

Annual Delivery Plan: 'Everybody's Business' Community Safety and Criminal Justice Plan for Hertfordshire 2019 – 2024

This annual delivery plan reports on the progress against the actions outlined in the PCC's [Community Safety and Criminal Justice Plan \(2019- 2024\)](#) that was achieved during the year 2019/20. In doing so, it indicates the status of the action during this reporting period and gives an explanation as to that status and the overall timeframe for delivery.

CSCJ Plan priority number	Action	Status this reporting period	Explanation / Link to meeting papers	Timeframe for delivery / Completion	CSCJ Plan page/s	Annual Report page
Building on Success: Constabulary / partner actions						
1	Ensure that the local policing model in Hertfordshire is maintained with a local policing team led by a senior police officer.	Completed	Reported at the PCC's Strategic Executive Board, June 2020	Ongoing monitoring	9, 10	10
2	Ensure that each borough and district in Hertfordshire has at least one major police station that is publicly accessible and supplemented by smaller local police stations.	Completed	Reported at the PCC's Strategic Executive Board, June 2020	Ongoing monitoring	9, 10	10
3	Explore the opportunities for additional investment into ERSOU to enhance incentivisation around drug seizures to support efforts around serious violence.	Completed	Reported at the PCC's Strategic Executive Board, July 2020	Ongoing monitoring	16	-
4	Scrutinise regional structures to ensure that they remain fit for purpose and commission a review of the funding formula to understand if it adequately incentivises each force to improve their performance.	Completed	Reported at the PCC's Strategic Executive Board, July 2020	Ongoing monitoring	16	-
6	Ensure partners continue to deliver the actions from the Serious Violence Delivery Plan and build an evidence base on what is working and not working.	In progress	Reported at the PCC's Community Safety Board in February 2020 and due at the September 2020 Strategic Executive Board	Ongoing commitment around the 3-year Serious Violence Strategy	11, 12	11
7	Work with partners to adopt a focus on transitional safeguarding to ensure that those who are	Completed	Reported at the PCC's Strategic Executive Board, July 2020. Herts	Autumn 2020	14, 15	-

	vulnerable to criminality and transitioning from children to adult care services are protected.		County Council's Strategic Safeguarding Adolescents Group is taking forward all the partnership workstreams to embed transitional safeguarding.			
8	Monitor Hertfordshire's Modern Slavery reported cases and outcomes	Completed	Reported at the PCC's Strategic Executive Board, February 2020	Ongoing monitoring	17, 18	11
10	Continue to support the delivery of Hertfordshire's Mental Health Crisis Care Concordat.	In progress	Crisis Care Concordat is due for review of its governance and impact during 2020/21.	Ongoing delivery	15	-
11	Continue to ensure that custody is not used as a place of safety under Section 136 of the Mental Health Act.	Completed	Reported at the PCC's Strategic Executive Board, May 2020.	Continual monitoring	15	-
12	Work with health partners to see further investment in mental health services and support.	In progress	Reported at the PCC's Strategic Executive Board, May 2020	Ongoing	15	-
13	Work with the local Ambulance Service to ensure that vulnerable people in mental health crisis are being attended to, and transported by, ambulance staff.	In progress	Reported at the PCC's Strategic Executive Board, May 2020	Ongoing	15, 16	-
14	Ensure that the Constabulary are properly funded and performing to support national efforts to counter threats and risks, to reduce crime and keep the public safe.	In progress	Report due to the PCC's Strategic Executive Board, October 2020	Ongoing commitment	16	-
15	Monitor the outcome rates for all offences, particularly sexual offences at the Chief Constable's performance meetings.	Completed	Reported at the PCC's Strategic Executive Board, February 2020	Ongoing monitoring	16	-
16	Grow the Constabulary's Serious Cybercrime and Fraud Unit to further develop its capability to respond to rising and changing threats.	In progress	Reported to the PCC's Strategic Executive Board, March 2020. Investment through the 2019/20 precept.	April 2020	16	New Fraud Strategy 12
17	Support the concept of regional policing hubs across the country to ensure the right level of policing in the right places whilst recognising that local policing remains with local Constabularies.	In progress	Reported on at the PCC's Strategic Executive Board, July 2020	Ongoing	16, 17	-

