Everybody's Business

The Community Safety and Criminal Justice Plan for Hertfordshire

2022 - 2027

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Foreword by PCC David Lloyd



"To revenge crime is important, but to prevent it is more so"
(Sir Arthur Conan Doyle).

My friend and mentor, Professor Lawrence W. Sherman prefaces his book 'Policing Domestic Violence' with this quotation, and it is apposite that this Plan starts by acknowledging my debt to him. His influence will be seen by those who are interested in evidence-based policing. This plan also articulates the 'Prevention First' agenda which is the product of the enthusiasm and imagination of Chief Constable Charlie Hall, and for which I remain deeply grateful.

I have now been elected for the third time as Police and Crime Commissioner and I have used the time since the election to reflect on what needs to be done to ensure that Hertfordshire remains one of the safest counties in the country. This Community Safety and Criminal Justice (CSCJ) Plan (the 'Plan') is built on my manifesto. It details the priorities and commitments I made to the electorate and uses an 'evidence-based policing' approach developed by the Cambridge University Institute of Criminology, amongst others, to chart how crime and safety will be approached across the county and the principles adopted by Hertfordshire Constabulary. I wish to acknowledge my intellectual debt to fellow students and staff on the M St Applied Criminology and Police Management Course.

This CSCJ Plan takes a different form to those that have gone before – it is written during a global pandemic which continues to shape our lives and working practices. It provides us with opportunities to review and modernise our operating models and improve our digital and remote capability, and our engagement with communities. This Plan also reflects on an area that has been important to me for some time - Violence Against Women and Girls (indeed Children). Recent tragic incidents nationally have brought the issues to the fore in the public's perception. In policing and in wider society we have questioned how we should respond and the standards and culture against which policing is measured. Policing is built on a Code of Ethics which forms the foundation of Standards of Professional Behaviour and is a key determinant of public confidence in policing. We

must get these right if we are to have a police service that is fair, ethical, and representative; one that acts with integrity, honesty, and compassion.

This Plan reflects an evolution of my thinking and builds on previous achievements, the commitments endorsed by the Hertfordshire electorate, and the wider views of victims, businesses, the public, and our partners. It provides the blueprint for policing in Hertfordshire and outlines the strategic direction and areas of focus for improvement by the Chief Constable, through his officers and staff, to be delivered during my term of office as the Police and Crime Commissioner. In formulating this Plan, a number of key strategic documents were used to provide the operational and organisational context within which our community safety and criminal justice partners operate, and how they will address key challenges. This included the 2021 Force Management Statement which highlighted the current and future demand on our digital and remote capability to manage legacy systems and invest in digital advancements to ensure that we have the continued infrastructure that underpins our operational and organisational development. The forthcoming publication of the Strategic Policing Requirement (SPR) will further highlight any areas requiring investment in order to respond to national demands.

The Plan is therefore written within this broader context and reflects the cross cutting strategic priorities and actions for my office, the force, and wider partners. In this Plan, I have not attempted to document all the activity that has been achieved previously, rather I have set out the current challenges that we face over the months and years ahead, supported by the evidence base, and the opportunities that exist to improve the community safety and criminal justice landscape in Hertfordshire. This Plan is for people of all ages, and throughout it I use the words 'residents' and 'public' to encompass children, young people, working age adults and older people, unless specifically noted.

At the core of this Plan is a commitment to 'Prevention First'. Prevention First is a transformational model that focuses on preventing issues arising in the first place, and where victimisation has occurred, reducing the harm to prevent repeat occurrences, by using a collaborative problem-solving approach. It acts as a framework across all areas of the business, helping to reduce organisational and operational demand, thereby freeing up resources to deliver effective crime prevention, early interventions, deterrence measures and rehabilitation, and thus achieving

better outcomes for the public. The fundamental premise of Prevention First is that no-one wishes to be a victim of crime and would probably prefer not to have to engage with policing services. At the heart of that lies prevention and putting victims at the centre of everything we do.

In support of an evidence-based policing approach and the Prevention First model, new spatial mapping techniques will be used to overlay a range of data at very small geographical spatial areas – Lower Super Output Areas (LSOAs) – enabling 'similar' characteristics of crimes to be noticed, and an exploration of factors that 'generate' crime around 'harm spots' together with 'calls for service' for the public. This approach will enable those early warning indicators and predictors of harm and vulnerability to be identified and acted upon. What is called 'hot-spots policing' where patrols occur frequently in those places that have the highest incidence of high-harm crime will be used.

Over the next three years we need to make the best use of our health, police, and justice resources, and achieve better outcomes for the public. I believe that the best outcome for the public is an absence of crime. Whilst Hertfordshire Constabulary has always had a strong focus on crime prevention, it is always challenging to commit resources to intensive crime-prevention work as it must compete with urgent calls for service. I am determined to use the opportunity of extra police officers to enable us to cut crime off at the roots. In support of this, I will continue to ensure that my commissioning-based approach to funding enables better targeted investment around Prevention First activities.

This Plan is written alongside the Government's guidance about tackling the national threats and harms through the Strategic Policing Requirements and the national priorities and measures outlined in the Government's 'Beating Crime Plan' (2021) to reduce crime. The Beating Crime Plan includes a focus on tackling murder and homicide; serious violence and neighbourhood crime; exposing and ending hidden harms; and building capability and capacity to deal with fraud and online crime.[1]

Clearly the crimes highlighted in the Beating Crime Plan are of grave concern nationally and must be reflected in this Plan. However, we are fortunate that in Hertfordshire (as opposed to large metropolitan areas) there is not a

[1] 10 new national metrics are specified as priority performance measures.

high prevalence of these crime types. Therefore, our local Integrated Performance Framework (IPF) will use local crime data together with the results from a large independent public opinion and perception survey, the latter of which I commissioned, to provide a robust evidence base for a wider suite of measures and metrics that will shape the actions in each of the chapters. As part of my duty to hold the Chief Constable to account, the measures will be formally monitored monthly.

There was strong support for key themes outlined in this Plan including protecting and growing local policing – the public want me to continue growing the number of police officers and improving the visibility of them. Hertfordshire now has more police officers than ever before and is on target to meet the year-end figure of 2,267 FTE by 31 March 2022.

The public opinion survey also showed that the feeling of safety was strong with more than 8 in 10 of respondents reporting feeling either very safe or fairly safe in Hertfordshire; this was reflected across all age groups. This is positive news which we must seek to build on over the coming months. The survey also showed that cybercrime and residential burglary were residents' top concerns. Whilst residential burglary remains at an all-time low, and the envy of similar forces, I recognise that this remains a high priority for the public. I will ensure through a Prevention First approach that we will continue to look at how we can help residents to target harden their homes and use hot spot policing techniques to target vulnerable areas.

This Plan is structured around four thematic areas:

- Criminal Justice;
- Fairness, Equality and Confidence in Policing;
- Representing the public; and
- Digital and Commerciality.

Each of these chapters includes several strategic priorities and actions which are detailed within each section. All the actions outlined will be detailed in an Annual Delivery Plan which sets out clear ownership for the direction, design, and delivery of the priorities, enabling the public, stakeholders and Police and Crime Panel to scrutinise the

progress made. Alongside this Plan, I have also published a 'Plan on a Page' to enhance accessibility for those who wish to have a snapshot of the key commitments and deliverables over the life of the Plan.

As I always say, keeping people safe is 'Everybody's Business' – we all have a role to play and that includes the police, local authorities, public, private, and charitable sectors, and each one of us as citizens. I want Hertfordshire to continue to build on the good work underway to becoming an outstanding force. I believe we can do this by effecting change and real improvements under the priorities I have outlined in the Plan because these are issues that you have told me are important to you.

Key Priorities

Hertfordshire is a safe county with a top performing force and a high level of public satisfaction, making sure it stays that way will be my core focus. My top priorities remain to:

- **Keep Crime Low** – Hertfordshire has been one of the safest places in the UK to live and work and I will ensure it stays that way.

- **Focus on Victims** – Beacon, the Hertfordshire Victim Care Centre has transformed the support available for victims and has been recognised nationally for its innovation. I will develop and expand the work of Beacon.

- **Recruit More Officers** – Hertfordshire has one of the best performing forces in the country and I have protected it from cuts. I will use the opportunity of new investment to recruit hundreds of new officers and deliver the largest force the county has ever had.

- **Protect Local Policing** – Every borough and district to continue to have its own strong local policing team and police station. I will continue to focus on protecting and investing in frontline policing.

- **Increase Efficiency** – I will 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** – Hertfordshire has one of the lowest police precepts in the country. I will never ask the taxpayers of Hertfordshire to pay a penny more than is required to deliver a quality service.

Response by the Chief Constable



As Chief Constable, I continue to be immensely proud of the policing service that our officers, staff and volunteers deliver for communities across Hertfordshire. This Community Safety and Criminal Justice Plan serves as the blueprint to prioritise our efforts, alongside the Government's 'Beating Crime Plan' and Strategic Policing Requirement.

I am especially passionate about the huge opportunities that a 'Prevention First' approach will deliver for the public of Hertfordshire and am delighted this is strongly reflected in the Plan. One thing that connects all victims or those in crisis is that they would much rather that any event needing police involvement had never occurred in the first place. Where such an event has occurred, they will hope that it does not happen again. For this reason, Prevention First has become our new and transformative operating model, shifting our policing focus to a way of working that puts prevention at the heart of all we do. It goes further than just preventing crime, harm, repeat victimisation and offending though, as we consider prevention from an organisational perspective too. For example, Prevention First will focus us on preventing waste or inefficiency, putting the welfare and development of our workforce high on the agenda, preventing sickness, keeping our staff safe and making Hertfordshire the force that people want to work for. By understanding why operational and organisational issues occur and through applying evidence-based policing, we can reduce demand and in turn continue to reinvest our precious resources to deliver an even better policing service. This includes further investment in our digital infrastructure and skills to keep up with the ever-diversifying growth in digital threats and opportunities, for example by making it ever easier for the public to engage with us, building on our adoption of the national Single Online Home system.

Recent tragic events across the country have brought into sharp focus the critical issue of violence against women and girls (VAWG). Hertfordshire's multi-agency Strategic Needs Assessment shows that in 2020-21 two-thirds of violent and sexual offence victims were female. We must and will continue to prioritise tackling VAWG and will

build further on the already sizeable resources we commit to these priorities. This includes a focus on listening to and supporting victims, tackling perpetrators, and enhancing public spaces and other locations where people feel vulnerable, improving both actual safety and feelings of safety.

I also recognise the considerable public concerns about misogyny and racism within the service itself, as most horrifically shown by the murder of Sarah Everard but also other criminal acts or misconduct by police officers. These events reverberate nationally and have shaken trust and confidence in the police service whilst also disgusting the overwhelming majority of officers and staff who are so committed to professionally serving our communities. Sadly, we have not been immune to such poor behaviour within our own workforce, so I am pleased this plan has a focus on action to address this. Whilst these officers and staff may be in a very small minority, the corrosive impact on public trust and confidence only strengthens my personal resolve to relentlessly root this behaviour out and underline that it has no place in policing in Hertfordshire.

The Commissioner's local investment in policing, alongside the government's Police Uplift Programme, has given Hertfordshire the largest police force it has ever had. This is great news for communities and a fantastic opportunity to optimise the way in which we prevent harm, crime and offending through embedding Prevention First. It is also a once in a lifetime chance to change the overall face of the Constabulary by recruiting and developing a police service that is reflective of the communities we serve. Consequently, we have invested in a dedicated Positive Action team to give greater focus to how we attract, recruit, develop, and retain officers who are black, Asian, or from a minority ethnic background. I would particularly welcome people from such backgrounds exploring a potential career with us. Inevitably such rapid expansion also comes with some growing pains and is one reason we have invested in an additional 26 sergeants to help provide the support and guidance that our new officers need as they develop their experience and capabilities.

This plan has the support of the Constabulary as it supports us making progress against many important priorities. Key amongst these will be sustaining many of the reductions in crime that have been achieved over the last two years as we emerge into a new normality following the pandemic. The Prevention First approach and continuing uplift in resources give good reason to be optimistic about being able to further improve the policing service we

can provide. This, together with the outstanding workforce and the commitment and professionalism I see daily, makes me very confident that the Constabulary can deliver on the priorities within this plan to the benefit of our communities.



Charlie Hall QPM M.A. (Cantab), M.Sc.
Chief Constable for Hertfordshire

Crime Prevention – Taking an Evidence Based and Prevention First approach to Policing

Taking a Prevention First Approach

Thanks to the government's police uplift programme and the support of Hertfordshire taxpayers we have a unique opportunity to transform the way we keep our community safe in Hertfordshire. We are a low crime county and the envy of other areas but even one victim of crime is one too many.

During my 10 years in office, I have protected Hertfordshire from the cuts in officer numbers seen elsewhere. As a result, the investment in new officers supported by the government has not been used to make up for lost numbers but instead has seen us expand rapidly to achieve the largest police force Hertfordshire has ever seen. The public will rightly want to know what we will do with this major boost in resources. For me the answer is clear - Crime Prevention.

The first of Sir Robert Peel's Principles of Law Enforcement was this: 'the basic mission for which police exist is to prevent crime and disorder.' It was true when he said it and it remains true today. Preventing people from becoming victims has always got to be preferable to solving crimes after they have happened. Hertfordshire Constabulary has always had a strong focus on crime prevention. It is often resource intensive upstream work, providing big long-term benefits, but it must compete with the many urgent calls for service the police have to deal with. That is why I am determined that we will use the opportunity of the extra resources coming into the force over the next three years to invest in a new focus on cutting crime off at the roots.

I have asked the Chief Constable to develop a transformative approach to crime prevention in Hertfordshire. He is currently developing a 'Prevention First' strategy which will inform all aspects of policing in Hertfordshire over the years to come. I will ensure he is properly funded and resourced and hold him to account for its delivery. I will ask him to ensure that all our officers and staff are able to contribute to developing the strategy so that we can use the knowledge of those on the frontline about what works and what innovation is needed. Partnership working will be

a key plank of 'Prevention First' from the outset as made clear in the principles of 'Everybody's Business' and the programme must be developed in conjunction with the OPCC and with the support of partners in local government, the other emergency services, criminal justice, and elsewhere.

Measuring the benefits and effectiveness of any prevention activity is often seen as difficult to measure and the opportunity savings, in terms of costs and resources (demand reduction), are often overlooked. I want to understand the costs and benefits of undertaking prevention activity and will ask the Constabulary to use an approved cost-benefit tool to measure the impact on crime prevention and problem solving. The Constabulary's Integrated Performance Framework will include a set of indicators and metrics to capture levels of crime, re-offending rates, repeat victims, repeat missing persons, and repeat high demand callers to help understand whether we are seeing reductions in crime levels and demand because of the investment and preventative activity.
We know from the evidence base that adopting Secured by Design principles in the building of new housing and refurbishments can lead to sustainable outcomes in the reduction of all types of volume crime between 65 to 87 per cent. I want to see local authorities and the police working together to encourage the building sector to adopt higher prevention standards. I also want to examine the opportunity to provide free home security checks to residents that consider their properties to be vulnerable to crime.

Embedding an Evidence-Based Policing Approach

There are many approaches required to deliver effective crime prevention, including early interventions, deterrence measures, target hardening, and rehabilitation. For me the only important measure is 'what works?' Police and partners need to use the highest quality research evidence to look at how to reduce a specific crime problem and tailor the intervention to the local context and conditions. I will ask the Chief Constable to further embed an 'Evidence-Based Policing' approach, as developed by the Cambridge University Institute of Criminology, amongst others.

I have been particularly taken by what the Cambridge Crime Harm Index (CHI)[2] offers in measuring the totality of 'harm' caused, going beyond counting recorded crimes, to measuring the seriousness of 'harm' caused to

[2] Cambridge Centre for Evidence-Based Policing, Professor Lawrence Sherman, Institute of Criminology, available on: CHI Webinar — Cambridge Centre for Evidence-Based Policing Ltd. (cambridge-ebp.co.uk)
[3] Weighted determined by the Sentencing Council's guidelines with regards to the number of days in prison.

victims.[3] However, I want to go further. The public often tell me that we should take seriously crime that might be categorised as 'low level' or initially considered to be 'breaching the peace' or 'anti-social behaviour'. As an example, those reporting 'noisy neighbours' may have highlighted an early predictor of harm and vulnerability. To overcome these limitations, we are developing our own Hertfordshire version of the harm index[4] that includes those broader calls for service from the public including the non-emergency 101 calls into the force control room together with public perception survey data. Bringing this data together enables incidents together with crimes to be examined in small geographical areas (Lower Layer Super Output Areas)[5] and highlights those that suffer persistently and disproportionately from incidents and crime regardless of their severity.

Having examined the techniques used elsewhere I have seen the insights and data that can be derived from using hotspots mapping techniques to understand the geographical nature of crime and explore those factors that generate/ attract crime and use that information to inform a problem-solving Prevention First approach and target crime. Looking at crime geographically can promote a more integrated and collaborative approach across agencies who can use the data better to judge the relative impact on the community and those geographical spatial areas and locations that may, in time, become 'hot streets', 'hot spots', and 'hot premises'. In time this will be further assisted using predictive analytical tools such as 'Power BI' that has built-in Artificial Intelligence capability to model data and provide insights.

