongoing	57-58
144	Use the findings from the Hertfordshire Business Crime Strategic Needs Assessment to develop a comprehensive and 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.	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 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.	Ongoing	58-59
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.	Not started	Crime Prevention resources have recently been transitioned from the Crime Reduction Community Safety (CRCS) to within the Prevention First team. The team work closely with Police CPI, both in terms of roll out of industry standard products, national business learning packages and contribution to Safer Streets. Further opportunities will be explored as the team embeds within the new structure as to how they can offer crime prevention support and advice to existing businesses.	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	In progress	The Constabulary have started to examine how they can consistently ensure businesses are given the opportunity to complete an impact statement when a crime is committed. The PCC's Independent Business Advisory Group	Autumn 2023	59

	so that businesses have a stronger voice in the criminal justice system.		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		
147	Use the principles of Prevention First to underpin my commissioning approach.	Completed	The PCC's new Commissioning Light approach uses the principles of Prevention First – to prevent crime, prevent harm, prevent offending, increase trust.		52