23	Ensure that POCA opportunities around drug trafficking investigations are prioritised and maximised in line with assessed threat and harm.	In progress	Reported on at the PCC's Strategic Executive Board, July 2020	Ongoing monitoring	18	-
24	Target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities.	Completed	Reported on at the PCC's Strategic Executive Board, July 2020	Ongoing requirement	18	11
25	Review the effectiveness of the county's 'Drug Testing on Arrest' scheme to provide an evidence base for its continued role in supporting our efforts to reduce offenders' dependency on class A drugs and direct into treatment.	Completed	Reported at the PCC's Strategic Executive Board, April 2020. Business case made funding to come from base budget.	April 2020	13	-
26	Work with partners to explore what early help and interventions can be offered for alcohol and cannabis use who do not meet the threshold for Drug Testing on Arrest.	Completed	Reported at the PCC's Strategic Executive Board, May 2020 Accompanying document	May 2020	13	-
28	Provide drug and alcohol treatment courses as out-of-court disposals for low-level offences caused by substance misuse.	Completed	Reported at the PCC's Strategic Executive Board, May 2020	Autumn 2020	13	-
Building on Success: OPCC actions						
5	Ensure information sharing agreements are in place across statutory agencies to support the early identification, signposting and sharing of data on vulnerable and 'at risk' people.	In progress	Draft agreement in place for each of the Community Safety Partnerships for the sharing of basic data. A spreadsheet is being produced to highlight the ISAs already in use within Hertfordshire so agencies know where to go when information is required.	September 2020	12	-
9	Work with Hertfordshire businesses and membership organisations to ensure that they are fully compliant with their duty to make a Modern Slavery statement.	Not started	Initial discussion planned with the IBAG at the September 2020 meeting.	March 2021	18	-

18	Explore proposals to reduce the number of defendants that fail to appear at their first hearing at court.	Completed	Proposals explored and approval to proceed with a pilot. Currently on hold due to Covid-19.	Completed	2017-2022 plan commitment	20
19	Work with agencies to improve the pathways in place around physical and mental health care, housing and those relating to Employment, Training and Education to ensure a smooth transition for those leaving prison and going into the community.	On hold due to changes in probation	Draft proposal submitted to the PCC's Criminal Justice Innovation Fund which would see the employment of a dedicated 'Through the Gate' worker currently on hold due to changes in probation.	On hold – timeframes unknown	20	-
20	Publish a force wide criminal justice performance framework for measuring effectiveness to enable comparison and encourage data driven approaches across the criminal justice system	Completed	A performance framework has been completed and is used to report on performance at the PCC's Criminal Justice Board.	May 2019	19	-
21	Ensure better strategic governance of the IOM scheme.	In progress	A Terms of Reference for the review has been written and awaits stakeholder engagement. It is anticipated the review will take longer due to changes underway to the probation service.	Unknown at present	21	-
22	Work with Community Safety Partners and criminal justice partners to identify and understand the current demand for Perpetrator Programmes across the county and roll out good practice.	In progress	Scoping work underway with partners to understand the current landscape.	October 2020	21	-
27	Explore with HM Courts and Tribunals Service, other criminal justice agencies and Public Health the proposal for having a dedicated Drug and Alcohol Court in the county.	In progress	A paper was taken to the Hertfordshire Criminal Justice Board in April 2019 outlining proposals.	Due to Covid-19 pressures on the CJS, a timeframe is unknown.	13	-
29	Explore moving away from grant giving to a commissioning-based model and develop a Commissioning Plan to support delivery of the priorities outlined in the CSCJ Plan.	Not started	Due to the postponement of the PCC elections and Covid-19, this work has not yet commenced.	Autumn 2020	21	-