The Constabulary has already started to use the hot spots mapping technology to create a picture of those areas that suffer from crime relative to others. I now want the Chief Constable to use these hotspots maps to trial the hotspots policing approach which sees high visibility patrols concentrated in small geographical hotspots at specific times of the day to tackle neighbourhood crimes. I want to see if deploying police resources to these areas can lead to a statistically significant reduction in overall crime. Thanks to investment I have made in new digital technology, the Constabulary will now have the digital capability to target, test, and track (3Ts) the deployment of officers as part of the hotspots policing approach and monitor the impact of that deployment.

[4] The Hertfordshire Harm Index is being developed. It ranks and overlays a range of indices to provide a holistic picture of the totality of crime and harm within geographical hot spots.
[5] LSOAs are defined as small geographical areas with an average population of 1500 people or 650 households.

Protecting Local Policing



I believe it is my fundamental duty as a Police and Crime Commissioner to listen to the public and to try to deliver the type of policing that they want. That does not mean only listening to the majority, but it does mean being prepared to challenge the professional policing view and considering what people tell you is important to them, even when it is not the easiest option. It will never be possible to deliver everything that people want and there will always be tough choices to be made but, broadly, I believe it is right that the public should set the priorities in how they are policed – and that is the fundamental reason that policing is governed by a democratically elected person.

The public continue to tell me that they want to see more police officers on the streets and having a visible police presence in their neighbourhoods. That is why I have been so passionate about increasing the number of police officers in the force to help ensure that we have neighbourhood policing teams that are up to full strength and there is additional resource to build capacity in support of Prevention First. I remain committed to ensuring that each of Hertfordshire's 10 districts and boroughs have at least one major police station where the core police team are based[6] and this will be supplemented by smaller local stations where required.

Our local policing model, designed around the 10 local authority boundaries, continues to serve us well and enables local police teams and community safety partners to understand the nature of problems in a geographical area and target responses. I want the Chief Constable to examine the relationship between the composition of neighbourhood policing teams alongside the Hertfordshire harm index, and to consider how resources should be managed and deployed in response to those high harm crimes and calls for service from the public.

[6] In line with the estates strategy, access to police in some districts will be via shared accommodation with the local authority.

Criminal Justice

Awaiting Justice



In Hertfordshire the average length of time between the Crown Prosecution Service (CPS) deciding to charge a person with a criminal offence and Crown Court finalisation is over 18 months.[7] That is too long and is the highest waiting time in the country. This has been a persistent issue in Hertfordshire for some years, but the pandemic has amplified the delay, causing pressures on all parts of the criminal justice system which has had a profound effect on the ability of criminal courts to process trials. I fear that this means some victims will wait years for their day in court. This is unacceptable and needs urgent action. Whilst criminal justice partners are doing everything in their power to tackle a growing backlog and this includes increasing the availability and use of fee-paid judiciary to bolster judicial capacity and sittings, I am only too acutely aware of the impact for both complainants and defendants who have put their lives on hold. The phrase 'justice delayed is justice denied' is very true - whether that be in relation to victims, witnesses, or defendants.

The delays can place serious pressures on the viability of cases. Even when a trial is scheduled on the day, cases frequently crack[8], become ineffective[9], or are vacated. I recognise that the judiciary faces the consequences of these processes, and that they do not cause it to happen, but we must work better as a justice system to understand the impact on the timeliness, quality, and accuracy of the resulting process if we are to improve services for all those who come into contact with the criminal justice system as well as the police and key court processes, including pre-court preparation.

While I have seen performance improvements in the quality and timeliness of case files being submitted following significant financial investment into a dedicated file quality unit for Hertfordshire, I want to continue to see further

[7] Data taken from the Joint Operational Improvement Meeting PowerBi Dashboard relating to Q3: October – December 2021 shows that the length of time stood at 566.9 days. This compares to the national average of 372.6 days. The decision to charge with a criminal offence signifies the start of a prosecution process. This statistic is only for finalised cases, any trials taking place but are yet to conclude will not reflect in the data.
[8] Cases often crack because the defendant changes their plea to guilty on the day of the trial. Often defendants wait to see what witnesses have turned up on the day and then decide that denying the offence is unlikely to be successful and hope pleading guilty will succeed in a maximum sentencing discount.
[9] Trials must be set for a specific time which means that slots are not available for other business. When a trial cracks or is ineffective the time that has been set aside is often unable to be used because there is too little notice.

improvements in the number of the case files that pass CPS Inspection according to the National File Standards. As a system, criminal justice partners must come together to show their compliance with the principles of both Transforming Summary Justice in the Magistrates' Court and Better Case Management in the Crown Court to improve the quality of case files and disclosure regimes, and the effectiveness and timeliness of pre-Plea and Trial Preparation Hearing (PTPH) case management, file review and plea.

There is much more to do to make the system function well and I will be looking to support government to bring about system change which will allow for better oversight of the criminal justice system. This is not about critiquing judicial decisions or how judicial discretion is exercised, it is about looking at the system that supports the business of the courts and the services provided for those courts, to ensure that those who find themselves within the criminal justice system get exemplary service and that the public see a vastly improved performance.

Data from Hertfordshire Magistrates Courts shows that a third of all cases become cracked or ineffective due to defendants failing to appear for their first hearing at court. This causes delays in the system and impacts on the courts and CPS in wasted court time and on the police who execute failure to appear warrants. Hertfordshire is well known for being at the forefront of innovation in the criminal justice system, using technology to revolutionise the way cases are handled, creating efficiencies, and speeding up justice for all court users. I intend to make best use of the free platform developed by the Government Digital Service (GOV.UK Notify) to trial a pilot for six months that sees a text message reminder being sent to defendants via their mobile phone one day before their court appearance. I will evaluate the findings from the text message reminder, and should it see positive outcomes, I will examine the business case for rolling this out as standard practice.

Democratic Oversight



Since the abolition of Her Majesty's Inspectorate of Court Administration (Part 5 of the Courts Act 2003)[10] in 2010 and the abolition of Courts Boards in local areas in 2012, there has been an absence of any independent external democratic scrutiny around the basic administration of the court and the performance of the whole justice system. In the absence of a single local 'owner', the system lacks the necessary oversight and focus on performance, improvement, and outcomes for service users. PCCs are well placed to have a leading role in this oversight. I want to work with HM Courts and Tribunals Service (HMCTS) to improve the administration of the courts and minimise victim attrition and cases collapsing.

Case progression officers have a valuable and important role working with the judiciary, the court services, and key partners to ensure the effective management of cases, monitoring compliance, and ensuring that the court is kept informed of events that may affect the progress of cases to ensure that delays are not created in the system and the decision-making journey. However, the importance of this role is often overlooked. As Chair of the Hertfordshire Criminal Justice Board, I will continue to work with service leaders including HMCTS to ensure that those undertaking these critical roles are properly trained and able to fulfil their duties.

I am particularly mindful that, for victims, holding onto the memories and sometimes trauma of a crime for such an extended period can be devastating. Many tell me they wish to move on with their lives. It is important that victims caught up within the system are offered the opportunity to make informed choices about how their life progresses post-crime. This might include, for example, offering civil routes or access to restorative solutions. To make informed choices, victims will require access to expert advice, and I would like to expand on the work of the Domestic Abuse Alliance, where victims of domestic abuse can access independent legal advice.

The service provided to victims of rape is of particular concern to me. Having suffered horrific attacks and having the bravery to report them, they too often find difficulty and delay in getting their cases to court and suffer

[10] Between 2005 and 2010 HMICA inspected Crown Court, County Courts and Magistrates' Courts and the services provided for those courts. Part 5 of the 2003 Act, repealed by the Public Bodies Act 2010.

additional trauma as a result. Rape victims are systematically being failed by the criminal justice system.[11] This must be addressed urgently. I have already introduced a Rape Scrutiny Panel to look at what is going wrong, but I want to build on that work by commissioning a comprehensive review of the 'journey' of the rape victim through the criminal justice system in Hertfordshire.

It is important that vulnerable victims have all the support they need both to recover from the experience of crime but also, if they should choose, to participate in the criminal justice system effectively. It is of real concern to me that some victims who have experienced the criminal justice system express doubts about supporting a prosecution again. Yet it need not be like that. To be effective, the criminal justice system requires the support and active participation of victims, and this can be achieved by ensuring effective information and support. Central to this is the role of the Witness Care Unit and our wish to ensure our staff are fully equipped to support our victims and witnesses. This should include enhanced training for staff and the provision of a Criminal Justice Care Coordinator, a role that will ensure that agencies involved in a case can work together to deliver the most appropriate support and information to victims awaiting trial.

Another issue which concerns me, and which has been raised with me by victims themselves, is that of non-payment of compensation awarded to victims by the courts. A large portion of this is never paid, leaving victims waiting years feeling let down by the system and constantly reminded of the harm done to them which has not been put right. There must be a way of doing this which better serves the interests of the victims. I intend to explore the viability of setting up a local Victim Support Fund.

Out of Court Disposals

Early intervention is a key priority of any Prevention First approach. Discouraging people from engaging in criminality or providing a robust and effective intervention when the line into criminality is crossed can stop people drifting into a life of crime and reduce the potential number of victims. Sadly, the criminal justice system has not always shown itself to be as effective as it should be on delivering these goals. That needs to change, and the police have their part to play in it as well. I believe the reforms to the Out of Court Disposal (OOCD) system

[11] HMICFRS and Justice Inspectorates (2022) A joint thematic inspection of the Police and Crown Prosecution Service's response to Rape – Part 2- Post-charge.

in recent years provide an opportunity for early intervention. They allow the police to take a more imaginative approach to dealing with some less serious offences, focusing on reparation for victims and rehabilitative interventions for offenders.

Such interventions may be seen as time consuming and costly, but they are a long-term investment which will pay dividends in reducing crime, reducing demand, and thereby reducing costs. I believe this is something in which we should now invest more resources. Progress has been made in this area, but I believe we have yet to exploit this potential to the full. I want the Constabulary to explore the real opportunities presented by conditional cautions and restorative approaches (ranging from a straightforward apology to restorative justice, a process where the offender enters a commitment with the victim to act and behave in a non-criminal manner going forward), and how they add to the building blocks to a preventative, early intervention mindset. I will 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. I expect to see a significant increase in our use of this tactic and will ask for the impact to be measured.

I would also like to be assured that where a conditional caution/community resolution is offered, they are effective, and to understand where an OOCD could have been used, why it was not. I will ask the Chief Constable to review the role and remit of the Out of Court Scrutiny Panel to ensure we are getting the best from the process, particularly to understand sanction effectiveness and victim satisfaction, as well as having a remit to widen the use of OOCDs.

Preventing harm through early identification of vulnerability

Vulnerability can often be found as a factor in criminality, exploitation, or victimisation. Most perpetrators have also been victims of crime. An early identification of vulnerability can prevent someone going on to be a victim or offender. In Hertfordshire we are privileged to benefit from a range of organisations and agencies who have front-line contact with vulnerable persons, yet important information and useful observations only rarely get shared to help prevent potential harms.

Providing coordinated services upstream has been shown to deliver benefits not least in preventing future harms and/or offending. The Multi-Agency Criminal Exploitation (MACE) Panel provides better coordination around vulnerability bringing together children and adults that are vulnerable and may be at risk of exploitation from trafficking, cuckooing, and county lines. The Beacon Family Hub, where Catch22 deliver a child on parent abuse programme, is also showing promising results in preventing escalation into longer term serious harms. However, referrals come into the service after the first incidents of abusive behaviour. It would be far more beneficial if early indicators of such behaviour could be identified earlier and acted upon. I would like to encourage all organisations and agencies to work together to identify and address potential issues much earlier.

The infrastructure for early identification of vulnerability is already in place with the excellent Hertfordshire County Council Joint Protective Services (JPS) Scheme. I will ask the Chief Constable to consider the opportunities to enhance and expand the County Community Safety Unit (CCSU) to create a Prevention First Early Intervention hub, utilising the data, insights, and expertise across agencies to start flagging those early indicators around risk and vulnerability so that those on the frontline can provide early intervention and support. With the right leadership and development, the JPS/CCSU model could become a county shared resource to advise, coordinate, and deliver preventative interventions and align with the other units including health hubs.

Improving the response to victims of sexual abuse

People who have suffered sexual assault need to be treated with dignity, respect, and sensitivity. In 2021 I arranged for specialist sexual abuse services to be more accessible within communities, including Independent Sexual Violence Advisors (ISVAs). The changes to the ISO accreditation[12] from 2023 provide a good opportunity to consider the accessibility of the Sexual Abuse Referral Centre (SARC) given its current geographical location. Going forward, I will take the opportunity to embrace innovation and consider where efficiencies could be made through regional commissioning arrangements to establish a 'centre of excellence' of which we can all be proud.

[12] The international standard ISO 15189 specifies general requirements for competence and quality that are particular to medical laboratories. SARC services are essential to patient care and therefore must be available to meet the needs of all patients and the clinical personnel responsible for the care of those patients.

Addressing and responding to domestic abuse



I fully recognise that tackling domestic abuse is a whole county endeavour. Whilst my plan speaks to prevention, crime, community safety, and criminal justice, there is alignment to other agencies plans including the County Council. The Domestic Abuse Act sets out far-reaching and whole systems thinking by statutory organisations to collectively tackle the burden of domestic abuse and violence against women and girls impacting our communities. A key theme is education and early identification of abuse (in all its forms) and to deliver effective and integrated interventions either to stop or prevent escalation of violence.

In line with our Prevention First agenda, I will be working with partners to ensure that all those impacted by domestic abuse (including family groups) have access to services and support. I am particularly keen to include perpetrators themselves. Those using harmful behaviours need to be held to account for their actions, but they also need to be supported with appropriate guidance and tools to change their behaviour. With the assistance of Home Office funding, along with other partners, I have invested in programmes to address offender behaviour so there is now a route in place for ongoing support. As a good example, our highly successful 'drug testing on arrest' programme, where offenders of acquisitive crime are routinely screened to assess substance use, and where indicated, provided support, is now being piloted to those arrested for high-risk domestic abuse who test positive for class A drugs. Should the evaluation of the trial for domestic abuse perpetrators show that those which are treatment naïve[13] are accessing appropriate treatment and there is evidence of its effectiveness, I will ensure appropriate funding is found for its continuation.

In accordance with legislation under the Care Act (2015), all agencies have a duty to ensure that local safeguarding arrangements are in place to prevent abuse and neglect where possible. I have continued to support the multidisciplinary Family Safeguarding Model[14] through the funding of dedicated Probation Officers that assess risk to children and families from perpetrators of domestic abuse and sexual harm. The dedicated posts enable

[13] A person is treatment naive if they have never undergone treatment for a particular illness.
[14] The Hertfordshire Family Safeguarding model protects those children and families at risk. The innovative model created in Hertfordshire has been adopted by 16 other Local Authorities.

officers to implement bespoke interventions with families from diverse backgrounds and who have specific needs where domestic abuse or sexual harm is a prevailing concern.

In line with the Domestic Abuse Act, I am keen that we take a needs-led approach to support victims through the court process whether they choose to attend or not. Some victims will want to go to court, others will not. For those victims that do not want to face the daunting or traumatic experiences of attending court in person, I would also like to see an increase in Victim Personal Statements being used that allow the victim to convey the real-life impact of abusive behaviour on their lives and give them an opportunity, should they so wish, to tell the defendant about the harm they have caused.

As set out in the Beacon five-year business plan, a pilot to introduce rapid support to victims of domestic abuse resulted in high levels of engagement producing impressive outcomes as it related to supported investigations and prosecutions. More importantly, the Beacon Safeguarding Hub has brought about reductions in risk and repeat victimisation. I would now like to see this high-quality provision available to all safeguarding victims of crime and not just domestic abuse.



The Domestic Abuse Act also introduces, amongst a range of measures, the Domestic Abuse Protection Notice (DAPN). The notice, which is issued by Police, prohibits the perpetrator from being abusive towards the person being protected. The notice may require the perpetrator not to come within a specified distance of premises where the person being protected is living. This could in effect create a situation where the perpetrator becomes homeless. I want to see the Constabulary devising a plan which shows how a whole systems approach, as outlined above, can be put in place to optimise the use of these notices.

Stalking is a serious offence which can have a prolonged impact on its victims.

We know that around 55 per cent of stalking cases are domestic abuse related. Of the remaining 45 per cent, there is a split between stranger, cyber, and work colleague stalking. Through the good work of the Beacon Safeguarding Hub and the Safeguarding Command, more victims of stalking and harassment have been identified and supported than ever before. However, I am keen to ensure that support put in place for victims of these insidious crimes continues to be both timely and effective. This should include use of interventions targeting perpetrators, such as Stalking Prevention Orders and programmes designed to stop such behaviour in the first place.

I would like the Constabulary-led Victim and Witness Board to examine the extent and effectiveness of stalking prevention orders (SPOs) and review the number of victims identified at risk of stalking through screening. Learning can be used to enhance our support to victims who sometimes remain at high risk from persistent offenders.

Violence Prevention



While Hertfordshire does not face the same scale of serious violence[15] as most other areas of the country, it is not immune from the challenges that it presents. Serious violence links into wider issues relating to safeguarding, criminal exploitation, domestic abuse, modern slavery, and missing persons. Helpfully, partners are taking a 'public health' systemwide approach to tackling serious violence recognising that effective prevention is dependent on partnerships across health, education, social services, youth services, and victim support.

I have made a series of investments in preventative activity including the expansion of the 'No More Service' and Youth Action Panels in each of the 10 districts in Hertfordshire to provide one to one support to those young people identified at high risk of gang involvement and serious violence and help identify and address issues relating to drugs and alcohol misuse, mental health, housing, and offending. I will be monitoring the impact of this investment and will scrutinise the findings to ensure that preventative activities are diverting young people away from gang affiliation and violence activity.

