

DECISION MAKING MEETING

28 April 2020, 10:00 noon - SKYPE

Attendees

David Lloyd (Commissioner)
David Gibson (Deputy Commissioner)
Chris Brace (Chief Executive)
Gavin Miles (Deputy Chief Executive)
Amie Birkhamshaw (Director of Strategy)
Ian Rooney (CFO)

AGENDA

1. Minutes of meeting of 2 April 2020



Minutes - Decision
Making Meeting- 2 Ap

2. HMICFRS Child protection Hertfordshire report



SEB Child Protection
Reports 2020 v2.docx

3. Witness Support



DMM - Xenzone
2_Addendum.docx

4. Community Safety Grant



DMM 28 Apr 2020



Copy of Appendix A



Copy of Appendix B



Appendix C CSG

CSG Fearless Project CSG Fearless Bid Su CSG Fearless KPIs F Fearless Crime Sessi

5. Property Update – Watford



Watford MoU
report.docx



Memorandum of
Understanding V4.pdf

DECISION MAKING MEETING

2 April 2020, 09:30 noon - SKYPE

Attendees

David Lloyd (Commissioner)
David Gibson (Deputy Commissioner)
Chris Brace (Chief Executive)
Gavin Miles (Deputy Chief Executive)
Amie Birkhamshaw (Director of Strategy)
Ian Rooney (CFO)

MINUTES

1. Minutes of meeting of 23 March 2020 **Approved**

2. Safer Streets Bid to government **Both bids approved subject to minor amendments**
 - (a) Cheshunt South and Theobalds

 - (b) Cheshunt East

3. Coronavirus Community Safety Grant Fund **Approved to establish a fund to be managed by Hertfordshire Community Foundation in the sum of £50k (to include £20k rolled over). To expedite grant allocation HCF to be authorised to spend on existing recipients to keep them going and new bids of less than £5k they consider appropriate but to revert to OPCC for those previously refused. An OPCC representative to be a member of the approval process of HCF.**

4. Any other business.

(1) Independent Custody Volunteers deferred to 6 April 2020.

(2) Emergency volunteers deferred to 6 April 2020

(3) (At meeting with RSF manager 21 April) Road Safety Fund consideration of schemes in Hertford Heath and Aldbury approved preparatory works for engineering solution in the sum of £65k although average speed cameras will not proceed at this stage. Future bids for RSF funding should not include engineering solutions that are the responsibility of the highway authority.

Additional notes of the meeting:

Aldbury

- HCC to ratify the costings for the proposals that received 87% support which you will do over the next 4 – 6 weeks
- HCC to bring a report to the PCC's DMM in 6 – 8 weeks' time relating to the delivery and associated costs of this scheme.
- PCC to make a final decision on whether funding will be supported for the Aldbury proposals within the next couple of months following review of the DMM paper.

Hertford Heath

- Works and associated designs relating to Hertford Heath traffic calming measures cease immediately and be removed from the Highways Forward Plan.
- HCC to claim the remaining £30,238.89 from the Road Safety Fund as part of the agreed and approved £65k (following DMM in July 2018), but only on the basis that HCC picks up any outstanding costs relating to 'worked up and design costs' for Hertford Heath beyond the £30,238.89 sum, and cover 75% of the design works costs incurred for average speed cameras at Hertford Heath.

(4) (23 April) Request for funding for domestic abuse charity in Covid emergence referred to CHF for emergency funding but if not suitable to Community Safety Grant process for decision to be made in line with other bids.