30	Build upon the Knowledge Hub by widening it out to community safety and criminal justice partners to ensure best practice is being shared locally.	Not started		March 2021	11	-
Putting Victims at the Centre: Constabulary/ partners actions						
32	Monitor levels of compliance with VCOP and ask partners to report back in early 2020 on how they are delivering to the requirements of the Victims Code.	In progress	Report due to the PCC's Strategic Executive Board in August 2020. New Constabulary Victims Board set up in March 2020 which monitors VCOP compliance. Ministry of Justice to publish revised code late 2020. Constabulary to undertake a deep-dive December 2020.	December 2020	27	-
35	Ensure police officers and staff have a clear understanding of the Victims' Code and Special Measures through further training and awareness of their obligations, and ensure appropriate auditing.	In progress	Report due to the PCC's Strategic Executive Board in August 2020. This is a delivery strand within the Victim & Witnesses Board with both probationer and post qualification training under review.	March 2021	27	-
36	Continue to ensure Community Resolution is embedded across the organisation and use the findings from the Out of Court Scrutiny Panel to ensure accountability for victims and the public.	In progress	Reported on at the PCC's Strategic Executive Board, May 2020.	March 2021	29	-
37	Ensure, where appropriate, that all victims where the offender has been identified, will have the option of Restorative Justice (RJ) explained.	In progress	This is part delivered in that all Catch-22 staff are RJ trained and explain RJ to victims where appropriate. Important that RJ is a considered component within Out of Court Disposals.	Autumn 2021	29	-
41	Carry out an audit of BWV to ensure improvement in levels of compliance and achievement of best evidence.	In progress	Report taken to the PCC's Strategic Executive Board in March 2020. Internal audit will	November 2020	33	-

			report to include quantitative and qualitative measures. Second report due November 2020.			
52	Ensure the Constabulary are fulfilling the new requirements of the Domestic Abuse Bill (2019).	In progress	Report due to the PCC's Strategic Executive Board in August 2020. DA Bill has been delayed in parliament.	Unknown, awaiting Parliament	30	-
51	Maximise the use of Third-Party reporting centres for victims to report Hate Crime without having to attend a police station and use the findings to inform commissioning intentions.	In progress	Report due to the PCC's Strategic Executive Board, August 2020.	To be confirmed	32	-
Putting Victims at the Centre: OPCC actions						
31	Build on the success of Beacon and develop it to become an acknowledged and recognised expert organisation, one that provides services that are safe, accessible and empowering and ensures that no one victim is left behind.	In progress	Beacon has extended its services into Fraud, Safeguarding and ASB. It has also developed strong links with HCC and VCSE sector.	Ongoing	26	16
33	Continue to listen to, and respond to, the needs of victims by developing the Victims Voice, establishing service user groups and ensuring that entitlements such as Victims Right to Review are easy to access.	In progress	Catch-22 have focus groups and the SAS consultation has engaged with victim testimonies that already is informing the future shaping of services. Victims Right to Review is accessible through Beacon (Victim Services Team).	December 2020	26	-
34	Commission services that are driven by the needs of the victim and regularly seek feedback to ensure services are tailored, so victims are able to cope and recover from their experience.	In progress	Victim Satisfaction Surveys undertaken by Catch-22. Echo surveys to be invited of all victims from August. SAS consultation started but delayed due to COVID-19.	March 2021	26	Sexual Abuse consultation (21)
38	Encourage restorative 'conversations' and the development of restorative communities to ensure victims that seek a restorative approach can do so with ease.	In progress	Aligned with Out of Court Disposal strategy.	March 2021	29	-