[15] Serious violence includes homicide, Grievous Bodily Harm (GBH) and aggravated burglary.

I continue to be impressed by the insights and positive outcomes that can be achieved by applying the Cardiff Model to prevent and reduce violence. Research shows that emergency department data can help to identify approximately 75 per cent more violent assaults than police are made aware of, so this can be crucial in identifying specific hot spots and trends in violence to inform preventative work. Our Hertfordshire Violence Assault Dataset, which builds on the existing Cardiff model, starts to give us an understanding of the prevalence of assaults which are known or believed to be alcohol or weapon related[16] as recorded by accident and emergency hospitals in Hertfordshire, and details the locations of those incidents and the profile of victims[17]. I want to go further with this dataset by overlaying it with police data to look at the geographical distribution of these violent assaults and what the nature of the injuries tells us about where to focus our Prevention First activity. I will explore the opportunities for obtaining anonymised violence data from the ambulance service to capture those incidents that were dealt with on the streets or in the home to ensure we have an evidence base to drive forward targeted activity.

Tackling Violence against Women and Girls



I recognise the horrific events nationally that have rightly brought violence against women and girls to the forefront of everyone's mind. In Hertfordshire we have introduced a police officer verification system that enables any member of the public that meets a Hertfordshire police officer to verify their identity and authenticity, either by asking the officer to call the force control room or by the member of the public directly calling 101 or 999 if they feel in danger. I want the Constabulary to continue to build their digital capability, embrace digital solutions and technology, and use platforms that are cutting edge to help target and reduce crime. As mentioned earlier, I am keen for the Constabulary to adopt hot spot policing to help target violent crime given the strong evidence base around effectiveness[18]. I want the Constabulary to use the recent investment I have made into digitalisation through the Responder mobile application to target, test, and track (3Ts) officer deployment to hot spots and measure the impact on crime levels.

[16] This excludes accidental or self-inflicted injuries.
[17] This includes the Lister Hospital, Watford General Hospital and QE2 Hospitals in Hertfordshire. Data is collected from out of area to give additional insight into Hertfordshire residents attending A&E departments in bordering counties due to closer proximity.
[18] See Barnes, G. C., Williams, S., Sherman, L. W., Parmar, J., House, P., & Brown, S. A. (2020). *Sweet spots of residual deterrence: A randomized crossover experiment in minimalist police patrol.*



Using the findings of the Hertfordshire Joint Strategic Needs Assessment and large-scale personal safety[19] survey on violence against women and girls across the county, we now have a clearer understanding of the scale and nature of all forms of violence locally. I want to use this evidence base to build a coordinated multi-agency action plan underpinned by a public health life course approach[20] to tackle the systemic issues and address the roots causes of violence against women and girls. We must ensure that as a system we work closely with schools and individuals who have lived experience to help educate young people about healthy relationships and ensure that where violence does occur, victims recognise it and get the help they require. To assist in this change, I will support a process of independent scrutiny by women and girls, including those who are from Black, Asian, and Minority communities with lived experience to support and challenge the Constabulary's performance and practice around VAWG.

I will work with partners to ensure we have the structures in place to drive forward this activity and explore the viability of using our multi-agency County Community Safety Unit as an early intervention data hub. I will work with local leaders to ensure that we continue to focus on creating safer spaces – online, in private and in public. It is encouraging that in Hertfordshire, just over 8 in 10 (83 per cent) respondents surveyed in 2021 across all 10 districts of Hertfordshire stated they felt either very or fairly safe in the area they live, but I recognise that some women across the county actively avoid certain public spaces such as local parks because they feel unsafe, particularly at night when streetlights in residential areas are dimmed or turned off. I will continue to make full use of funding opportunities such as the Safer Streets Fund presented by government to invest in preventative measures and 'design out crime' in these spaces to make areas safer. I also want to work with the 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 shown to impact on feelings of safety, particularly for women and girls.



[19] 13,000 people responded to the Violence Against Women and Girls personal Safety Survey commissioned in August 2021.
[20] According to the World Health Organisation, the life-course approach aims at increasing the effectiveness of interventions throughout a person's life. It focuses on a healthy start to life and targets the needs of people at critical periods throughout their lifetime, seeking to prevent crime at the earliest opportunity.

I will ensure the Constabulary relentlessly pursue, actively manage, and target the most prolific perpetrators and work with partners to identify earlier those who present risk. I want to ensure there are effective perpetrator programmes, out of court disposals, and drug testing on arrest to support VAWG offenders into treatment and education.

Tacking the supply, demand and misuse of drugs and alcohol

We know that one of the drivers for violent crime nationally and locally is the drugs market. The government's 10-year Drugs Plan[21] suggests that Heroin and crack cocaine addiction is linked to almost half of all acquisitive crime, including burglary, robbery and theft, and drugs contribute to almost half of all homicides. We are fortunate in Hertfordshire to have an evidence based Drug and Alcohol Strategy that outlines our whole systems and integrated approach to cutting off the drug supply chains, rolling up county lines, reducing the number of drug related deaths (DRD) and enhancing treatment.

Like the rest of the country, Hertfordshire has seen an increase in the number of people losing their lives to illicit drugs. Whilst work is already underway to reduce deaths through the issuing of naloxone kits[22] to at risk users and those released from prisons in response to heroin related deaths, little is known about the nature of DRD locally due to the two-year lag in official data from the Office for National Statistics. We now have an audit process in place with the local Coroner's Office to obtain more timely data on suspected DRDs and that data is being used to identify trends and learn lessons. However, due to the lag between death, post-mortem, and the coroner's report, it is not possible to obtain 'real time' data on sudden deaths where drugs may be a contributory factor. Having this data would help build an evidence base to target interventions in a timelier way. I want to examine if there are other avenues for obtaining this data to enable us to be more focused and responsive to the changing patterns of drug use.

I want to 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. We know that County Lines[23] are responsible for driving an increase of violence in the drugs market and as part of

[21] Home Office (2021) *From Harm to Hope: A 10-year drug Plan to cut crime and save lives*
[22] Naloxone is a life-saving heroin antidote.
[23] County Lines is the name given to describe drug dealing which involves criminal networks from urban areas expanding their activities into smaller towns and rural areas.

their drug supply model deliberately target and exploit vulnerable people, particularly those with mental health or addiction problems to transport drugs and money. In line with a Prevention First approach, I want to see further efforts made to raise awareness of cuckooing[24] with the public so that they are aware of what it is, how to spot the signs, and report any concerns they have so that we can safeguard vulnerable people at the earliest opportunity and pursue perpetrators.

I also want to look at what more we can do to address alcohol misuse across the county, particularly that which is fuelled by the night-time economy and often ends in violence. I want to see all partners further developing the County Drug and Alcohol strategy to include how we will prevent and minimise alcohol-fuelled violence. I want to use the data from the Cardiff model to target those night-time economy premises where assaults are taking place and look at what we can understand about the drivers and causes of the violence and what interventions can be put in place to prevent violence based on good evidence.

I want to work with criminal justice agencies locally to ensure that from the moment an offender enters the criminal justice system, offenders most at risk of re-offending due to their misuse of drugs or alcohol are identified and assessed with personalised plans in place. As a direct result of the Section 31 grant[25], we now have a dedicated drug practitioner in integrated offender management, a new prison link officer, and a criminal justice drug worker based in the courts, helping to share information between custody and the community. This now needs to be further supported with key workers for those going 'through the gate' to support prison leavers getting access to drug and alcohol misuse services.

Improving our response to Mental Health

In Hertfordshire, it is estimated that 15 per cent of all incidents to which police are called involve someone suffering from mental ill health. There has been an upward trend over the last five years with most calls relating to missing people, concern for welfare, ASB, and domestic abuse[26]. We know that mental health crisis is often preventable and avoidable. Our current approach is failing people and placing additional demand on frontline policing. We need

[24] 'Cuckooing' is defined as the practice where people take over a person's home and use the property to facilitate exploitation. It takes the name from cuckoos who take over the nests of other birds.
[25] The Section 31 Grant has been made available to assist Local Authorities and partners to strengthen arrangements that support substance-misusing offenders, and arrangements that address drug related deaths.
[26] HMICFRS (2018) *Policing and Mental Health: Picking up the Pieces*, page 40

to do more as a system to prevent people from reaching crisis point in the first place, identifying vulnerability and targeting support and interventions. Together we need to shift our pattern of investment into early intervention if we are to reduce public sector spend, make best use of our health, police, and justice resources, and achieve better clinical outcomes.

Our Street Triage scheme provides pan-county coverage between 5pm and 4am in the form of two vehicles consisting of a uniformed police officer and a mental health clinician providing pan-county support, and a health professional in the force control room. Many of the vulnerable people encountered by the police are known to local services. Health data shows in Hertfordshire that over the last 18 months, 47 per cent of those detained under Section 136 of the Mental Health Act (1983)[27] were existing trust patients; and 39 per cent of people at the centre of the calls for Street Triage were under the local trust at the time of referral[28]. This concerns me. I want to see local leaders across Hertfordshire working together to understand more about those who come to their notice and to ensure pathways and interventions happen at the earliest opportunity. I want to see year on year reductions in Section 136 and improvements in the outcomes of people in crisis.

Supporting people with mental health problems is complex and high risk and requires expert input. Often police officers are finding themselves responsible for the safety and welfare of people in mental health crisis and end up spending a significant amount of time detaining, conveying, and staying with Section 136 patients at a place of safety when other professionals would be better placed. I am concerned that the police are still being seen as the first rather than last port of call when conveying patients to designated places of safety. We need to have the right people who are medically trained, at the right locations, at the right time, providing the right care. We should not be leaving untrained police officers holding responsibility for people in crisis with little option to convey to a place of safety in a police vehicle. We know that sitting in a marked police car for hours can leave people in mental health crisis feeling treated like a criminal and can create a stigmatisation[29].

The Code of Practice to the Mental Health Act (1983) makes clear that the transfer of anyone detained under the Act should not be done in a police vehicle, unless circumstances demand it. Instead, appropriate conveying should be undertaken by the ambulance service. I am equally concerned that police officers are spending extended time

[27] Section 136 (S136) of the Mental Health Act (1983) (MHA) is a police power. This power can be used by the police when the person is in a public place; it is not used in private places or dwellings.
[28] Data shared by Hertfordshire Partnership Foundation Trust (HPFT), February 2022
[29] NHS (2021), *Improving the Ambulance Response to Mental Health.*

sitting at a place of safety, sometimes greater than the legal limit. I would like to see the Constabulary working with Hertfordshire's health trusts to examine the options for outsourcing the conveying of mental health patients by private ambulance and look at what we can learn from good practice across the country. I am encouraged by those areas of the country that have reduced demand on frontline policing and achieved better outcomes for patients.

Preventing and Tackling Hate Crime



Early evidence from the ASB Case Manager pilot indicates a high number of hate crimes being disclosed that otherwise would have gone unreported. However, I remain concerned that our knowledge and understanding of hate crimes being perpetrated across the county is limited and much goes unreported. It is difficult to put in place meaningful and effective preventative measures if we do not have a clear view on prevalence and nature of hate incidents and crimes. Whilst Hertfordshire does have a network of third-party reporting centres, the collation and sharing of information and data is inadequate to make evidence-based decisions on user needs to inform future commissioning intentions. I want to redouble our efforts to ensure that we are maximising the data we collect from all sources on hate incidents and hate crimes across the county to enable targeted preventative and engagement activity.

Hertfordshire is one of only a few forces to have dedicated hate crime officers, helping to build relationships with marginalised communities, building community cohesion, and promoting the legitimacy of the police. I am concerned however that community intelligence and information coming from these sources is not being used as fully as it could and, as such, we are denying a rich and detailed picture of those issues troubling our communities. I want to look at how we can utilise the intelligence brought in by these officers, so that we are being evidence-led.

I am committed to supporting the delivery of the hate crime strategy that seeks to coordinate activity to tackle these insidious crimes that have a corrosive effect on our communities and lasting, life-long impacts on victims. Moving forward, I want to take another look at hate crime across the county by commissioning a detailed examination of the varying strands of hate crime, where and when they are being perpetrated, the ease and confidence of victims to report and finally, the police response when crimes are reported.

The public tell us that hate crime often goes underreported due to a lack of confidence in the likelihood of a successful conviction through the criminal justice system. Data shows however, that Hertfordshire has one of the highest prosecution rates for hate crime across the country. This is to be celebrated, but we must do more to restore public confidence in policing and the criminal justice system. I want to build a group of Hate Crime Champions across the county to raise awareness and confidence among our communities that incidents will be taken seriously and there is support for victims and witnesses.

Fighting Fraud and Cybercrime

Fraud continues to grow significantly and represents more than a third of all estimated crime. It covers a wide variety of offences, from corporate fraud within the banking industry that may stretch into billions of pounds, to scam emails cyber-enabled that may seek to take small amounts from many people. Whilst much has been achieved to prevent victimisation through cyber prevent campaigns, cyber essentials assessments for small and medium sized businesses and the banking protocol, there is still more to do to disrupt and deter criminal activity and maximise the recovery of proceeds of crime.



Our Eastern Regions Specialist Operations Unit (ERSOU)[30] continues to disrupt those who are intent on conducting serious and organised crime across

[30] The Eastern Region Special Operations Unit (ERSOU) is made up of staff and officers from Bedfordshire, Cambridgeshire, Hertfordshire, Essex, Norfolk and Suffolk, with a number of functions now also covering Kent.

the region. Within the regional organised crime unit there are specialist departments one of which focuses on economic crime that provides asset confiscation and financial investigation on behalf of the eastern regional forces, investigating complex fraud and money laundering allegations crossing multiple boundaries.

Locally our Hertfordshire Serious Fraud and Cybercrime Unit investigates serious and complex fraud where there is suspected Organised Crime Group (OCG) involvement. Despite having good capacity locally to deal with cases, I want to see the capacity and capability[31] of the unit expand further so they can tackle the volume and 'routine' cases of fraud that the public tell me are of concern. This includes OCGs that use small businesses as fronts, including barber shops and car washes for money laundering and smuggling drugs. In line with Prevention First and with due regard to Operation Plutus[32], I will ask the Chief Constable to use the funding set aside in the 2022/23 budget to grow the investigatory capacity within the Serious Fraud and Cyber Unit to enhance the service provided to the public, reduce lead in times, and bring about a notable increase in criminal justice outcomes.

Over the longer term, I want to ensure that Hertfordshire is still benefitting from being part of the regional structure and will examine what we can learn from those individual forces across the country which have their own dedicated specialist economic crime unit to pursue money laundering and asset recovery for all types of organised crime and the outcomes they achieve. If there is a good business case for change, I will consider piloting a small, dedicated single force team of financial investigators for Hertfordshire to focus on the volume organised crime cases to see if this impacts positively on our ability to recover proceeds of crime and prevent victims of this crime. I want to send a clear message to offenders whether they are operating locally or cross border that we will confiscate their ill-gotten gains and bring them to justice swiftly.

Performance data for Hertfordshire suggests that online shopping and auction fraud; advance fee fraud; and cheque, card and online bank fraud are the top fraud offences in Hertfordshire. Additional security measures such as 'Confirmation of Payee' can give greater assurance that customers are sending payments to the intended recipient. However, data shows that there is little to no customer education on how this works in practice. I want to see partners including Trading Standards looking at how they can further educate and raise awareness of this crime to the public. I will ask the Chief Constable to consider building a network of cyber-fraud Single Points of Contact

[31] This could be due to the need for extensive overseas enquiries or requiring a dedicated financial investigator.
[32] Operation Plutus aims to make it harder for criminals to launder the proceeds of their crime by adding friction and cost to the laundering process.

(SPOCs) throughout the Safer Neighbourhood Teams to ensure that the prevention messages are communicated to the public at the earliest opportunity.

Hertfordshire is committed to the Banking Protocol which enables staff to be trained to detect the warning signs that someone is being scammed. We are already seeing evidence of this working in Hertfordshire with a variety of crimes including romance impersonation, courier, and rogue trader scams being prevented. However, online banks that do not have physical branches do not offer the same level of protection. I would like to see all banks, under the enhanced Banking Protocol, sign up to the protocol so that online banking transactions are included.

I recognise that being a victim of fraud can be an embarrassing experience and unsurprisingly at the end of the process victims find it difficult to find a trusted source of information, guidance, and advice on how to report and to whom. The Beacon Fraud hub provides outstanding advice and support to victims of fraud, covering losses ranging from £75 to £50,000 by helping victims remind banks of their obligations under the Banking Protocol Code 2020.

I want to go further to expand and build on the local support we provide to victims of fraud by looking at the initial process of reporting a crime and how it can be simplified by scoping the viability of introducing a single countywide platform available 24/7 that records the occurrence of the incident and files a crime report to the right agency whilst offering information and guidance to assist the victim. In doing so, it will seek to collect real time data so that we can understand the types of frauds being committed across the county and the communities that are being targeted to allow a real time response. With Action Fraud being recommissioned, it presents an opportunity to look at what support is being offered around 'third party' crime notifications so we can ensure we support our communities against fraud.

