

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 97 actions outlined in the PCC's [Community Safety and Criminal Justice Plan \(2019- 2024\)](#) that was achieved during the year 2020-21. In doing so, it indicates the status of the action and the overall timeframe for delivery if not yet completed.

CSCJ Plan priority	Action	Status this reporting period	Explanation / Link to meeting papers	Timeframe for delivery / Completion	CSCJ Plan page	20/21 Annual Report
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 PCC made use of government funding to bring in 91 new officers.	Ongoing monitoring	9, 10	11/12
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 New police station in Ware	Ongoing monitoring	9, 10	11/12
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 Strategic Executive Board, November 2020.	Ongoing	11, 12	13

7	Work with partners to adopt a focus on transitional safeguarding to ensure that those who are vulnerable to criminality and transitioning from children to adult care services are protected.	Completed	Reported at the PCC's Strategic Executive Board, July 2020. County Council's Strategic Safeguarding Adolescents Group is taking forward all the partnership workstreams to embed transitional safeguarding.	Autumn 2020	14, 15	-
8	Monitor Hertfordshire's Modern Slavery reported cases and outcomes	Completed	Reported at the PCC's Strategic Executive Board, February 2020 PCC continued to part fund the Modern Slavery Partnership Coordinator post during 2020/21	Ongoing monitoring	17, 18	13
10	Continue to support the delivery of Hertfordshire's Mental Health Crisis Care Concordat.	In progress	First Crisis Care Concordat meeting in June 2021 following review of its governance and pause during the pandemic.	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	Report taken to the PCC's Strategic Executive Board, May 2020.	Ongoing monitoring	15	-
12	Work with health partners to see further investment in mental health services and support.	In progress	Report taken to 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 taken 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.	Completed	Reported to the PCC's Strategic Executive Board, March 2020. Investment through the 2019/20	April 2020	16	

			& 2020/21 precepts. New pan county Fraud Strategy			
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 to 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 monitoring	18	-
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, March 2020.	Budget for the scheme now taken from base budget	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, April 2020.	Now part of operational practice	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, April 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.	Completed	New Information Sharing Agreements now in place across the county and individual districts. A training session is being held with key personnel to help them understand and have confidence to share personalised data legally and proportionately.	Training and development, September 2021	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.	In progress	Through the Independent Business Advisory Group (IBAG) work is progressing to help businesses understand their obligations in this area. Second awareness session to be held in June 2021.	In progress	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.	Ongoing	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	On hold due to Covid-19 and changes underway with 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.	Completed	A review was completed of the Integrated Offender Management Board leading to a series of recommendations for improvement.	Implementation of recommendations	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.	Completed	A review of perpetrator provision across the county was completed and will be used to inform commissioning opportunities.	Implementation of recommendations	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.	Postponed due to Covid-19 pressures on the CJS.	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.	Completed	A paper outlining the merits of moving to a commissioning-based approach was agreed by the PCC in 2021.	Now being implemented	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	Reprioritised due to Covid-19. Scoping underway to look at the nature and remit of the hub.	September 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	Reported to the PCC's Strategic Executive Board in August 2020. New Constabulary Victims Board set up in March 2020. Publication of the new Victims Code of Practice April 2021.	Ongoing monitoring	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.	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. Desk based research being undertaken and data analysis of the use of OOC's across 2020 to understand more about trends and the impact /satisfaction of OOC's from the perspective of the victim.	Ongoing	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.	Completed	Report taken to the PCC's Strategic Executive Board in March 2020 to review compliance and culture. A 6 monthly progress report was taken to SEB in January 2021 and a further update report is due in July 2021. report to include quantitative and qualitative measures. Second report due November 2020.	November 2020	33	-
52	Ensure the Constabulary are fulfilling the new requirements of the Domestic Abuse Bill	In progress	Report taken to the PCC's Strategic Executive Board in August 2020.	Ongoing	30	-

	(2019).		The DA Bill is going through various iterations to the Bill and much of it concerns itself with the responsibilities of statutory authorities, particularly in relation to refuge, accommodation and requirements of the court.			
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	Reported at the PCC's Strategic Executive Board, August 2020 and recommendations being followed up by the Hate Crime Partnership Board.	On-going	32	-
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.	Completed	Beacon has extended its services into Fraud, Safeguarding and ASB. It has also developed strong links with Hertfordshire County Council and the Voluntary, Community & Social Enterprise sector. Stakeholder consultation to inform the next commissioning cycle for the Beacon case managed service is underway.	Ongoing	26	17
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 Sexual Abuse Strategy consultation has engaged with victim testimonies that already is informing the future shaping of services. Victims Right to Review is accessible through Beacon via the Victim Services Team.	Ongoing	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 now invites all victims to give feedback. Sexual Abuse Strategy consultation carried out during 2020/21 to inform the design of improved	April 2022	26	Sexual Abuse Strategy (22)