39	Encourage local authorities alongside businesses to play their part in promoting restorative approaches.	Not started	Needs to be aligned with Independent Business Advisory Group (IBAG) activities.	Spring 2021	29	-
40	Investigate pre and post-trial support for victims and witnesses.	In progress	PCC's Decision-Making Meeting approved the awarding of the Xenzone platform contract. At mobilisation phase. Citizen Advice Witness Service setting up referral pathway.	Pilot in place August 2020. Evaluation by September 2021	28	-
42	Undertake a review of victim services locally and introduce a pilot scheme that sees all vulnerable and elderly victims managed by Beacon when attending court.	Not started	Requires a Standard Operating Procedure (SOP) with the Constabulary's Criminal Justice department.	2021	28	-
43	Ensure those victims, who are deemed entitled to an enhanced service as specified by the Victims' Code of Practice, will be assigned their own Case Manager in Beacon	In progress	PCC's Decision-Making Meeting agreed Beacon Safeguarding Hub pilot in February 2020 . Now in pilot phase and an initial report on progress is going to the Victim and Witnesses Board in July 2020.	April 2021	30	-
44	Exploit avenues to make best use of digitally enabled technology for vulnerable and intimidated victims.	In progress	New Beacon portal in development. Xenzone platform in mobilisation. Funding from the Ministry of Justice to extend platform for DA victims. Live Link options being developed in partnership with Citizens Advice Bureau and Witness Service.	September 2021	30, 33	-
45	Review the processes within the criminal justice system to ensure they consider the impact upon victims and witnesses.	In progress	Victim attrition report commissioned and pathways map finished. Work being progressed through HCJB working groups.	Early 2021	19, 28	-
46	Work with criminal justice partners to ensure a joined up criminal justice system that delivers value for money for the community and inspires public confidence.	In progress	Meeting in Public took place in June 2019 focusing on victim and witness issues.	Ongoing	19	18

47	Undertake a review of Rape Scrutiny Panels in operation across the country to better understand the role that one could play in driving improvements locally.	Completed	Review completed and first scrutiny panel met in March 2020.	Spring 2020	31	20
48	Ensure that all victims of stalking, irrespective of causation, have access to high quality support.	In progress	Currently available through SaferPlaces ISAC service but under review.	March 2021	32	-
49	Learn from the Beacon Fraud Hub pilot to see if there is a business case for further investment	Completed	Business case approved in April 2019 and approval of additional investment in January 2020.	Early 2020	27	17
50	Monitor the delivery of the recommendations and actions from the Domestic Abuse review to reduce the high levels of attrition.	In progress	Live Link options under development. Enhanced support for medium risk victims available through Beacon Safeguarding Hub. Investigative led process adopted by Constabulary.	2021	29, 30	16
53	Strengthen the referral pathways between statutory and voluntary organisations for victims of domestic abuse and ensure services are readily available irrespective of gender or orientation.	In progress	Mapping and commissioning meetings had been planned but deferred by Hertfordshire County Council due to COVID-19 pandemic.	June 2021	29, 30	-
54	Undertake a scoping exercise to understand the demand for support for those who experience ASB in Hertfordshire and consider undertaking a pilot scheme focused on case managed support for those who need it.	Completed	Scoping exercise for supporting case managed victims of ASB completed in February 2020.	Early 2020	28	16
55	Assess the scale and nature of all forms of violence against women and girls.	Not started		June 2021	31	-
56	Ensure that the County Council is engaging with the Community Safety Partnerships on the delivery of the Domestic Abuse county strategy.	In progress	Meetings have been curtailed by HCC due to COVID-19 emergency	Ongoing	30	-
57	Monitor progress made around delivering the Sunflower programme and discuss recommendations with CSPs.	In progress	Awaiting report from HCC	September 2020	30	-