Preventing and Reducing Reoffending

We know that a large proportion of crime is committed by a small number of perpetrators (the so-called power few) with many reoffending when released into the community. I am pleased that Hertfordshire was chosen as one of the government's pathfinders to lead the field in using new electronic monitoring technology to manage

offenders better outside of a custodial sentence in support of improving desistance. Now, offenders who have been housed in Hertfordshire and convicted of an acquisitive crime –burglary, robbery, or theft – serving a sentence of a year or more following their release from prison, can be considered for monitoring using a GPS tag 24 hours a day for up to 12 months. Utilising this technology supports efforts to reduce reoffending, helping the police to identify repeat perpetrators quickly and put support measures in place. I will be interested to read the evidence from the pilots to understand its impact in deterring and preventing repeat offending in Hertfordshire and how it can be used as an effective tool to improve compliance with conditions.

On a typical day in Hertfordshire, we have just 7 residential burglaries, which is recognised as being very low for a county of this size – you are very unlikely to be a victim of crime. We have continued to see considerable and sustained reductions in residential burglaries over the last three years. Compared to three years ago, the number of residential burglaries in Hertfordshire has reduced by almost half. This reduction has most recently been driven by the pandemic working arrangements creating 'capable and visible guardians', but also improvements in home digital technology and targeted police deployments which have created fewer opportunities for offenders to go unnoticed. The Constabulary continues to offer victims of burglary a gold standard of service and this high quality of service is reflected in the feedback received from victims who tell us they are most satisfied with police response.

I recognise however that residential burglary remains a top concern for the public as identified in the recent public opinion survey. I want to look at how we can continue to use evidence and data to drive down levels even further. It is encouraging that the Constabulary are already using the 'what works' evidence base to apply burglary prevention techniques such as 'cocooning' to prevent nearby repeat residential burglary. This sees burglary victims and the houses immediately surrounding the victim's property receive crime prevention packs within 48 hours of the burglary event and advice to the homeowner to conduct a home security audit to check for any vulnerabilities. I want the Constabulary to go further to use spatial crime analysis and predictive mapping techniques including repeat victimisation and near repeat victimisation[33] to help understand the geographical spatial nature of crime to examine those areas where an incident has taken place and where there is a heightened risk of places near to it being a victim of crime. I want the Constabulary to ascertain whether there are any trends in the types of properties or locations being targeted and use that information to work with homeowners, responsible authorities, and community safety partners to reduce the likelihood of properties being targeted.

[33] These techniques developed by Dr Spencer Chainey from University College London, can assist police forces to help predict where crime will happen in the future and be used to consider appropriate interventions.

I recognise that, for many ex-offenders, leaving prison can be a difficult time with the first six weeks post release requiring enhanced support if they are to reduce the risks of committing further offences. Ensuring pathways are in place when prison leavers go 'through the gate' around physical and mental health care, housing and employment, training and education are key to helping their transition towards leading law-abiding lives. Nationally data show that the majority (80%) of ex-offenders released from prison re-offend within three years of release, with a high proportion of those offending in the days immediately after release. I am concerned that Hertfordshire has insufficient key workers in place to meet those released from prison to ensure those critical pathways around accommodation and medical services are supported. I want to see all criminal justice agencies working together to explore the opportunities to co-commission pre-release keyworkers to engage with offenders whilst in prison and on the day of release to work through a structured plan and access support services.

A persistent issue that hampers efforts by agencies to reduce the likelihood of prison leavers committing an offence after release is them being unable to register for, and have access to, support services including medical and substance misuse services. This is because many of them are homeless. I want to see all agencies working together and use good practice to find practical solutions. This includes the issuing of a Citizen Card by the Department for Work and Pensions (DWP) which enables prison leavers to access services available to others, such as a GP and a dentist - and gives them the best opportunity to rehabilitate.

I recognise across the county that there is insufficient and/or inadequate accommodation available for those leaving prison. Government data show that prison leavers without a stable home are around 50 per cent more likely to reoffend. This is particularly critical for those convicted of violent or sexual offences who, in Hertfordshire, are often housed in bedsits. As a county we need to look at existing local authority housing stock and appropriate new provision across the county to ensure we have the right accommodation that meets differing requirements over the short, medium, and longer term. I want to see our criminal justice agencies working with our local authorities through their 10 Community Safety Partnerships (CSPs)[34] to ensure better awareness of the need for accommodation and to coordinate its provision. As Chair of the Criminal Justice Board, I will bring together agencies to work together and review progress.

[33] These techniques developed by Dr Spencer Chainey from University College London, can assist police forces to help predict where crime will happen in the future and be used to consider appropriate interventions.
[34] The CSP is a statutory body under the Crime and Disorder Act 1998. Each district in Hertfordshire has a CSP which is made up of local and countywide representatives from community safety and criminal justice.

In my last Community Safety and Criminal Justice Plan I said I wanted to see better strategic governance of the integrated Offender Management Scheme (IOM)[35] across Hertfordshire between the Constabulary and the Probation Service to deliver a cohesive service. Following a comprehensive review of the local governance arrangements and the impact of IOM in Hertfordshire, I want to see all relevant partners and services involved in the delivery of IOM stepping up their contribution and maintaining their focus on reducing reoffending and improving community safety. The Board now has access to the new national Intelligence Driven – Integrated Offender Management (ID-IOM) tool to assess the impact and effectiveness of IOM locally on its ability to reduce crime in the county. I will ensure the performance data is discussed at the criminal justice board, so we situate the data within the broader context of the criminal justice system.

It is reassuring that Hertfordshire Constabulary, the Probation Service and the Prison Service have strong governance structures, coordination, and supervision in place over high-risk offenders through their statutory[36] Multi-agency Public Protection Arrangements (MAPPA). The arrangements provide oversight in the community of those who have been convicted of some of the most serious and harmful crimes, mainly sexual and violent offences. Whilst the number of individuals in Hertfordshire overseen by MAPPA is small, the risk around these offenders will remain high. To maximise effective supervision I want police, probation, prisons, and other agencies to make best use of existing data so that relevant information about high-risk offenders is shared appropriately. Although MAPPA is subject to independent external oversight in line with s326 of the Act, I want to see greater visibility of the work of MAPPA at the Criminal Justice Board so that as a system we can bring back the findings and the learnings.

Hertfordshire's Youth Offending Service[37] continues to be one of the largest in the country and is one of the most successful in preventing young people ending up in a lifetime of crime. Its interventions successfully recognise the complexities and harm facing young people and the impact of adverse childhood experiences on their life chances. By tailoring our interventions, we can increase the chances of young people desisting from offending and leading a crime free life into adulthood. We know that a number of children are exploited and drawn into criminal activity related to serious violence, county lines, and extremism and this causes harm not only to the victims but also the wider community. I want to see stronger collaboration between the Youth Offending Service, the local policing

[35] Integrated Offender Management (IOM) was established in 2009 and aims to brings a cross-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together
[36] Criminal Justice Act 2003 s325-327
[37] Youth Offending Services (YOS) supervise 10–18-year-olds who have been sentenced by a court, or who have come to the attention of the police because of their offending behaviour.

teams including PCSOs, and the Schools and Gangs team, to ensure that we are engaging and re-engaging young people in all our interactions with them to understand their vulnerability and the relationship to levels of offending in order to achieve the best quality of life outcomes. We will measure the success of investing in 20 new school focussed PCSOs through key objectives such as achieving closer collaboration and improvement in outcomes for young people

I recognise that we have a higher rate of first-time entrants than other similar police forces and I want to ensure that we are considering community resolution as a means of dealing with low level crime (instead of youth conditional cautions). This is a more proportionate way of dealing with first time offenders where the victims have agreed they do not want the police to take more formal action. I also want businesses to play a stronger part in supporting apprenticeships or sponsorships of young people as part of a restorative justice approach. We know that young people from Black, Asian, and Minority Ethnic communities are overrepresented in the criminal justice system. I want to see Hertfordshire's Youth Justice Board make best use of the national Ethnic Disproportionality Tool to shine a light on how many Black, Asian, and Minority young people were represented in the Hertfordshire Youth Justice System and use it to help reduce disparities, prevent reoffending, improve outcomes, and inform decision making.

Community Payback has real value: not only does the public benefit from the unpaid work untaken by offenders for the crimes they have committed[38], but it has a positive impact on offenders, often instilling a sense of structure and value that is frequently missing from their lives. It gives the public a direct say in determining the kinds of unpaid work offenders should do, which might include removing graffiti, clearing wasteland, or decorating public buildings. I want to do more to enable the public and victims to have a voice in how offenders should pay back their time through nominations, so that they are offered meaningful projects from which they can develop skills and reintegrate back into society. I will work with the Probation Service to raise awareness of the scheme and review its impact in reducing reoffending[39].

[38] Community sentences can be given for crime relating to damaging property, benefit fraud and assault.
[39] The Probation Service through the Police, Crime, Sentencing and Courts Bill has a statutory duty to consult PCCs when designing and delivering unpaid work schemes.

Strategic Policing Requirement (SPR) and National Policing Measures

The Home Office requires us to have due regard in the Plan for the Strategic Policing Requirement (SPR) and ensure that we have the collective capacity and capabilities in place to protect the public from threats that go beyond county boundaries. These include incidents that would cause serious harm or threat to the nation's security and public safety such as terrorism, organised crime, large-scale cyber security incidents, child sexual abuse, threats to public order, and civil emergencies. I am pleased that tackling Violence against Women and Girls has been made a SPR and will work with the Chief Constable to ensure that it is implemented quickly and efficiently. Should the publication of the SPR require supplementary information to the details in this Plan, I will publish an addendum if needed.

I remain committed to ensuring that sufficient funds are set aside to cover Hertfordshire's contribution to a national response, and to utilising the force's resources through our ERSOU to support efforts to bolster our counter terrorism capabilities. I will ensure that the governance arrangements are in place so that the Chief Constable is able to share and pool resources to respond to these major challenges, the details of which are included in the Constabulary's Operational Delivery Plan which will hold the Chief Constable to account for its performance to national efforts. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)[40] will also continue to inspect the police force's capacity and capability to respond to each of the individual requirements.

Serious and Organised Crime

Tackling serious and organised crime and the threats posed by terrorism and public order present considerable challenges at a local regional and global level. Organised criminality does not respect borders and Hertfordshire needs to play its part. Our Counter Terrorism Policing department within the ERSOU support our efforts to gather and develop intelligence and coordinate our local terrorist response and provide specialist support to Hertfordshire. I will 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. We know that county lines deliberately target and exploits vulnerable people. Tackling county lines is a multi-agency issue that requires all responsible authorities and each of the 10 Community Safety Partnerships to

[40] Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.

share information on vulnerable adults and children who regularly come to the authorities' attention. I want to see CSPs using 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.

Cybercrime

Our Regional Organised Crime Unit within ERSOU continues to disrupt those who are intent on conducting economic crime, providing asset confiscation and financial investigation on behalf of the eastern regional forces, as well as investigating complex fraud and money laundering allegations crossing multiple boundaries. Unlike most forces, Hertfordshire is starting from an excellent position in responding to cybercrime threats through a dedicated Cyber and Financial Unit (CFU) consisting of financial investigators who work with the National Crime Agency, the National Cybercrime Unit, HM Revenue and Customs (HMRC), and the County Council's Anti-Fraud services to investigate and prevent crime. As mentioned earlier, I want to see the Constabulary further developing its investigative capacity to target volume cyber-enabled fraud and meet the rising and changing threats.

Modern Slavery

Modern Slavery is an organised crime and effects vulnerable men, women, and children of all ages. It includes sexual exploitation, labour exploitation and domestic servitude. I helped fund a Modern Slavery Coordinator for several years, and as a result the county is in a good position with a coordinated strategy and action plan that seeks to reduce all forms of modern slavery and human trafficking by increasing awareness of the subject, better coordination of operational activity, and better sharing of information. Stakeholders now have a higher level of awareness on how to spot the signs of modern slavery, how to refer through the National Referral Mechanism (NRM) and share information and intelligence between partners.

HERTFORDSHIRE
Modern Slavery Partnership

We know that it is often vulnerable victims of exploitation such as modern slavery who are most likely to disengage from the criminal justice system and potentially fall back into the exploitation loop. In line with my five-year Beacon

Business Plan, I want to expand our support to victims of modern slavery by designating each complex exploitation case a victim case manager who will devise a victim care plan working alongside the investigation team. This would enable support to go beyond simply a referral into Beacon, to one where Beacon is working from the outset with investigators, ensuring victims needs remain central to the investigation, as well the health, welfare, and recovery needs of the victim. This has the potential to transform the level of victim care in Hertfordshire. Through the Constabulary's Operation Tropic Modern Day Slavery Team, we continue to have specialist support in place to disrupt organised crime groups involved in criminal exploitation and modern slavery, develop intelligence, prosecute offenders, and seize their assets. I want to see the Constabulary targeting those who profit from enforced labour and those who traffic for the purposes of Modern Slavery.

Measuring Performance

The government's Beating Crime Plan sets out several national priorities for policing, focusing on cutting homicide, serious violence, and neighbourhood crime, disrupting the supply of drugs, county lines, and tackling cybercrime. I recognise that although these crime types are important, some of these national issues such as homicide are most prevalent in large metropolitan areas and thankfully these crimes are rarely seen in Hertfordshire. These indicators are therefore not exhaustive. Locally, neighbourhood crimes remain a key focus for residents. I mentioned earlier that whilst residential burglary remains at an all-time low, it remains a high priority for the public as does theft from motor vehicles which constitutes five per cent of all crime, and 14 per cent (1 in 7) of all neighbourhood crimes[41].

The Constabulary's Integrated Performance Framework brings together a series of measures to monitor the performance of the actions outlined in my Community Safety and Criminal Justice Plan together with those underpinning Prevention First, regional measures, and national priorities falling out of the Beating Crime Plan. The Integrated Performance Framework takes into consideration data and measures from partnerships and interdependencies between other public and private entities striving for the same outcomes. The framework will help police and partners make better evidence-based decisions. Through my Crime and Policing Performance Board, I will continue to monitor the data on a quarterly basis holding the Chief Constable to account for improvements in outcomes over the coming years.

[41] Year to date, neighbourhood crime represents around 10,563 of 73,461 crimes in Hertfordshire.

Fairness, Equality, and Confidence in Policing

Embedding a culture of transparency, accountability, and ethical behaviour

Our police force does a magnificent job and is made up of some of the most professional and dedicated people I have ever worked with. I pay tribute to the way the vast majority of our officer's approach what can be a very difficult job. However, sometimes things go wrong and, even in Hertfordshire, a small number of our officers have let the service and the public down. Nationally, the spotlight has been shone on the ethical behaviour and conduct of police officers and the impact this has on public confidence in policing.

It is important that throughout an officer's career we have appropriate checks and balances in place to ensure that officers continue to be motivated by the right values and ethics and that their behaviour demonstrates this. I want to ensure that the Constabulary's Workforce Development Strategy underpins this approach and sets out how to best match an individual's values to those of the organisation.

Considerable strides have been made to prevent police misconduct, whereby new officers have received multiple engagements with Professional Standards and the existing workforce has benefited from the delivery of a broad 'Prevent' education programme. This preventative approach enables the workforce to 'call out' officers who demonstrate behaviour at work which is unacceptable and directed at or towards women. Officers, staff, and partners can use CrimeStoppers or share intelligence with the Anti-Corruption Unit directly and anonymously to identify officers who pose a risk to the force. I am pleased that Hertfordshire has a policy in place to ensure that an officer accused of domestic abuse is not investigated by his or her own force. This policy ensures that an independent force owns the investigation, giving confidence to the complainant that there is no preferential treatment for officers, an issue which is of significant national concern.

However, I want to go further. I will ask the force to refocus their efforts and to conduct an organisation-wide review around conduct issues and specifically to examine those cases which do not meet the misconduct threshold within the workplace, but where the actions of officers' results in an uncomfortable environment. I will be seeking

assurance that there is not a culture of misogynistic behaviour. Aligned to this, I will ask the Chief Constable to review those cases where an officer has faced misconduct or gross misconduct charges that 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.

I believe one of the key drivers of public trust in policing is a willingness to be transparent about all aspects of our work. Our Constabulary does an excellent job and is staffed by people motivated by the highest ideals of fairness and public service. However, we remain far too defensive in terms of being prepared to share that picture. Programmes such as '24 Hours in Police Custody' have demonstrated the benefits of an open approach. I want to see Hertfordshire Constabulary engaging in a more proactive and transparent way with our communities and the media. Having commissioned a review of the Constabulary's Communications functions, I will ask the Chief Constable to work with my office to produce a joint strategy and action plan that links to business plans, monitors performance, and demonstrates transparency and engagement.

I welcome the changes that have been made to strengthen the police complaints and disciplinary system with local public accountability being improved through giving Police and Crime Commissioners a larger role in oversight. Taking on direct responsibility for handling complaints independently of the Constabulary has enabled us to observe the service that the public have received and understand whether any wrongdoing is due to the actions of individual officers, or because of the broader cultural issues within the force. An important part of what we are now doing is providing that feedback to the Constabulary enabling them to learn from their mistakes.

Having fully adopted the model to handle complaints regarding the conduct of a Hertfordshire Constabulary officer or member of staff through my office, it is timely to review its impact and the cost/benefits of providing the additional oversight that sits above and beyond the statutory responsibilities and how we streamline the process between my Complaints Resolution Team and Professional Standards. I will need to reflect on the proportionality of what I spend in meeting these duties alongside all those other duties that my office undertakes. In line with good practice, cases that have been dealt with by the Complaints Resolution Team will be dip sampled on a regular basis to ensure that the work is customer service orientated, reasonable, and proportionate.