ITEM

MEETING	Strategic Executive Board
DATE	14/05/20
TITLE OF REPORTS	National Child Protection Inspections & Hertfordshire Constabulary Child Protection report.
SUBMITTED BY	Chief Inspector Nick Lillitou
PURPOSE OF REPORT	To inform SEB of the main findings and the National Recommendations detailed within the HMICFRS’s report. & To enable the S55 Police Act 1996, Requirement for PCCs to respond to HMICFRS reports to be managed.
DECISION(S) REQUIRED	None
FINANCIAL IMPLICATIONS	None arising from this report
RISK IMPLICATIONS	Any risk implications will be subject of assessment as the areas for improvement are worked through.
LEGAL IMPLICATIONS	S55 Police Act 1996. Requirement for PCCs to respond to HMICFRS reports.
EQUALITIES IMPACTS	Equality Act 2010
FREEDOM OF INFORMATION EXEMPTION SECTION IF APPLICABLE	Not applicable

1. Introduction

- 1.1- On 27th February 2020, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) published a thematic report titled National Child Protection Inspections. The report is compiled from the overall findings of all the Child Protection inspections completed so far across England and Wales. (Appendix 1)
- 1.2- On March 18th 2020 the HMICFRS published the Hertfordshire Child Protection (CP) report for its inspection of the Constabulary which took place in September 2019. (Appendix 2)
- 1.3- The HMICFRS made seven recommendations in relation Hertfordshire's CP report. A further six recommendations are made in the National report. Three for Chief Constables, two for the Home Office and one for the Ministry of Justice.
- 1.4- The recommendations from all the reports are cross referenced and incorporated into an Action Plan. This was set up immediately following the hot-debrief from Hertfordshire's CP inspection. Governance and progress are managed through a Task and Finish Group (T&F) chaired by the Constabulary's Head of Crime / Safeguarding. An update on progress will be brought to the Organisational Development Board (ODB) in April 2020 with a further update in the autumn prior to re-inspection (subject to Covid-19).
- 1.5- The Audit and Risk Team will work with the Safeguarding Command in carrying out our own internal audit of the success of the measures and work being completed.
- 1.6- The HMICFRS have been consulted on the Action Plan which is more extensive and with a wider reach than the recommendations. Through Skype they attended the T&F group February 2020. We continue to consult with them.
- 1.7- This report will encompass an overview of both CP reports, with a stronger focus to the Hertfordshire report and updates against the recommendations where these are available.
- 1.8- Senior leaders from the Safeguarding Command and Child Protection have been consulted in the preparation of this report. The report is broken down into the following areas:
 - Summary and Leadership
 - Case file audit
 - Public Protection Unit
 - Contact with Children & Voice of a Child
 - Referrals Assessment and Safeguarding Processes
 - Investigation, supervision and training
 - Police protection powers
 - Police detention
 - Recommendations from National Report
 - Next Steps
 - Evaluation of the National Child Protection Inspections

2. Summary & Leadership

- 2.1- The Inspection identified that the Chief Constable, his senior team and the Police and Crime Commissioner (PCC) are committed to protecting vulnerable people, including children. This is reflected in Everybody's Business, the PCC's Community Safety and Criminal Justice Plan.
- 2.2- It acknowledged our staff are highly motivated and work tirelessly to help children and disrupt those who are a risk to them.
- 2.3- Safeguarding partner organisations told inspectors about strong and effective joint working arrangements with the constabulary with a clear intention to use problem-solving methods to deal with risk and vulnerability, rather than short-term interventions such as arresting offenders or relying on the criminal justice system.
- 2.4- The inspection recognised the investment made within specialist Child Protection and Safeguarding and collaboration with Children's Social Care (CSC) services to form a multi-agency Joint Child Protection Investigation Team (JCPIT). These arrangements are seen as a beacon for how joint working can be progressed from co-locating and effective collaborative working arrangements. There is however further work required in this area to develop and consolidate those arrangements, in particular within the referrals processes.
- 2.5- The inspection reflected good staffing levels in the Safeguarding Command, which perhaps places Hertfordshire into a more positive position against other forces nationally.
- 2.6- The inspection also recognised that some of our staff in the Safeguarding Command are inexperienced. They noted detective shortages across Hertfordshire and that whilst the use of trainee detectives and constables in specialist teams bridges some staffing challenges, it also created challenges with training, skills shortages and supervision. This situation is not unique to Hertfordshire and is reflected within the National Report.
- 2.7- Significant concerns were raised about the Public Protection Unit (PPU) with an immediate recommendation for action given. This area is covered in more detail in section 4.
- 2.8- The inspection recognised the constabulary works well with safeguarding partner organisations and that we fully participate in multi-agency operational activity to address vulnerability in areas such as child exploitation, gang membership and children missing from home.
- 2.9- The inspection recognised that senior leaders have already instigated substantial reviews and are addressing the concerns highlighted from the inspection.