Public Focus: Constabulary/ Partner actions						
59	Increase the level of positive and proactive communications to the public about initiatives, success stories and the outcomes of appeals.	In progress	Work is continuing to understand impact, reach and engagement. Report due to PCC's Strategic Executive Board, November 2020.	November 2020	38	-
60	With the Chief Constable, ensure that any learning from Professional Standards is used effectively to inform training and development.	In progress	Reported on at the PCC's Strategic Executive Board, July 2020.	July 2020	38	-
61	Ensure that the Constabulary's workforce continues to become more diverse and representative of the communities it serves.	In progress	Report due to the PCC's Strategic Executive Board, August 2020.	August 2020	39	-
62	Monitor the Constabulary's exercise of the equality duty and its outcomes.	In progress	Reported to the PCC's Executive Board in January 2020. Published Policing for Everyone document.	January 2020	39	-
63	Ensure that the welfare of officers continues to be monitored and managed effectively.	In progress	Report due to the PCC's Strategic Executive Board, August 2020.	August 2020	39	-
65	Use the redevelopment of Police Headquarters as an opportunity to reduce our reliance on fossil fuels.	In progress	Report due to the PCC's Strategic Executive Board, December 2020.	Autumn 2020/ early 2021	40	-
66	Build a comprehensive picture of the inputs and outputs of information that flows into and out of the Constabulary and suitable public feedback mechanisms.	In progress	Report due to PCC's Strategic Executive Board, September 2020.	September 2020	40	-
67	Ensure that the Digital Strategy transforms how we invest in new technology and continue to monitor improvements in digital public contact.	In progress	Reported on at the PCC's Strategic Executive Board, June 2020.	Ongoing monitoring	40	-
68	Ensure the Constabulary exploit the national Single Online Home System to enhance digital public contact and increase efficiency and effectiveness.	In progress	Reported on at the PCC's Strategic Executive Board, June 2020. Onboarding to Athena expected during 2021.	Summer 2021	41	-
69	Ensure that every police station has a visible noticeboard with information about the local policing teams and evaluate whether the new measures have helped visibility and accessibility.	In progress	All of the 20 police stations have a noticeboard and work progressing to evaluate these measures.	Evaluation to be completed Autumn 2020	41	31

70	Continue to monitor the usage and impact of the station appointment system to understand if it meets the publics' needs and review feedback on the publics' experience.	In progress	Report due to the PCC's Strategic Executive Board in August 2020.	August 2020	41, 42	-
78	Produce a business case for introducing a new uniformed and visible Emergency Services Volunteer role that provides a more flexible and multidisciplinary resource and supports proactive community prevention.	Completed	Business case approved in January 2020. Six-month pilot evaluation due to report back to PCC's Strategic Executive Board in December 2020.	January 2020	45	32
80	Use digital technology, social media and apps through NHW to help communicate crime reduction advice.	Not started	Awaiting finalisation of the OWL contract before development could start.	Autumn 2020	46	-
84	Review the current provision of training and development available to Special Constables, to ensure career pathways are fully supported.	In progress	Report due to PCC's Strategic Executive Board, September 2020.	Ongoing requirement	45	-
85	Encourage more businesses to support Employer Supported Policing and seek commitment from all 10 of the district and boroughs councils to join the scheme.	In progress	Report due to PCC's Strategic Executive Board, September 2020.	Autumn 2020	45	-
Public Focus: OPCC actions						
58	Ensure the agreed strategic vision statement for open communications between the police and public is fully delivered.	In progress	Joint OPCC and Constabulary priority. Linked to priority 59. The first of two reports came to the PCC's May Strategic Executive Board meeting. The next update is October 2020.	Autumn 2020	38	-
64	Work with the Chiltern Transport Consortium to consider proposals to reduce the Constabulary's impact on climate change including its carbon footprint.	In progress	Proposals being discussed in relation to the redevelopment of Police HQ.	Ongoing	39, 40	-
71	Monitor feedback from Barn meetings to ensure reports of rural crime are being progressed.	In progress	Continuous monitoring and review of feedback.	Ongoing	42	26
72	Widen the range of community engagement meetings and events.	In progress	A scoping paper is being written following the publication of the	Autumn 2020	42	25