As a result of recent legislation, my office now has responsibility for carrying out independent reviews of how complaints[42] were dealt with where the complainant was not happy with the outcome. This ensures that complaints are now dealt with independently, effectively, and proportionately, providing greater reassurance for the public. I will feedback the findings and lessons learnt to the Constabulary.

In line with the Public Sector Equalities Duty, the Constabulary and my office remain committed to ensuring that we meet our statutory duties under Section 149 of the Equalities Act 2010 and regularly report on how these duties have been met and its outcomes. I will continue to monitor the Constabulary's exercise of the Equality Duty and the delivery of its Diversity, Equality and Inclusion Strategy.

Demonstrating Fairness and addressing disproportionality

In addition to the issues raised by specific complaints there has been considerable focus on more general concerns about whether the police operate fairly. I do not believe that Hertfordshire police behave in a systematically discriminatory or racist manner and such behaviour would never be tolerated either by the Chief Constable or by me. It is, however, quite clear that there is a significant proportion of our Black and Minority Ethnic communities who do not believe they are treated fairly by the police and feel that any interaction with the police is driven by discrimination based on their race. That is a problem which we must address. The public rightly expect the police to protect them using their powers in an effective and fair manner.

When the police use their powers disproportionately – in differing proportions on different ethnic groups - it causes suspicion among some communities that they are being unfairly targeted. This can undermine police legitimacy, which is a fundamental aspect of the British model of policing by consent. Legitimacy in the eyes of the public is inextricably linked to the way the police use their powers – whether the police are fair and reasonable in the use of their powers, respectful during encounters, and open in their decision making. A lack of trust leads to reduced legitimacy, which can lead to lower levels of co-operation and compliance. It can ultimately lead people to feel that they have no obligation to comply with the law and may make them unwilling to report crimes of which they are the victims, or to come forward as witnesses.

[42] A complaint review is an appraisal of how the original complaint was dealt with by the police. A review will not mean that the complaint itself is reinvestigated as this is outside of a PCC's remit.

One of the key issues is that of disproportionality in the use of police tactics such as stop and search which some see as a sign of potential discrimination. I am concerned that we do not yet have adequate data and analysis to understand whether stop and search and use of force is being used in a discriminatory way, and if it is, the reasons for it, and what action can be undertaken to reduce it where required, and an explanation of those reasons and actions to the public. If we really want to find out if the tactic is being applied in a discriminatory way, we need to invest in some detailed research. I will commission a review to consider whether there is any evidence of stop and search or use of force being deployed on a discriminatory basis across Hertfordshire and if this is undermining police legitimacy.

The use of Body Worn Video (BWV) is one of the most powerful tools in our armoury and when used properly has the power to transform how we police. It is a vital tool in providing transparency in policing activity. We have already started to see some of the benefits through the police complaints process where its evidence frequently provides speedy resolution in cases that in the past would have dragged on for years. It also has fantastic evidence-gathering potential in criminal investigations - providing compelling support to officer testimonies, picking up details that might otherwise have been missed, and giving victims and witnesses the opportunity to have their stories captured in the moment. Equally important is its role in learning and development, shining a light on good practice as well as errors. It is something we must embrace wholeheartedly and exploit to its fullest potential. I want to ensure that all officers have access to the latest equipment including those cameras that enable live streaming and to be automatically switched on to ensure best evidence is captured at the earliest opportunity.

External scrutiny is an important part of police legitimacy. It opens police practices to communities for closer examination, with a view to them providing constructive oversight, discussion, and challenge. If done well, it can provide opportunities for the police to understand communities' concerns and take steps, where appropriate, to improve policies, procedures, and practices. In Hertfordshire our external community stop and search panel is well embedded and advanced with its level of scrutiny of records, body worn video encounters, and complaints. Its diverse membership ensures that views across different communities in Hertfordshire is represented and its feedback and observations have been instrumental in helping to improve policing practice.

In line with the College of Policing's Authorised Policing Practice, we have increased the openness and transparency of the police by extending our external scrutiny to include use of force incidents that involve the use of restraint tactics such as handcuffing (compliant and non-compliant); unarmed skills such as joint locks, baton, irritant spray, spit and bite guards; Taser and Firearms. Scrutinising body worn video footage has enabled the panel to observe the actual interaction retrospectively to see how incidents unfolded as they happened, rather than solely relying on written records. This has helped to shine a light on the proportionate and necessary use of the force. Findings from the Panel show that not all officers write statements when they use force and records are incomplete regarding the ethnicity of the subject. I want to see an increase in the volume of records which record officer's use of force so that we can be confident that it was deployed fairly and proportionately.

Going forward I will examine the formation of an external Use of Police Powers Panel that will review the data and records of randomly selected stop and search encounters and use of force incidents captured on BWV. This will help identify any trends around areas for improvement and support individual and organisational learning in relation to levels of compliance in the use of BWV, officer attitude, and behaviour at incidents.

Concerns relating to fairness and disproportionality are not exclusive to policing. I remain concerned that evidence from the Lammy Review, the Farmer Review for Women, and the Charlie Taylor Review, amongst others, shows how the criminal justice system disproportionately impacts some of our communities in charges, trials, and sentencing. I will be encouraging 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.

Improving the diversity of the police

I recognise that Hertfordshire Constabulary has already got a comprehensive plan in place through the new Diversity, Equality, and Inclusion Team to ensure a greater representation of female officers and those from Black, Asian, and Minority Ethnic Communities within the force. We must continue to go further. The huge increase in recruitment we are currently delivering offers us a significant opportunity to address this, and I am determined

that we should do so. We also need to ensure that we have diversity represented throughout the ranks in policing and that we do not lose the diversity within policing due to retention issues. I want to ensure that there is regular monitoring of those who are leaving the force to understand the reasons and implications on diversity.

We must bring diversity into the organisation. This is not simply because it enhances the talents and skills brought into policing, helping the Constabulary to meet the challenges policing faces now and those ahead, but because policing is built on the trust and confidence of the public. Policing must properly reflect the communities it serves if it is to have legitimacy. As Sir Robert Peel said in 1822, 'the police are the public and the public are the police'. National and local research shows that whilst perceptions are not universal, varying by age and gender, some Black, Asian, and Minority communities are culturally mistrustful of police with many not wanting to join the service over concerns of racism. It is therefore vital that we continue to push forward a programme of outreach and community engagement of those who are less represented or trusting of police and address their specific concerns and provide the necessary support.

We know nationally that there is racial disparity in the police misconduct system whereby Black, Asian, and Minority Ethnic communities disproportionately face misconduct allegations and hearings and are being dismissed compared to White officers. I will seek assurance from the Chief Constable that this picture is not reflected in Hertfordshire and ask him to consider appointing a disproportionality link worker to the force's Professional Standards Department to reduce any disparities identified.

Welfare of officers and staff

We need to have a workforce that is fit and well, diverse, and inclusive of difference. I recognise that by its nature policing is a stressful job and officers are exposed to some of life's most challenging situations daily. We have a responsibility to look after them. Over the last few years, the culture of the organisation has continued to evolve with a greater focus and priority given around wellbeing resulting in the creation of 75 dedicated posts to coordinate and champion wellbeing across the force. Together with the national Oscar Kilo framework[43] and Prevention First training, there is now far more early support and signposting in place to all officers and staff

[43] Oscar Kilo is the National Police Wellbeing Service.

that require it.

However, there is scope to go further. I want to see the Constabulary building on existing work to address the gaps in officer and staff awareness, education, and data collection so that we embed clear, consistent evidence-based standards throughout policing in welfare and wellbeing. In line with the College of Policing Suicide Prevention Strategy, I want the Chief Constable to examine the risk factors that contribute to mental ill health and officers taking their own life in Hertfordshire. Evidence suggests that these risk factors include relationship breakdown, debt problems, stagnated career, depression, and Post Traumatic Stress Disorder (PTSD), investigation by Professional Standards, the organisational structure, procedures and culture, operational exposure to trauma, dichotomised decision making, shift work, long hours and sleep, high standards, invulnerability, and refusal of help at an early stage.

By the end of March 2022 more than half of serving police officers in Hertfordshire Constabulary will have less than three years of service. This provides an excellent opportunity to change any ingrained culture within the Constabulary which may still be a barrier to individuals seeking help at early stages. There is an opportunity to create an environment where employees can talk openly and seek help, along with assisting others to understand the importance of good physical and mental health. I am pleased that funding from the 22/23 budget will provide the much-needed additional supervisory posts to new joiners, providing support and mentoring.

Representing the Public

Continuing to build an excellent customer service

The public expects and deserves a police service that is responsive and approachable and that keeps them updated. The Constabulary have made considerable strides towards improving day-to-day public contact using the Echo listening post enabling a feedback loop when the public report matters via 101 into the force control room relating to anti-social behaviour and highways matters. Feedback has shown that the public welcomes being thanked for the information they provide and where it is possible, being kept updated on the status of the incident reported.

I want the Constabulary 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.

It is important that we do not lose sight of the purpose of someone's phoning the force control room and ensure that the response is both personable and tailored to the needs of the caller. This is especially the case where a victim of crime is seeking assistance, as we know good engagement with the criminal justice system starts with a positive interaction at first contact. It is essential our call handling staff and all those who interact with victims of crime maintain the highest standards of listening and empathy skills. Regardless of the way a victim contacts our Constabulary, it is vital they feel listened and heard. Fortunately, the Constabulary ECHO survey indicates continuing high satisfaction levels in how quickly calls are answered and managed, however, there are indications that caller need is not always fully addressed. To satisfy ourselves of the highest standards and organisational excellence, I will ask the Chief Constable to roll out enhanced victim empathy training to call handling staff and provide reassurance that processes are in place to hear from all those who come into contact with the force control room and satisfaction levels across caller demographics are high.



We were one of the first forces to offer digital public contact facilities, including the ability to report crime online. This has proved hugely popular with the public and has brought significant efficiencies. It is now time to enhance and expand this service. In my last CSCJ Plan I said that I wanted to see big improvements in digital public contact through the adoption of the national Single Online Home (SoH) system. The new system enables a more blended approach to public contact, giving the public access to a range of interactive police services including through a portal where information can be accessed about live cases and the contact details of Safer Neighbourhood officers. I will expect the force to focus on developing these new interactions with the public, and actively seek to exploit the opportunities presented to change the way they work to increase efficiency and effectiveness in service delivery.

SoH also offers opportunities to look at how digital services can be made available within community spaces. I am keen to explore the benefits that can be derived from using artificial intelligence and automation to consider how the public want to interact with policing over the coming years, which includes examining the benefits of installing interactive 'kiosk' in public buildings which would enable the public to report crime and intelligence and call the force control room via phone or video link. I will ask the Chief Constable to examine the feasibility of introducing this digital service and will seek to test the concept with the public before moving into a pilot.

The huge expansion of the use of digital devices in our everyday lives, such as camera phones, video doorbells, and dashcams has created a new wealth of potentially valuable evidence to support the investigation or detection of a crime. The Constabulary already has the digital capability in place to enable the public to submit dashcam and doorbell video evidence online. I want to see further improvements being made in the range of digital data being secured by officers directly from the public, victims and witnesses using digital applications[44]. This includes screenshots, text messages, CCTV footage, photos and social media via a text or email link from an officer's phone or laptop, creating savings in officer time.

Delivering excellent customer service, however, does not mean limiting it to that which is conducted via digital means. In the recent large public opinion survey I commissioned, only one third of all respondents were satisfied with the service provided by police stations and respondents told me that they want to see open and accessible police stations with front counters. The Chief Constable has introduced the measures that I asked for in my last CSCJ Plan; these included introducing an appointment system to enable the public to attend any of the 21 police stations[45] in the county if they call ahead. I recognise that there is more to do to address the public's concerns and provide the safe space and connectivity to the police that the public are calling for. In response to this I will ask the Chief Constable over the coming year to reassess the impact of closing police station front counters and examine how we can continue to provide all available routes to make officers accessible to the public and build services attuned to the public's needs.

[44] The Instant-Consultations function allows officers and staff to initiate multi participant video calls with members of the public, such as to remotely service appointments, and does not require installation of any software/ apps.
[45] Hertfordshire has 21 Police Stations: Hatfield, Stevenage, Watford, Abbots Langley, Rickmansworth, Berkhamsted, Bishop's Stortford, Borehamwood, Buntingford, Cheshunt, Harpenden, Hemel Hempstead, Hertford, Hitchin, Letchworth, Oxhey, Royston, St Albans, Tring, Ware and Welwyn Garden City.

Representing Public Concerns

Road Safety

A fundamental duty of a Police and Crime Commissioner is to listen and engage on issues that are of concern to the public across the county. One of the main issues I hear about from the public is road safety, and particularly speeding on residential roads. In my last Plan I said I would use some of the Road Safety Fund[46] to look at providing an innovative way of helping to educate drivers about their speed and to encourage behaviour change. As a result of this investment, we now have four Road Safety Camera vans being deployed across the county to locations that the public tell me are of concern[47] and issuing advisory letters to drivers about their speed to encourage behaviour change.

These vans have been hugely popular with residents, and we are already seeing positive results from the pilot with the average speed in observed locations reducing and police taking action to seize vehicles where excessive speed has been observed under Section 59 (3) of the Police and Reform Act 2002[48]. I want to work closely with local authorities, the local policing team, and the Cameras, Tickets and Collisions (CTC) department to ensure that we are maximising the opportunity to deploy the vans to these community concern locations and where it is not possible, offer an alternative intervention. Following the end of the 12-month pilot I will review the findings and conduct an evaluation to consider their impact and reach. Depending on the results of the pilot, I will look at the business case for expanding the remit of the vans to include other forms of illegal activity including the use of mobile phones and driving whilst not wearing a seat belt. Whilst the pilot is ongoing, I will run a public awareness campaign to support Hertfordshire road users to understand the newly amended Highway Code and encourage their compliance with it.

There are many active DriveSafe groups across the county who continue to educate speeding motorists in 30 and 40mph areas about the dangers they present. I recognise that speed can influence perceptions of safety and can inhibit the ability of the public to undertake active travel choices. Having reviewed the evidence base and listened

[46] The Road Safety Fund, set up in April 2016 uses the surplus generated from motorists who have committed driving offences and have been ordered to pay court costs following prosecution or who have attended diversionary sources
[47] Hertfordshire has 21 Police Stations: Hatfield, Stevenage, Watford, Abbots Langley, Rickmansworth, Berkhamsted, Bishop's Stortford, Borehamwood, Buntingford, Cheshunt, Harpenden, Hemel Hempstead, Hertford, Hitchin, Letchworth, Oxhey, Royston, St Albans, Tring, Ware and Welwyn Garden City.
[48] The police can use their powers under Section 59 of the Police Reform Act 2002 to seize and remove a vehicle, which he or she believes is being driven inconsiderately or carelessly and causing, or is likely to cause, alarm, distress, or annoyance to members of the public.

to the public, I have piloted the expansion of DriveSafe in a small number of 20mph areas across the county[49] to help educate drivers and improve compliance of the speed limit. I will actively monitor the impact of the pilot in helping to reduce speeds in those areas and seek feedback from those drivers caught speeding on the impact of the advisory letters.

I have also taken measures to tackle those stubborn and persistent 30mph areas of the county where data has shown, and local people have told me, that speeding continues to be a persistent issue. Using funds from my Road Safety Fund I have piloted an automated DriveSafe solution which sees the introduction of a camera system to capture speed and volume data enabling letters to be sent to motorists who exceed the designated speed limit. Over the coming year I will monitor the data captured through the new technology and evaluate its impact on reducing speed.



I set out in my last Plan my intention to look at what interventions can be introduced to address the number of road accidents which are caused by driver fatigue. Evidence shows that there are significant negative effects of fatigue and sleep deprivation on the brain and that includes decision-making, reaction times, memory, and concentration being negatively impacted. Nationally, fatigue is identified as a contributory factor in up to 20 per cent of road accidents and up to one quarter of fatal and serious accidents[50]. Hertfordshire has the fifth highest number of fatigue-related accidents of any local authority area in the country[51]. I will look at how we can deliver a series of countywide interventions that target higher-risk drivers (starting with young drivers) to reduce the number of accidents on Hertfordshire's roads.

Addressing Anti-Social Behaviour

Anti-Social behaviour (ASB) is not a 'low level' or a 'petty' crime: it can often be a precursor to something more serious. It can bring misery, disturb sleep, cause anxiety, and can leave victims feeling unsafe and afraid. Although

[49] There are 953 roads under a 20mph limit within Hertfordshire.
[50] ROSPA Driver Fatigue and Road Accidents Factsheet, March 2017
[51] Department for Transport Statistics RAS50016, 2020

Hertfordshire has been tracking year-on-year reductions in ASB levels over the last 10 years across all three types (Personal, Nuisance and Environmental), we must be relentless in our efforts if we are to maintain this position. We know from the evidence base those visible signs of crime, anti-social behaviour, and civil disorder can create an environment that encourages further crime and disorder including serious crime. The results of my public survey for example showed that people are concerned that frequently e-scooters are being driven dangerously or in an anti-social manner in public spaces, and that noise pollution caused by excessively noisy vehicles causes anxiety and mental health problems. We must do more to target those breaking the law and use available technology to clamp down on anti-social behaviour.

One of the key strands of a Prevention First approach is preventing the escalation of crime by dealing with it when it first arises. I want to see all agencies taking the time to examine the underlying causes of ASB (for example, those relating to inadequate housing, alcohol and drug misuse, and social exclusion) and ensuring that they fully appreciate the cumulative impact that persistent ASB can have on its victims. We need to move away from each incident being treated in isolation. We must do more to recognise the impact that it can have on victims – including their mental health, ability to hold down employment, and the strain on their family relationships.