			services to be delivered from April 2022.			
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	Consideration is being made as to how restorative conversations will be introduced and supported in the Child on Parent Domestic Abuse project introduced by Catch 22.	March 2022	29	-
39	Encourage local authorities alongside businesses to play their part in promoting restorative approaches.	Not started	Scoping work underway and consultation with the Independent Business Advisory Group (IBAG).	Spring 2022	29	-
40	Investigate pre and post-trial support for victims and witnesses.	In progress	The Remote Evidence Centres (video links) pilots within Citizen Advice Bureaus is behind schedule due to delays in procuring the required IT infrastructure. The facility will have the potential to transform the victim/witness experience, particularly DA and SA victims.	March 2022	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	Awaiting resources within the Administration of Justice team at the Constabulary to develop the Standard Operating Procedure.	2022	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	Completed	PCC's Decision-Making Meeting agreed to a Beacon Safeguarding Hub pilot in February 2020.	Ongoing	30	-

44	Exploit avenues to make best use of digitally enabled technology for vulnerable and intimidated victims.	In progress	Beacon portal is close to delivery (alternative and easier means of contact). The Beacon Safeguarding Hub and Catch22 are putting in practical measures to safeguard victims of DA and stalking.	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	Piloting Remote Evidence Centres in Citizen Advice Bureau to allow vulnerable victims /witnesses to give evidence via video link from remote sites.	March 2022	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	2020 focused on working with agencies to tackle the case backlogs in the Magistrates and Crown Courts due to the pandemic.	Ongoing	19	19/20
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 in February 2020 and first panel met. There has now been a full year of quarterly rape scrutiny panel meetings which have led to interesting insights and tangible learnings.	-	31	
48	Ensure that all victims of stalking, irrespective of causation, have access to high quality support.	In progress	Non-intimate and standard DA risk victims now referred to Beacon.	Ongoing	32	-
49	Learn from the Beacon Fraud Hub pilot to see if there is a business case for further investment	Completed	Business case approval for a Beacon Fraud Hub and additional funding January 2020. Beacon Fraud Hub received a national Tackling Economic Crime Award (TECAs) in 2021 and recovered £1.1m of stolen money back for victims of fraud.	-	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	Enhanced support for medium risk victims now available through Beacon Safeguarding Hub.	Ongoing	29, 30	
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	Beacon Safeguarding Hub has been implemented with significant improvements seen. The Independent Stalking Advocacy Caseworkers (ISAC) service is now in use.	Ongoing	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. The service is in its early pilot phase and the outcomes are looking encouraging.	Pilot during 2021	28	21/22
55	Conduct an assessment of the scale and nature of all forms of violence against women and girls.	In progress	Scoping work underway as part of the government's Safer Streets 3 application and a strategic needs assessment underway by the County Community Safety unit.	December 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	Not much progress has been made on this by County given priorities during the pandemic.	Ongoing	30	-
57	Monitor progress made around delivering the Sunflower programme and discuss recommendations with CSPs.	In progress	This strand of work will now subsume into the DA Commissioning consultation and new strategy	Ongoing	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	Report taken to the PCC's Strategic Executive Board, December 2020. Further work	November 2021	38	-

			has been commissioned to understand impact, reach and engagement.			
60	With the Chief Constable, ensure that any learning from Professional Standards is used effectively to inform training and development.	Completed	Reported on at the PCC's Strategic Executive Board, July 2020.	Business as usual Ongoing	38	-
61	Ensure that the Constabulary's workforce continues to become more diverse and representative of the communities it serves.	In progress	Report taken to the PCC's Strategic Executive Board, September 2020.	Ongoing requirement	39	-
62	Monitor the Constabulary's exercise of the equality duty and its outcomes.	Completed	Reported to the PCC's Executive Board in January 2020.	Ongoing requirement	39	-
63	Ensure that the welfare of officers continues to be monitored and managed effectively.	Completed	Report taken to the PCC's Strategic Executive Board, September 2020.	Ongoing requirement	39	-
65	Use the redevelopment of Police Headquarters as an opportunity to reduce our reliance on fossil fuels.	Completed	Report taken to the PCC's Strategic Executive Board, December 2020.	Embedded within programme of works	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.	Completed	Report taken to the PCC's Strategic Executive Board, February 2021. Update paper due October 2021.	October 2021	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 2022.	March 2022	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	Part 1 completed. Part 2 reporting to the PCC's Strategic Executive Board, July 2021.	September 2021	41	