			joint community engagement strategy.			
73	Introduce a new Community Safety Van to address community concerns regarding speed, dangerous and careless driving.	In progress	A project update was brought to the PCC's Decision Making Meeting in February 2020. A further paper detailing the operational and employment model was brought to the PCC's Decision-Making Meeting in July 2020.	November 2020	44	33
74	Explore with partners what can be done to address the number of road accidents which are caused by driver fatigue.	In progress	Evidence based collated and policy position paper near completion.	Spring 2021	44	-
75	Understand the learning from the Fly tipping on Private Land Intervention Pilot and roll out across the county.	Completed	Evaluation completed from the nine district councils that are signed up to the scheme.	February 2020	43	27
76	Ensure that the trends and learning from complaints and dissatisfaction is continually driving improvements in the Constabulary and the service delivered to the public	Completed	The PCC's Complaints Resolution Team (CRT) ensure the trends and monitored and shared.	Ongoing	39	23
77	Expand the remit of Mini Police to include working with regular officers to educate those who have been speeding.	Complete	All Mini Police sessions now include a practical speed awareness session.	Spring 2020	46	-
79	Continue to grow NHW (and other watch schemes) and extend coverage to our less represented communities and boroughs.	In progress	Following the renewal of the OWL contract and financial support to Hertswatch, progress will be made.	Autumn 2020	46	25
81	Expand the Community DriveSafe Scheme to include sending advisory letters to those who speed in 20mph zones	In progress	Initial scoping work and engagement with volunteers has started.	Spring 2021	47	-
82	Pilot an expansion of the DriveSafe scheme to include the monitoring of Lorries and heavy goods vehicles that misuse weight restricted routes and frequently exceed the maximum load.	In progress	Initial scoping work and engagement with volunteers has started.	Spring 2021	47	-

83	Continue to develop new scrutiny roles to help provide challenge and change to the Constabulary on how practices can be improved.	In progress	Discussion paper in progress.	September 2020	47	-
86	Build on the success of the Independent Custody Visitors Silver Standard to ensure that the standard delivered in custody continues to be consistent, transparent and safe.	In progress	Work continues to progress towards the 2020/21 Independent Custody Visitors awards standards.	April 2021	48	-
Business Sense: Constabulary /partner actions						
88	Continue to drive out efficiencies and savings from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) collaborated units.	In progress	Report due to the PCC's Strategic Executive Board, October 2020.	Autumn 2020	52	-
89	Examine how to better utilise our regional 7 force collaboration arrangement to deliver more efficiencies, improve effectiveness and achieve value for money for the benefit of Hertfordshire residents.	In progress	Report due to the PCC's Strategic Executive Board, October 2020.	October 2020	52, 53	-
90	Review what can be achieved by collaborating with other sectors, beyond policing to achieve improved business benefits and solutions.	In progress	Report due to the PCC's Strategic Executive Board, October 2020.	October 2020	52	-
91	Undertake an audit of all the property within BCH to make best use of our estate and understand whether it meets the publics' requirements and aspirations.	In progress	Report due to the PCC's Strategic Executive Board, December 2020.	December 2020	54	-
93	Continue to modernise our police estate to make them fit for purpose and operationally useable.	In progress	Report on progress due to the PCC's Strategic Executive Board, December 2020.	Ongoing	54	31
94	Ensure that we make efficient use of our buildings by co-locating with partners as outlined in the estates strategy.	In progress	Report due to the PCC's Strategic Executive Board, December 2020.	Ongoing	54	31
96	Build up a detailed local picture of crimes against businesses to better inform our response to preventing businesses from becoming victims of crime.	In progress	Report due to the PCC's Strategic Executive Board, December 2020.	December 2020	54, 55	34

97	Continue to work with banks, building societies and post offices to ensure they understand their responsibility to prevent and detect scams and safeguard vulnerable people.	In progress	Report due to the PCC's Strategic Executive Board, December 2020.	December 2020	54, 55	-
Business Sense: OPCC actions						
87	Commission a strategic framework across the three forces to ensure there is a clear focus on benefits realisation, driving out efficiencies and continually improving frontline delivery.	In progress	A strategic framework has been produced and this is being worked through.	Ongoing	52	-
92	Deliver the objectives outlined in the Police and Fire MoU to drive forward improvements in emergency services collaboration and integration.	In progress	Many of the objectives in the MoU have been delivered and others have plans around.	May 2021	53	32
95	Assess the impact of the cyber essentials pilot to better understand the business case for expansion.	Completed	Review completed and business case submitted to the PCC's Community Safety Grant for future funding.	April 2020	54, 55	34