As mentioned earlier, I am keen to explore the benefits of having a joint Early Intervention Hub to examine some of the wider socio-economic indicators that help to provide an insight around risk and vulnerability. A more rounded picture of the likelihood of individuals or areas suffering from ASB, and the harm caused by such incidents, should be used to prevent incidents occurring in the first place. Analysis from hot spots mapping has shown that areas that are rated the highest for high harm are also those rated the highest for calls for service from the public for non-emergency 101 issues. This has led us to identify that there is a causal link between areas of 'high' harm and 'low' harm areas. I am concerned that of all the crime types it is the victims of ASB that are the most dissatisfied according to feedback received. Some of their basic needs around being kept informed are not being met. I want us to redouble our efforts around ASB and examine in detail what is driving levels of dissatisfaction and what can be done to improve the service delivered to the public.

I want to ensure that victims of ASB understand their rights and entitlements around the Community Trigger process and will ask all responsible authorities to display accurate guidelines on the Community Trigger process on their websites, noticeboards, and publications enabling all victims to seek help. I am interested to learn more about the new opportunities available to PCCs around the Community Trigger process which could see victims being given the means to have their case reviewed where they are unsatisfied with the response from their local authority.

Addressing Rural Crime



Rural crime issues are frequently raised to me by farmers and landowners as I travel across the county attending Barn meetings listening to the rural community, and it is one of the reasons why it remains a priority in this Plan. I recognise that theft of vehicles, equipment, or fuel; damage to property; unauthorised encampments; livestock worrying; hare coursing; poaching, fly tipping, and lead theft all have a huge emotional toll and financial impact on farmers and landowner's livelihoods and on the wider rural community. While some of the incidents are isolated and small in scale; others are the result of serious and organised crime groups who target and exploit rural communities often feeling they can go undetected in large rural areas. I am pleased that through the Constabulary's dedicated Rural Operational Support Team (ROST), there remains a strong focus on preventing and tackling rural crime through property marking and crime prevention advice. I want to see a refreshed Rural Crime Policing Strategy that sets out the plans for the coming years and includes how it will use rural volunteers including Special Constables to encourage further engagement and use local forums and consultations to ensure that it captures the scale and nature of rural crime and sets out actions for how it is going to be addressed.

Tackling and Preventing Fly Tipping



Fly tipping is another issue which has frequently been raised with me and I have taken real steps to address it. Working together with local authority partners we have established a very successful county wide strategy and #SCRAPflytipping campaign which has now been implemented in over 112 local authorities across the UK. Using funds from the Proceeds of Crime Act (POCA), I have been able to support landowners and farmers across the county with the removal of rubbish that has been fly tipped 'in the margins' between public and private land and therefore is not covered by councils' normal removal and disposal of waste. While this fund has supported landowners to target harden their land to reduce the opportunities for further offending, I want to see the Constabulary making best use of the intelligence opportunities that are presented prior to a clearance so that we stand the best chance of bringing perpetrators to justice. I will support government proposals to increase fines and to give the police a greater role in enforcement.

Community Safety Partnerships (CSPs)

Each area within Hertfordshire has a Community Safety Partnership made up of local partners to address local issues[52]. They produce a Community Safety Plan. These Plans focus on priorities of local importance and set out what collective action can be taken to add value to the day-to-day work undertaken by individual agencies and organisations to make communities safer. I want to bring about greater visibility and transparency of CSPs and will seek to ensure that the top crimes in each local district are monitored and a plan put in place for their reduction. This must be visible and accessible with local people and their representatives having the opportunity to hold their local policing teams accountable for delivering them. I will do this through regular public meetings in each CSP.

During my previous term I completed the transition from grant giving to a commissioning approach when funding community safety projects. This has brought a much clearer focus on identifying areas of greatest need, focusing

[52] There are 953 roads under a 20mph limit within Hertfordshire.

resources on the highest impact projects, and making sure they deliver. The Commissioning Strategy published on the hertscommissioner.org website sets out my approach to commissioning which is guided by a set of key principles and underpinned by the 'Understand, Plan, Do, Review' commissioning model. Using this model enables us to build on thematic areas identified in my Plan and build the evidence base on which commissioning decisions are made. All funds awarded are subject to appropriate and proportionate outcome monitoring arrangements. All the awards made are published on my website for transparency purposes.

A link to the Community Safety Partnership's Plans can be found here:

Broxbourne: Community Safety | broxbourne.gov.uk
St Albans: Microsoft Word - Final St Albans District Community Safety Partnership Strategy 2021.docx
Stevenage: CS Strategy - Appendix A - Draft CS Strategy 2021-24.pdf (stevenage.gov.uk)
North Herts: Community Safety Action Plan | North Herts Council (north-herts.gov.uk)
Hertsmere: Hertsmere Community Safety Partnership - Hertsmere Borough Council
Three Rivers: three-rivers-safeguarding-and-managing-crime-plan-2021-24.pdf
Watford: The Community Safety Partnership – www.watford.gov.uk
East Herts: Community Safety Partnership and Contacts | East Herts District Council
Dacorum: dacorum-community-safety-partnership-governance-structure04dc664551156b7f9bc7ff00000246a4.pdf
Welwyn Hatfield: Community Safety Partnership (CSP) – Welwyn Hatfield Borough Council (welhat.gov.uk)

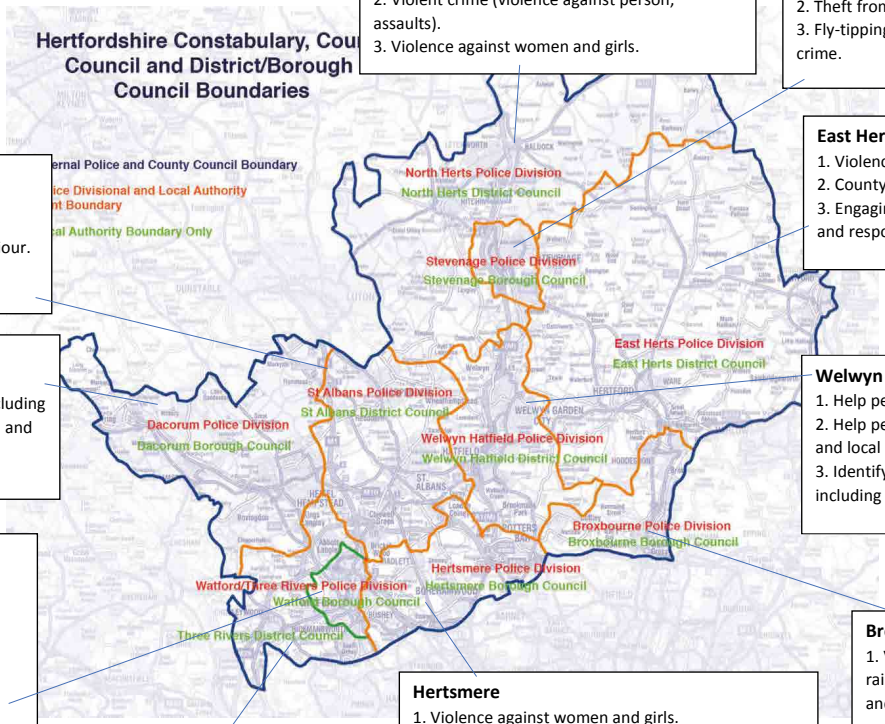
Hertfordshire's district and borough's Community Safety Priorities for 2022- 2023

North Herts
1. Anti-social behaviour (including criminal damage, deliberate fires, environmental crime, etc.).
2. Violent crime (violence against person, assaults).
3. Violence against women and girls.

Stevenage
1. Hate crime.
2. Theft from a motor vehicle.
3. Fly-tipping and related environmental crime.

East Herts
1. Violence against women and girls.
2. County lines.
3. Engaging with all communities in the district and responding to their needs.

St Albans
1. Protecting communities and making them feel safe.
2. Tackling crime and anti-social behaviour.
3. Championing mental health and wellbeing.



Dacorum
1. Domestic abuse.
2. Protecting vulnerable people, including preventing violence against women and girls.
3. County lines / violent crime.

Welwyn Hatfield
1. Help people to feel safe within their homes.
2. Help people to feel safe in their community and local environment.
3. Identify and protect vulnerable people including victims of domestic abuse.

Watford
1. Managing crime – tackling offences linked to youth violent crime, county lines, exploitation of children, and violence against women and girls.
2. Protecting our communities – focussing on victims and vulnerability, listening to communities about where they wish to see policing and allocation of community safety resources.
3. Developing and implementing targeted communications, encourage use of Echo.

Broxbourne
1. Violence against women and girls – raise awareness, increase education, and improve safety through environmental measures.
2. Reduce the risks of crime for young people.
3. Reduce vehicle crime offences and increase awareness around vehicle safety.

Hertsmere
1. Violence against women and girls.
2. Domestic abuse - to increase reporting of domestic abuse incidents, raising awareness of abuse and the services available.
3. Increase feelings of safety and public confidence by reducing ASB and robustly tackling hate crime.

Three Rivers
1. Serious violence and exploitation.
2. Domestic abuse.
3. Prevention of exploitation.

At the time of publishing, 31 March 2022, most Community Safety Partnerships priorities for 22/23 were subject to approval.

Growing Volunteering



My Community Safety and Criminal Justice Plan is called 'Everybody's Business' and at its heart is a belief that we all have a role to play in keeping Hertfordshire the safe county that it is today. In line with my published Volunteering Strategy, I have sought to provide opportunities for a wide range of citizens to do their bit through schemes such as the Special Constabulary, Police Cadets, DriveSafe, and Neighbourhood Watch. In addition, we offer opportunities for volunteers in scrutiny roles, such as Custody Visitors, the Stop and Search Scrutiny Panel, Use of Force Panel, and our Police Dog Visitors scheme. These have all been very successful and I will continue to look for opportunities to expand the number of volunteers to assist in sifting the ever-growing number of sources of digital evidence which the public are making available.

As mentioned earlier, the use of BWV can transform how we police by providing transparency in policing activity. I intend to set up an independent Use of Police Powers Panel to scrutinise samples of BWV and make comment on the whether the use of stop and search and use of force was justified, proportionate, ethical, and importantly examine whether there was an inappropriate escalation of behaviour. Feedback on the BWV clips scrutinised will be fed back to the officer and their supervisor in support of personal development and organisational learning.

I recognise that while there are several volunteering opportunities available to the public to support the scrutiny of policing activities and wider public sector support functions, we do not always make it easy for the public to navigate their way and to understand where their skills and experiences will be of most help. I want to examine how we can offer a 'one front door' online portal to volunteering opportunities across local authorities and emergency services, enabling the public to have a better understanding of the breadth of opportunities available and to best match their interest, skills, and experience with volunteering opportunities.

In my last CSCJ Plan, I said I would produce a business case for introducing a new uniformed and visible joint police

and fire Community Safety Volunteer role that supports proactive community prevention. If the current scheme being trialled is successful, I will support its roll out countywide.

Our Neighbourhood Watch is one of the strongest in the country with over 164,000 members. It is a great success and deserves continued support. Whilst we have excellent coverage across the county enabling us to disseminate crime prevention advice, helping to keep people safe, I recognise that there are some communities within the county where the police have lower levels of engagement. I want to use Acorn and Mosaic data to provide insight into the demographics of those 'cold spots' across the county and use this to target engagement activity. I would also like to see collaboration with local estate agents to issue Neighbourhood Watch and crime prevention packs to those moving into Hertfordshire or moving house within the county. I am keen for us to maximise the thousands of 'eyes and 'ears' of the public across the county in supporting 'real time' appeals for information so that we can maximise the opportunity to safeguard victims and apprehend perpetrators.

Digital and Commerciality

The Digital Policing Strategy for Hertfordshire is driven by business need and is transformative. Over the coming years the strategy will inform the Constabulary's services, culture, and operating models and it will need to be flexible enough to still meet the needs of the changing public and social demographics as well as addressing the associated changes in crime trends. Delivering transformational change to embed a whole public systems approach and enabling staff and officers to provide a better customer experience through greater digital access will require sustainable investment over the longer term. The Constabulary have identified that digitalisation remains one of the highest areas of risk, and I will ensure that the Constabulary are properly funded to ensure the required growth, particularly in high harm areas such as cyber-crime and digitally enabled sexual exploitation and fraud.

We 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.

Driving Efficiencies and Effectiveness through Collaboration

Collaboration is good for resilience, efficiency, and effectiveness and so there will be no red lines on collaboration other than that Hertfordshire residents must not be paying more for a combined service than they would if it were to stand alone. We need to not be bound by current geographies in collaboration nor functions - If the right case is made, I will collaborate with all tiers of government, all arms of the emergency services, all parts of the Criminal Justice System, and the private sector.

Our close collaboration with neighbouring forces in Bedfordshire and Cambridgeshire has allowed us to improve the service we give to the public and to do so at lower cost. In my previous term I supported the expansion of collaboration to include projects involving forces across the East of England. In addition, I have supported a series of national projects which enable more effective joint working. Policing is changing. It is becoming more efficient and joined up and I am a strong advocate of that. There is more to do in delivering collaboration and further opportunities exist but let me be clear: I will not support a merger of Hertfordshire with other police forces. I also believe there are lessons to be learned from the success of the commissioning approach I adopted around community safety funding, now that we have established mature relationships with a range of police partners at local, regional, and national level. I am also keen to review existing collaboration arrangements to ensure that they are still giving a good and efficient service to the Hertfordshire public.

I have long been an advocate of closer integration between our blue light services - Police, Fire, and Ambulance. The potential benefits to the public of working more closely together are huge and grasping them has been a priority for me. I want 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.

I believe there is more that can be achieved in creating efficiencies and achieving value for money by exploring the opportunities available to work closer with the private sector. Nationally, policing has not managed to outsource

as many services as, for example, the National Health Service and Local Authorities have, and we need to explore whether there are lessons to be learned. There is much that can be adapted and applied to policing in how the private sector operates and considers the service to the end user or 'customer', the application of innovative practice, and using evidence to inform decision making which could be advantageous.

Collaboration can come in many forms and there is a spectrum ranging from consultancy to sponsorship to full outsourcing. I want the constabulary to consider how collaborating with the private sector could help to address shortages in skills, knowledge, and capacity to meet key strategic objectives and I will ask the Chief Constable to ensure that all business cases formally explore whether collaborating with the private sector would achieve better value for money, improved efficiency, and improved customer service.

Police Estates



Working with the Chief Constable I have had a hard look at how we can make best use of public property and the police estate. There are many buildings that we need to dispose of or make fit for purpose for the 21st Century. Over this term of office, I will make sure we have a plan for how we will repurpose them. I am clear that the estates strategy is driven by what the public tell me matters. They want to see visible, local, and accessible police stations. I will reflect on this and will ensure that the programme of work delivers on these principles and those of operational need. A key aspect of any future estates programme must be to ensure it is sustainable and improves the energy efficiency of buildings. Disposing of police stations that are at the end of their life from police use or moving closer towards a one public estate will mean much less revenue to maintain.

The threat of global warming is something which affects all of us and which we must do our part to mitigate. I welcome the ambitious targets the government has set to get us to a carbon neutral position and will do all I can

to support that work with local action. I am committed to signing up to the Sustainability Charter which seeks to work towards a common set of goals, embed sustainability within our organisation, and help to achieve national sustainability objectives. This includes reducing 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. I will ask the Chief Constable to investigate the viability of Hertfordshire Constabulary being an 'early adopter' of non-fossil fuel vehicles and will ask the Chief Constable to develop a change programme to replace our fleet with electric vehicles which meet our operational needs.

Reducing Business Crime



The findings from the Hertfordshire Business Crime Strategic Needs Assessment shows that business crime accounts for 18 per cent of all recorded crime in Hertfordshire, with almost 50 per cent of that crime relating to retail crime[53] and an increasing proportion of this relating to violence being committed against retail staff. While this level of recorded crime is noteworthy, national research suggests that a significant proportion of business crime goes unreported[54], therefore the true extent of business crime is likely to be higher than what the recorded crime figures show. I recently commissioned a strategic needs assessment to build an evidence base to better understand levels of under-reporting, perceptions of vulnerability, and levels of awareness around crime prevention in support of a Prevention First approach. I will use the data and recommendations to make improvements in how we prevent and tackle business crime.

We know from the strategic needs assessment the location of those business premises which have been subject to the highest levels of business crime. I want to work with partners and local business leaders including those from the Independent Business Advisory Group (IBAG) to understand what is driving the criminality and examine what can be done to reduce their vulnerability to crime through a range of target hardening and crime prevention measures. Whilst we do not know the size and scale of cyber and fraud crimes (as they are recorded by Action Fraud

[53] Retail crime is defined by the College of Policing as 'Any criminal offence where a business or person who sells goods directly to the public is, in the course of their employment, and because of that employment, the victim'.
[54] Challenges also exist regarding the reliability of the data due to data input accuracy and the ability to distinguish between different premises to determine which crimes are directly related to businesses.

not Hertfordshire Constabulary), I have already undertaken measures to prevent Small and Medium Enterprises (SMEs) falling foul of cyber-attacks by investing in free cyber security consultations with accredited Hertfordshire IT services to raise awareness of that threat. I will 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.