70	Continue to monitor the usage and impact of the station appointment system to understand if it meets the public's needs and review feedback on the public's experience.	In progress	Update report due to the PCC's Strategic Executive Board in July 2021.	September 2021	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. Pilot delayed due to Covid-19. The pilot has now restarted and likely to report back in early 2022.	Early 2022	45	
80	Use digital technology, social media and apps through NHW to help communicate crime reduction advice.	In progress	Scoping underway following the new contract for the service and a paper is due to the PCC's Strategic Executive Board August 2021.	Autumn 2021	46	-
84	Review the current provision of training and development available to Special Constables, to ensure career pathways are fully supported.	In progress	Report taken to the 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	Update report taken to the PCC's Strategic Executive Board, September 2020.	Continued development	45	-
Public Focus: OPCC actions						
58	Ensure the agreed strategic vision statement for open communications between the police and public is fully delivered.	Completed	Joint OPCC and Constabulary priority. Linked to priority 59. The first two reports came to the PCC's Strategic Executive Board, May 2020.	Ongoing delivery	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	Report taken to the PCC's Strategic Executive Board, December 2020. Scheme of works embedded within 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. Last Barn meeting February 2021.	Ongoing	42	26
72	Widen the range of community engagement meetings and events.	Completed	Paper reviewed public engagement methods and proposed for new ways to listen and consult as per the Police Reform and Social Responsibility Act 2011 February 2021 – First virtual Barn Meeting	Ongoing	42	35/36
73	Introduce a new Community Safety Van to address community concerns regarding speed, dangerous and careless driving.	Completed	A project update was brought to the PCC's Decision-Making Meeting in February 2020. A second paper detailing the operational and employment model was brought to the PCC's DMM in July 2020.	Vans operational	44	32/33
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, due to PCC's decision-making meeting, July 2021.	Spring 2021	44	-
75	Understand the learning from the Fly tipping on Private Land Intervention Pilot and roll out across the county.	Completed	Pan county scheme in operation. £10,000 awarded to 12 clearances during 2020/21.	Ongoing	43	34/35
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) now monitor and share with the Constabulary the trends to support organisational learning.	Ongoing	39	29

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.	-	46	-
79	Continue to grow NHW (and other watch schemes) and extend coverage to our less represented communities and boroughs.	In progress	A progress update is due to SEB in September 2021. This was due for completion in Autumn 2020 but engagement channels during the pandemic slowed down the scoping work.	Autumn 2021	46	
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.	Autumn 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.	Autumn 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	A scoping paper came to the PCCs decision making board in 2021. Scoping underway for a new Independent Body Worn Video Scrutiny Panel.	November 2021	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 maintain the high standards achieved and work towards the 2022 Independent Custody Visitors awards standards.	Ongoing	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 taken to the PCC's Strategic Executive Board, October 2020. Continued review	Ongoing	52	-

			of business cases and processes.			
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 taken to the PCC's Strategic Executive Board, October 2020.	Ongoing	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 taken to the PCC's Strategic Executive Board, October 2020.	Ongoing review	52	-
91	Undertake an audit of all the property within BCH to make best use of our estate and understand whether it meets the public's requirements and aspirations.	In progress	Report taken to the PCC's Strategic Executive Board, December 2020.	Ongoing review	54	-
93	Continue to modernise our police estate to make them fit for purpose and operationally useable.	In progress	Report taken to the PCC's Strategic Executive Board, December 2020.	Ongoing review	54	
94	Ensure that we make efficient use of our buildings by co-locating with partners as outlined in the estates strategy.	In progress	Report taken to the PCC's Strategic Executive Board, December 2020.	Ongoing review	54	
96	Build up a detailed local picture of crimes against businesses to better inform our response to preventing businesses from becoming victims.	In progress	Report taken to the PCC's Strategic Executive Board, March 2021.	December 2020	54, 55	
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 taken to the PCC's Strategic Executive Board, March 2021.	Ongoing	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	MoU objectives being delivered: <ul style="list-style-type: none"> - Plans approved for a joint police and fire and rescue HQ with partners. - Joint control room and training base. - Plans approved to redevelop the Joint Emergency Services Academy. 	Ongoing	53	41
95	Assess the impact of the cyber essentials pilot to better understand the business case for expansion.	Completed	2020/21 renewed funding for the Cyber Basics Review Scheme to support SMEs.	September 2021	54, 55	43