I want all businesses that have had criminal offences committed against them to have a voice in the criminal justice process through completing an impact statement for businesses. An impact statement gives businesses the opportunity to set out the impact a crime has had on an organisation. Where considered appropriate, the court can take account of the ISB when it decides what sentence to impose on the offender(s). This can include direct financial loss, as well as the wider impacts such as operational disruption or reputational damage.

Our Independent Business Advisory Group (IBAG), with representatives from membership organisations including the Local Enterprise Partnership (LEP), Chamber of Commerce, Growth Hub, and Federation of Small Businesses together with SMEs, continues to provide a barometer across the business sector around crime and community safety. I want to continue working closely with the IBAG to ensure that we are using intelligence to understand how the pattern of business crime is changing and ensure that we are using the opportunity that this forum presents to disseminate crime prevention and community safety advice across the county.

Future Thinking - Looking Ahead

The Chief Constable and I recognise there are a range of societal and demographic changes that will impact Hertfordshire Constabulary and the broader community safety and criminal justice system landscape over the coming months and years. These changes will be considered over the course of this Plan and may alter how actions are prioritised and budgets are allocated. These include:

- **Rising inequality and social fragmentation**
  - More unequal societies increases socio-economic deprivation leading to more violence, drug abuse, ASB, and mental health conditions.
- **A changing trust landscape**
  - Social media bringing greater visibility but limited context to police conduct.
- **Technological change and convergence**
  - Technology creating more opportunities for crime.
  - Technological opportunities to reduce demand and improve efficiency.
- **A larger, older, and more diverse population**
  - Increase in crimes against the elderly, particularly online, will increase demand in adult safeguarding and vulnerable people.
- **Artificial Intelligence and automation**
  - Boost productivity, speed up processes, and solve problems of increasing complexity.
  - Automate routine tasks with greater speed and accuracy.
- **Climate change and environmental decline**
  - Increase in environmental protests.
  - Emergency response to disaster management and security.

Measuring progress against the Community Safety and Criminal Justice Plan

Crime Prevention – Taking a Prevention First, Evidence-Based Approach to Policing

The Community Safety and Criminal Justice Plan Actions

Set out below is a series of actions for my office, Hertfordshire Constabulary, and wider community safety and criminal justice partners to help deliver the strategic priorities outlined in this Plan. Many of the actions will reflect the cross-cutting nature of the priorities and echo the challenges and opportunities as identified by the county's strategic boards.

Unlike many Police and Crime Plans, I have sought to be clear on what the priorities are and, through the subsequent publishing of an Annual Delivery Plan, will be clear on the status of the actions and the timeframes that have been ascribed. There are several ways in which the public can hold me to account for what has been achieved. In addition to being accountable to the people of Hertfordshire through the electoral process, my decisions and actions are scrutinised by the Police and Crime Panel, and I publish an Annual Report on the outcomes of the actions.

Taking a Prevention First Approach

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.
2. For the Chief Constable to maximise the new investment of police officers over the next three years around the Prevention First model.
3. Ensure the Constabulary use a cost benefit tool to measure the impact of preventative activity.
4. Encourage local authority partners and the police to work together with the building sector to adopt higher prevention standards.

Embedding Evidence Based Policing

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.

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.

Protecting Local Policing

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.

8 Encourage each of the 10 Community Safety Partnerships to use an evidence base which combines crime data and local priorities.

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.

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.

11 Measure the quality and timeliness of prosecution case files as defined by the national file standards proxy error rate.

12 Lobby government to expand the emergency measures they are taking to address the courts backlog including additional virtual court facilities for Hertfordshire.

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.

14 Investigate the practicalities of providing independent legal advice to vulnerable victims of crime.

15 Put in place a structured training programme for Witness Care Unit staff.

16 Pilot a Criminal Justice Care Coordinator and evaluate its impact.

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'.

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.

19 Encourage criminal justice partners in Hertfordshire to measure their performance from a victim's perspective rather than a system one.

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.

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.

Out of Court Disposals

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.

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.

24 Ensure that OOCDs 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.

25 Refresh Out of Court Disposal principles to highlight the benefits of restorative approaches.

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.

27 Establish an evidential base to determine the appropriateness and effectiveness of diversionary activities.

28 Review the Terms of Reference for the Out of Court Scrutiny group to understand where OOCDs are being applied and the effectiveness of the sanction and victim satisfaction, and understand where an OOCD could have been used, but was not.

Vulnerability and Sexual Abuse

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.

30 Extend eligibility to attend the Constabulary Prevention First academy to other statutory authority providers.

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.

32 Investigate the development of sexual abuse 'centres of excellence' across the region.

33 Seek to procure forensic capability, including provision of forensic nurse examiners, on a regional basis to maximise efficiencies.

Domestic Abuse

34 Expand the capability of the Beacon Safeguarding Hub to encompass all high harm/high risk victims of crime.

35 To scope the viability of introducing the drug test on arrest programme to all perpetrators arrested for Domestic Abuse where Class A drug use is suspected to be contributing to commission of the offence.

36 Evaluate the effectiveness of the perpetrator programmes being piloted across Hertfordshire.

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.

38 Investigate the opportunities presented by Domestic Abuse Protection Notices and put in place effective measures to ensure compliance.

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.

40 Review the effectiveness of Stalking Prevention Orders.

41 Review the effectiveness of offender-based interventions including Out of Court disposals.

Violence Prevention

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.

43 Use the data from accident and emergency hospitals to inform preventative activities across the county.

44 Explore opportunities to obtain data from the Ambulance Service on violence and alcohol related assaults to provide a greater understanding around violent crime.

Tackling Violence Against Women and Girls

45 Work with partners to take a public health life course approach to tackling the systemic issues underpinning violence against women and girls.

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.

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

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.

50 Use opportunities provided by digital solutions, technology, and platforms including hotspot policing and the target, test, and track approach to reduce crime.

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.

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.

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.

Tackling Drugs and Alcohol

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.

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.

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.

57 Further develop the county Drug and Alcohol strategy to include how we will prevent and minimise alcohol fuelled violence.

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.

Improving our Response to Mental Health

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.

60 Work with partners to reduce the number of Section 136 detentions and achieve improvements in the outcomes of people in mental health crisis.

61 Scope the options for conveying people in mental health crisis by a private ambulance.

Preventing and Tackling Hate Crime

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.

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.

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.

65 Create a group of hate crime 'champions' across the county to raise awareness and confidence to report crime.

Fraud and Cybercrime

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.

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.

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.

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.

70 Encourage online banks that do not have a high street branch to sign up to the enhanced Banking Protocol.

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.

Reducing Reoffending

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.

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.

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.

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.

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.

77 Make full use of the Integrated Offender Management (IOM) data to provide greater insights around the effectiveness of IOM.

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.

79 Ensure stronger collaboration between the Youth Offending Service, Local policing teams including PCSOs, and the Schools and Gangs Team to ensure we maximise our engagement opportunities and quality of life outcomes.

80 Work with businesses to provide a stronger role in providing sponsorship and apprenticeships as part of a restorative justice approach.

81 Work with partners to capture and review the data collected through the national Ethnic Disproportionality Tool and use it to inform decision making.

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.

Strategic Policing Requirement and National Policing Measures

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.

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.

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.

86 Invest in Hertfordshire Constabulary's Serious Cybercrime and Fraud Unit to further develop its capability to respond to rising and emerging threats.

87 Ensure the Constabulary targets those who profit from enforced labour and those who traffic for the purposes of Modern Slavery.

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.

Embedding a culture of transparency, accountability, and ethical behaviour

89 Review the Constabulary's workforce development strategy to ensure there is a focus on officers' motivations, behaviour, and values throughout their service.

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.

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.

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.

93 Ensure the Constabulary engage in a more proactive and transparent way with our communities and the media around issues relating to misconduct.

94 Use the recommendations from the commissioned report on the Constabulary's communications function to produce a joint strategy with the OPCC that links to business plans, monitors performance, and demonstrates transparency and engagement.

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.

96 Review the opportunities for streamlining the process between the Complaints Resolution Team and Professional Standards department.

97 Regularly dip sample CRT cases to ensure that the work is customer service orientated, reasonable, and proportionate.

98 Monitor the Constabulary's exercise of the Equality Duty and the delivery of its Diversity, Equality and Inclusion Strategy.

Demonstrating Fairness and addressing disproportionality

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.

100 Ensure frontline officers are supplied with the latest equipment required to deliver this expansion of BWV and fund additional investment needed.

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.

102 Set up an independent Use of Police Powers external scrutiny panel to view samples of BWV.

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.

104 Set up a Fairness group to examine racial disparity in the criminal justice system locally and look to reduce that impact.

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.

Improving the diversity of the police

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.

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.

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.

109 Ask the Chief Constable to consider appointing a disproportionality link worker to the force's Professional Standards Department to reduce any disparities identified.

Building an excellent customer service

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.

111 Ask the Chief Constable to provide reassurance that they have processes in place to hear from all those who come into contact with the force control room to ensure satisfaction levels and organisational excellence.

112 Continually professionalise call handling staff with victim of crime awareness training.

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.

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.

Wellbeing of officers and staff

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.

116 Ask the Chief Constable to examine the risk factors that contribute to mental ill health and officers taking their own life in Hertfordshire.

Road Safety

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.

118 Run a public awareness campaign to support Hertfordshire road users to understand the newly amended Highway Code and encourage their compliance with it.

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.

120 Review and evaluate the data captured on the automated DriveSafe speed camera technology to examine its impact on reducing speed.

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.

Tackling Anti-Social Behaviour

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.

123 Examine what is driving ASB victim dissatisfaction and take measures to improve service delivery.

124 Take measures to help the public understand their rights and entitlements under the Community Trigger process.

125 Consider the opportunities available to PCCs around the Community Trigger process in enabling victims to have their case reviewed where they are unsatisfied with the response from their local authority.

Tackling Rural Crime

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.

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.

Community Safety Partnerships

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.

Growing Volunteering

129 Continue to look for opportunities to expand the number of volunteers to assist in sifting digital evidence which the public are making available.

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.

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.

132 Ask the Chief Constable to assess the joint police and fire Community Safety Volunteer role and if successful, roll it out countywide.

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.

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.

Collaboration

135 Review whether existing collaboration arrangements are improving the service to the public and at a lower cost.

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.

137 Ensure that the Constabulary is well equipped for the required growth in areas such as cyber-crime, fraud, and digitally enabled sexual exploitation.

138 Consider how collaborating with the private sector could be advantageous in addressing skills, knowledge, and capacity to meet key strategic objectives.

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.

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.

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.

142 Investigate the viability of Hertfordshire Constabulary being an 'early adopter' of non-fossil fuel vehicles and ask the Chief Constable to develop a change programme to replace our fleet with electric vehicles which meet our operational needs.

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.

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.

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.

146 Ensure that businesses are aware of their opportunity to complete an Impact Statement when a crime is committed against them and improve the uptake of the statements written so that businesses have a stronger voice in the criminal justice system.

147 Use the principles of Prevention First to underpin my commissioning approach.

Governance and Accountability

A key duty for a Police and Crime Commissioner is to be democratically accountable to the people of Hertfordshire for the provision of an efficient and effective police force through holding the Chief Constable to account for the performance of the Constabulary. I have monthly accountability meetings and quarterly performance meetings to hold the Chief Constable to account for delivery and performance of Hertfordshire Constabulary against the priorities, objectives, and actions set out in this Community Safety and Criminal Justice Plan.

Each of the priorities outlined in the Plan has a series of descriptions and metrics of the work that will be drawn upon to measure success and progress. Evidence will be gathered from a broad range of police, partner, and public information sources to determine how effectively each of the priorities are being delivered. This will include the Constabulary's Integrated Performance Dashboard, my own internal analysts, HMICFRS reports, Government reports, partnership information, internal and external audit reports, and public surveys.

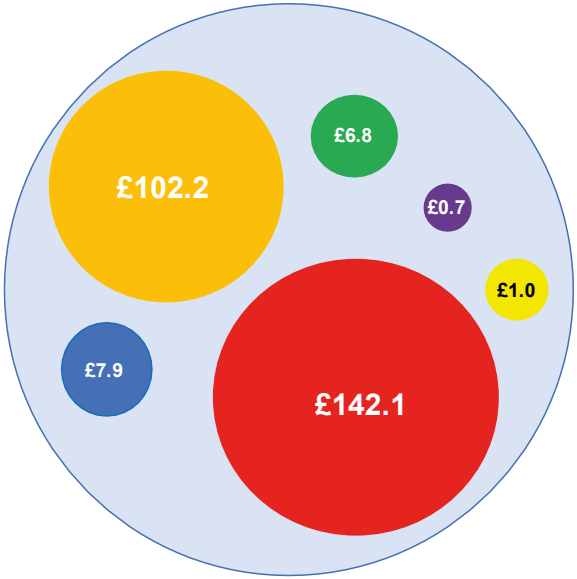
The progress against each of these actions will be detailed in an Annual Delivery Plan which will update on the status and progress of the action and timeframes for completion. This will enable key stakeholders and Police and Crime Panel to scrutinise the progress made. Where necessary, the Chief Constable will be formally written to regarding specific issues or concerns, and I will request a formal written response which is published on my website in order to seek assurances and resolutions to the issues I have identified.

Over the coming year, I would like to see the Constabulary reporting to my quarterly performance meeting on the data captured in the Integrated Performance Framework around those areas that are key to delivering on this CSCJ Plan and what the public tell me are their top concerns. This includes cybercrime and fraud, and residential burglary.

Resources

I am committed to being open and transparent with the public on decisions that I make, how much I spend, and what I spend it on. You can find information on this by visiting my website. Whilst the budget is set on an annual basis, and so it is by law, I welcome the government's move to a three-year spending plan, which will enable us, over the coming months, to develop a financial strategy covering the spending review period and set out how the budget will support the delivery of this Plan. The following infographics show the breakdown of Hertfordshire Constabulary's 2022/23 budget and spend, and the breakdown of grants that I administer.

Where the money comes from (2022/23)

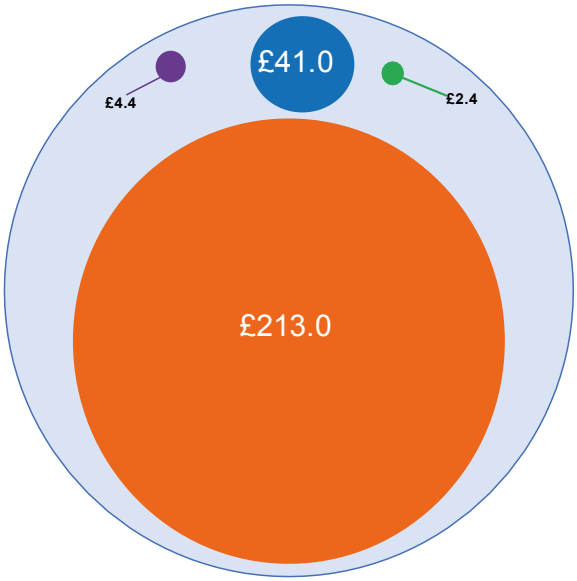


Net Budget £244.3m

- Council Tax Precept
- Central Government Funding
- Fees and Charges
- Other Government Grants
- Partner Funding of PCSOs
- Reserves

Gross Budget £260.8m

How the money is spent (2022/23)



Grant	Funding Source	2022/2023 £'000
Victim Services Grant	Ministry of Justice	1,382
Road Safety Grant	Commissioner's Reserves	725
Police and Crime Plan Grants	Base Budget	2,248
Total PCC Grants		4,355

As part of my responsibilities as set out under Section 143 of the Anti-Social Behaviour, Crime and Policing Act (2014), the Police and Crime Commissioner is responsible for commissioning victim services, including referral services. The Victim Services Grant, generated from offenders' fines and out-of-court disposals through the Victims' Surcharge, has been allocated to my office from the Ministry of Justice, to support the provision of new support services for victims of crime in Hertfordshire. The funding for 2022/23 is £1,382,240 a proportion of which is allocated for victim services and Child Sexual Abuse. During 2022/2023, Hertfordshire will also receive an additional uplift of £323,163 to support provision for Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs).

Response to the Consultation

A key role as your elected Police and Crime Commissioner is setting the strategic direction for policing criminal justice and community safety over the years ahead. It is one of the most important functions I have and sets out the vision and priorities for creating a police force that is evidence-based, that prioritises prevention; puts victims at the centre; protects local policing; and delivers an efficient and effective police force.

I always say that consultation is more than just a legal duty; it gives me the opportunity to listen to the concerns of the residents of Hertfordshire and use them to shape the development of my plan. I wanted to hear everyone's thoughts on the challenges and opportunities ahead of us and ask what is important. Rather than only use the issues that came through the online consultation that my office circulated to shape this Plan, this year I commissioned an independent market research agency to conduct a public opinion survey of over 2,200 residents to obtain a representative sample by demography and geography. Taken together the two surveys provided the views of over 4,500 people, providing a rich evidence base.

The consultations showed that partners and the public of Hertfordshire endorse the vision outlined in my manifesto as the right direction for criminal justice and community safety in Hertfordshire. I am grateful to all those residents who took the time and trouble to respond to the consultations. Many went to great lengths to provide specific and detailed commentary on the areas in the Plan they wanted to see reflected, would like strengthened based on the existing Plan, or felt strongly there should be a change of direction.

Methodology

Between 22 November and 6 December 2021, partners and the public were invited to share their views via an online survey on what they considered to be the priorities over the coming years to help shape the new Community Safety and Criminal Justice Plan for Hertfordshire. A variety of channels were used to publicise the consultation including the local press and social media (Twitter, Facebook). I also reached out to all the major partners, community and voluntary groups, victims, businesses, and the public. An online survey was produced and translated into the top five languages spoken in Hertfordshire (English, Polish, Urdu, Guajarati and Italian), with accompanying QR codes. I also created a YouTube video to highlight the importance of the public having their say and I shared an infographic showing the current demand profile of Hertfordshire Constabulary. These were circulated to the Police and Crime Panel, district councils, wider partners, 165,000 households registered on the Neighbourhood Watch database OWL, to victims who had agreed to be contacted via Catch22 and to the business community via our Independent Business Advisory Group.

The Plan had coverage in the Watford Observer, Bishop Stortford Independent, Hemel Today, and St Albans and Harpenden Review. The YouTube clip reached over 10,000 people via Twitter and 3,455 unique visitors viewed the public consultation webpage. In total the survey received 2,289 responses among which 992 respondents left comments in the free text box. 1,860 of those respondents identified themselves as residents of Hertfordshire, 45 as victims of crime, and 21 as businesses located within Hertfordshire.

BMG Research Ltd, an independent market opinion agency was commissioned to undertake a public opinion survey between 26 November and 20 December 2021 to better understand residents' perceptions and opinions on safety, crime, and the police in Hertfordshire. The survey used Computer Assisted Web Interviews (CAWI) and Computer Assisted Telephone Interviews (CATI) to gain a demographically and geographically representative sample[55]. Views were captured from 2,219 respondents with quotas applied to ensure that each district captured at least the views of 200 respondents weighted by that district's demography[56]. 982 of the responses came from telephone responses and 1,237 by email. Given the size of the sample against the population of Hertfordshire we can be 95% confident

[55] Using this mixed method approached helped to overcome those who are digitally excluded.
[56] The quotas were weighted by gender, age, ethnicity, disability, and working status.

within a margin of error +/-3 per cent that the views expressed in the survey are representative of the larger population. The opinion survey also analysed respondents' views against Acorn postcodes to bring about a greater understanding of the different 'types' of people living in a neighbourhood and their social factors and population behaviours. This data has enabled us to draw wider insights around attitudes, beliefs, and perceptions and this will be used to target our ongoing outreach and engagement efforts.

Summary of the Feedback

Tackling Cybercrime

The public opinion survey revealed that almost 7 in 10 (68%) respondents were most concerned about cybercrime, with around a third (32%) of these feeling 'very' concerned. Many respondents felt that cybercrime and fraud represented an everyday 'hidden danger' which not only poses a threat to a person's finances or business, but also a person's physical and mental health. As a direct result of this feedback, you will see in the Plan that I have outlined the measures I will take alongside partners to reduce the prevalence of fraud and protect those who are harmed from it. This includes bolstering our Serious Fraud and Cyber Unit so that they have additional capacity and capability to tackle the volume and 'routine' cases of fraud. I have also asked 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. This will complement further work being undertaken with Trading Standards to educate and raise awareness to the public of the most common frauds in Hertfordshire and put in place crime prevention measures. Several respondents suggested that more needs to be done to try and remove the shame and embarrassment from being a victim of a rogue trader or courier fraud and get the help they need. You will see in the Plan that our Beacon Fraud Hub continues to provide outstanding advice and support to victims of fraud, helping to remove any shame and embarrassment around the incident and help recover losses under the Banking Protocol Code 2020.

Public Contact

Public contact was a consistent theme in both consultations. The survey showed that of those who responded, only a third (33 per cent) are satisfied with the visibility or number of police officers in their neighbourhood and this was lower in three districts – Dacorum (28 per cent), Broxbourne (29 per cent) and Welwyn Hatfield (29 per cent). Respondents commented that they were keen to hear more about my plans to continue improving the visibility of police officers in their neighbourhoods and the accessibility of police stations.

Over the last 10 years, I have made real strides in bolstering frontline officers to bring them up to establishment levels and grow our local policing model. As a result of government uplift programme and funds raised locally from the council tax police precept, I have accelerated this growth over the last two years with 99 new police officers being recruited above establishment in March 2021 and a further 90 police officers being recruited this year alongside 20 PCSOs to work with young people in schools. Hertfordshire now has more police officers than ever before and is on target to meet the year-end figure of 2,267 FTE by 31 March 2022. I remain committed to ensuring that we have neighbourhood policing teams that are at full strength and there is additional capacity to support Prevention First.

You will see throughout the Plan, and particularly in the chapter on 'Representing the Public', that I have pushed ahead with further developing our digital public contact offer including the adoption of Single Online Home to bring together all the digital contact channels enabling greater access to services and contact with the police. Considerable strides have also been made to improve the day-to-day contact with the public in relation to 'non-crime' which has seen the roll out of a feedback loop pilot using the Echo listening post to enable the public who report ASB or highways issues via 101 to be kept updated on the status of the incident reported and what the police have done with the information provided. Given the success of the pilot and the public's appetite for this, I will ask the Constabulary to expand the feedback service to include other areas such as officer appointments and major incidents.

I recognise that while most people prefer to interact with the police by phone, digitally, in person at their home or at a convenient venue, there are others who would prefer to meet a police officer inside a police station. The public opinion survey revealed that just over a third (37%) of respondents are satisfied with the service currently

provided by police stations with 86 per cent feeling it is important to some degree (either very or fairly) to have an accessible police station in their district. This was particularly pronounced for those aged 55+ where 87 per cent felt it was very important. There was a strong call from respondents to have more 'open' and 'accessible' police stations that had a front counter. In line with the estate's strategy and local policing model, I have remained committed to ensuring that each district has at least one major police station where the core police team are based, and this will be supplemented by smaller local stations where required.

Where possible, we have looked to better join up our wider public estates with community safety and criminal justice partners to facilitate better joint working and work in a more efficient way. I have also recently trialled an appointment system where residents can book an appointment to meet a police officer at any of the 20 police stations across the county. However, I recognise that we need to go further. The survey showed that residents value face-to-face contact with officers at police stations and felt that the physical presence of the building builds that connectivity between the police and public. Notably almost six in 10 (59 per cent) of females aged 16-34 felt that accessible police stations are important for providing a confidential place to have a conversation and 55 per cent felt they provide a refuge or safe haven. Over the coming months, I will reflect on this and will ensure that we find a solution that delivers on the principles of visible, open, and accessible police stations and those of operational need.

Street Lighting

The consultation showed that just over 8 in 10 (83 per cent) respondents across all 10 districts feel either very or fairly safe in the area they live but nearly one fifth noted that they actively avoid certain public spaces such as local parks because they feel unsafe, particularly at night when they believe streetlights in residential areas are dimmed or turned off. 28 per cent of all respondents said that more streetlights would make them feel safer[58]. While streetlighting is a County Council responsibility I recognise the link to crime and safety. In response to this direct feedback, I have included within this Plan my commitment to work with the County Council to review the recorded crime data and public perception data with a view to assessing the options for turning on lighting in specific streets where there is public support to do so. I recognise that for many residents there is a perception around safety in dark spaces even if the crime data does not match that reality.

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

Contact Us

Office of the Police and Crime Commissioner for Hertfordshire

Harpenden Police Station
13 Vaughan Road
Harpenden
Hertfordshire
AL5 4GZ

Tel: **01707 806100**

Email: commissioner@herts-pcc.gov.uk

www.instagram.com/hertsopcc/

twitter.com/HertsPCC

facebook.com/hertspcc

Emergency

In an emergency always dial 999. An emergency is when:

- A crime is in progress or a suspect is nearby
- Someone is injured, threatened or in danger
- There is a risk of injury or of serious damage
- You need immediate police assistance

Non-emergency

For general and non-emergency police calls, **dial 101***.

You can also use the webchat facility to speak directly to a communications operator.

Crimes can also be reported online at herts.police.uk/report

* Calls to 101 cost 15p for the duration of your call. If you have a calling plan with free 01 numbers, you can use 01707 354000 as an alternative.

This Community Safety and Criminal Justice Plan provides the blueprint for policing in Hertfordshire. It outlines the strategic direction and areas of focus for improvement by the Chief Constable, through his officers and staff, to be delivered during my term of office as a Police and Crime Commissioner. It sets out the key challenges and opportunities for the county over the coming years and asks all relevant partners and the public to play their part. A summary of the Plan is available in other languages on request. If you would like a hard copy of the summary Plan in another language or in another format to aid accessibility, please email: commissioner@herts-pcc.gov.uk or call 01707 806100.

Ten plan bezpieczeństwa społeczności i wymiaru sprawiedliwości w sprawach karnych stanowi plan działań policyjnych w Hertfordshire. Ono nakreśla strategiczny kierunek i obszary, w których główny konstabl, za pośrednictwem swoich funkcjonariuszy i personelu, ma zostać osiągnięty podczas mojej kadencji jako komisarza ds policji i przestępczości. Określa kluczowe wyzwania i możliwości dla hrabstwa w nadchodzących latach i prosi wszystkich odpowiednich partnerów i społeczeństwo o odegranie swojej roli. Podsumowanie Planu jest dostępne w innych językach na życzenie. Jeśli chcesz otrzymać papierową kopię planu podsumowującego w innym języku lub w innym formacie, aby ułatwić dostępność, wyślij wiadomość e-mail commissioner@herts-pcc.gov.uk lub zadzwoń.

Questo piano comunitario per la sicurezza e la giustizia penale fornisce il modello per la polizia nell'Hertfordshire. Delinea la direzione strategica e le aree di interesse per il miglioramento da parte del Chief Constable, attraverso i suoi ufficiali e il suo staff, da consegnare durante il mio mandato come commissario di polizia e crimine. Definisce le principali sfide e opportunità per la contea nei prossimi anni e chiede a tutti i partner pertinenti e al pubblico di fare la loro parte. Una sintesi del Piano è disponibile in altre lingue su richiesta. Se desideri una copia cartacea del piano di riepilogo in un'altra lingua o in un altro formato per facilitare l'accessibilità, invia un'e-mail: commissioner@herts-pcc.gov.uk o chiama 01707 806100.

یہ کمیونٹی سیفٹی اینڈ کرمنل جسٹس پلان ہرٹفورڈشائر میں پولیسنگ کا خاکہ فراہم کرتا ہے۔ اس میں چیف کانسٹیبل کی جانب سے اپنے افسران اور عملے کے ذریعے بہتری کے لئے اسٹریٹجک سمت اور توجہ کے شعبوں کا خاکہ پیش کیا گیا ہے جو پولیس اور کرائم کمشنر کی حیثیت سے میرے عہدے کی مدت کے دوران فراہم کیے جائیں گے یہ آنے والے برسوں میں کاؤنٹی کے لئے اہم چیلنجوں اور مواقع کا تعین کرتا ہے اور تمام متعلقہ شراکت داروں اور عوام سے اپنا کردار ادا کرنے کو کہتا ہے۔ منصوبے کا خلاصہ درخواست پر دیگر زبانوں میں دستیاب ہے۔ اگر آپ کسی دوسری زبان میں یا کسی اور فارمیٹ میں رسائی میں مدد کے لئے خلاصہ منصوبہ کی ہارڈ کاپی چاہتے ہیں تو براہ کرم ای میل کریں براہ کرم ای میل کریں یا کال کریں

commissioner@herts-pcc.gov.uk 01707 806100

આ સમુદાય સલામતી અને ગુનાહિત ન્યાય યોજના હર્ટફોર્ડશાયરમાં પોલીસિંગ માટે બ્લુપ્રિન્ટ પ્રદાન કરે છે . તેમાં પોલીસ અને ક્રાઇમ કમિશનર તરીકેના મારા કાર્યકાળ દરમિયાન ચીફ કોન્સ્ટેબલ દ્વારા તેમના અધિકારીઓ અને કર્મચારીઓ દ્વારા સુધારણા માટે વ્યૂહાત્મક દિશા અને ધ્યાન કેન્દ્રિત કરવાના ક્ષેત્રોની રૂપરેખા આપવામાં આવી છે. . તે આગામી વર્ષોમાં કાઉન્ટી માટે મુખ્ય પડકારો અને તકો નક્કી કરે છે અને તમામ સંબંધિત ભાગીદારો અને લોકોને તેમની ભૂમિકા ભજવવા કહે છે . યોજનાનો સારાંશ વિનંતી કરવા પર અન્ય ભાષાઓમાં પણ ઉપલબ્ધ છે. જો તમે સુલભતાને સહાય કરવા માટે અન્ય ભાષામાં અથવા અન્ય બંધારણમાં સારાંશ યોજનાની હાર્ડ કોપી માંગો તો કૃપા કરીને ઇમેઇલ કરો અથવા અહીં કોલ કરો

commissioner@herts-pcc.gov.uk

01707 806100.

Glossary

Anti-Social Behaviour (ASB): A crime type defined as acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator. This includes three strands:

- **Personal:** Incidents that are perceived to be deliberately targeted at an individual or group or having an impact on an individual or group rather than the community at large.
- **Nuisance:** Incidents that where an act, condition, thing or person causes trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims.
- **Environmental:** Incidents where individuals and groups have an impact on their surroundings including natural, built and social environments.

Beacon: Is Hertfordshire's Victim Care Centre and is staffed by professionals from both Hertfordshire Constabulary and Catch 22, an independent organisation commissioned to support victims of crime in Hertfordshire.

Body Worn Video (BWV): Recording devices worn by officers that are capable of collecting audio and video data during police encounters with members of the public.

Cambridge Harm Index: Is a system that measures the seriousness of crime harm to victims. It uses the sentencing council's guidelines around length of prison sentences and suggests directing resources to those crimes that have the longest jail sentences.

College of Policing: Established in 2012, it is a professional body for the police in England and Wales, that supports professional development, set standards and shares knowledge and good practice. It is an operationally independent arm's-length body of the Home Office.

Community Safety Partnerships (CSP): A group of representatives from the police, Local Authorities, fire and rescue authorities, health and probation services (the 'responsible authorities'). The responsible authorities work together to protect their local communities from crime and to help people feel safer.

County Community Safety Unit (CCSU): An integrated Hertfordshire County Council and Hertfordshire Police team that develops strategic intelligence products to provide the evidence base for countywide strategies to address community safety and safeguarding priorities. The work is generated by seven countywide partnerships; Safeguarding Children, Safeguarding Adults, Domestic Abuse, Drugs & Alcohol, Integrated Offender Management, Community Safety and Serious & Organised Crime.

Crown Prosecution Service (CPS): Prosecutes criminal cases that have been investigated by the police and other investigative organisations in England and Wales.

Dogs Welfare Visitors: An independent Tri-Force (Bedfordshire, Cambridgeshire, Hertfordshire) scheme established in 2012, where volunteers visit all police dogs in a six-month period and report on their findings via visiting forms. These forms are then sent to the scheme administrator who logs the findings and liaises the dog unit if issues are noted.

Evidence-Based Policing: Is the principle that we will use the 'best available' evidence to inform and challenge policies, practices, and decisions.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS): Independently assesses the effectiveness and efficiency of police forces and fire & rescue services, in the public interest, with all reports published on their website.

Independent Custody Visitors (ICV): A volunteer scheme that monitors the conditions in police custody to provide transparency and increase public confidence in polices services while offering protection and confidentiality to detainees and the police.

Integrated Offender Management (IOM): Established in 2009, aims to brings a cross-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together.

Lower Super Output Areas (LSOAs): Small geographical areas with an average population of 1500 people or 650 households.

Multi-agency Public Protection Arrangements (MAPPA): Assess and manage the risks posed by sexual and violent offenders: guidance for the police, prison service and probation trusts.

Out of Court Disposal (OOCD): A method of resolving an investigation without going to court for offenders of low-level crime and anti-social behaviour such as graffiti and low-level criminal damage.

Positive Outcomes: Include arrests, as well as out of court disposals, such as community resolutions or conditional cautions, which negate the need for individuals to be formally processed through custody suites.

Prevention First: Hertfordshire Constabulary have introduced this transformational model that focuses on preventing issues arising in the first place, and where victimisation has occurred, reducing the harm to prevent repeat occurrences, by using a collaborative problem-solving approach.

Restorative Justice (RJ): A process where the offender enters a commitment with the victim to act and behave in a non-criminal manner going forward.

Stalking Protection Order (SPO): Introduced in the Stalking Protection Act 2019 which received Royal Assent on 15 March 2019. This is a civil order which can be sought by the police, for the purpose of preventing the defendant from carrying out acts associated with stalking.

Stop and Search Scrutiny Panel: An independent scrutiny panel made up of members of the community from across the county to undertake scrutiny of Hertfordshire's stop search practices. The panel is able to provide a voice for community concerns and help inform and influence police training and actions.

The Eastern Region Special Operations Unit (ERSOU): Made up of staff and officers from Bedfordshire, Cambridgeshire, Hertfordshire, Essex, Kent, Norfolk and Suffolk, to tackle serious organised crime and the terrorism threat across the eastern region.

The Independent Business Advisory Group (IBAG): A strategic group made of businesses located in Hertfordshire, designed to scrutinise Hertfordshire Constabulary's response to crime types impacting Hertfordshire businesses.

The Use of Force Scrutiny Panel: Is an independent panel established to review and provide feedback to the Office of the Police and Crime Commissioner relating to the Constabulary's use of force. The types of force scrutinised include: unarmed defence techniques, limb restraint, spit guard, baton, incapacitant spray and Taser.

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David Lloyd
Police & Crime Commissioner
FOR HERTFORDSHIRE

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