3. Case File Audit

- 3.1- Inspectors examined 79 Case Files, 33 jointly assessed with 46 further cases by the HMICFRS only.

- 3.2- A breakdown of the findings is provided in the table below. The top half provides a comparison of the files jointly assessed. The lower half of the table details areas from the file sample areas.

Case File Type	Good	Requires Improvement	Inadequate
Child Protection Cases 33 cases in total	Herts = 28 HMIC = 6	Herts =5 HMIC = 16	Herts =0 HMIC =11
HMICFRS Assessed only 46 cases	HMIC =6	HMIC = 17	HMIC = 23
Break Down by Sample Area			
Cases involving section 47 of the Children's Act	4	2	6
Domestic Abuse Related matters	2	4	4
Other referral outside of DA (no further description given)	2	5	2
Children at risk of CSE	2	2	12
Missing & Absent Children	1	7	3
Children taken to places of Safety under section 46 Children's Act	0	6	0
Cases involving Sex Offender Management	1	3	5
Cases involving Children detained in custody	0	5	1

- 3.3- There was a significant difference between our and the HMICFRS assessments. This is partly because the HMICFRS analysis considered evidence from all the case subject areas and also considered safeguarding activity beyond the immediate risks or incident, timeliness of partnership engagement, the effectiveness of continuous supervision and the outcomes for children.
- 3.4- The Constabulary's auditors focused only on initial response, supervision and process. The HMICFRS did not provide guidance on how to complete the assessment. The feedback however suggests we focus on policy and procedures in our analysis in the future and this will be acted upon.
- 3.5- The HMICFRS referred 11 cases back to the Constabulary at the time of the inspection. All of these cases were reviewed and updated with action taken to resolve or answer the issues highlighted by them.
- 3.6- The common themes identified from the audit are captured in the recommendations and action plan.

4. Public Protection Unit

- 4.1- The Public Protection Unit (PPU) deals with the management of Registered Sex Offenders (RSOs). Inspectors identified concerning backlogs in completing home visits, delays in updating Risk Management plans and inconsistent recording of information on offender management systems.
- 4.2- They found supervision was often superficial and did not sufficiently direct investigations. Risks to children and vulnerable adults were not being consistently identified and recorded and referrals to safeguarding partner organisations were delayed and insufficient. Wanted offenders were not being appropriately risk assessed or sufficiently prioritised.
- 4.3- The National report identified that some forces had increased the level of resourcing allocated to public protection and child protection departments. These are still operating at or beyond their intended capacity, which is unsustainable and potentially leaves children at risk.
- 4.4- Nationally there is no agreed number on the number of cases that should be held. A ratio of 50 offenders per single offender manager is appropriate. Of those numbers no more than 20% (10) should be classified as higher risk offenders.
- 4.5- In the Hertfordshire report the HMICFRS commented that we had a relatively low ratio compared nationally and to neighboring forces with an average of 55 RSOs per manager with 45 in the community.
- 4.6- **Recommendation - The HMICFRS gave an immediate recommendation in relation to the PPU, that Hertfordshire Constabulary should immediately review the arrangements within its public protection unit (PPU) including its supervision and management information systems, so that it is satisfied that the unit is fully effective within its terms of reference.**
- 4.7- There has been a complete change of management within the PPU with a new Detective Chief Inspector, Detective Inspector and two Detective Sergeants.
- 4.8- The terms of reference are currently being revised.
- 4.9- During the Covid-19 period the PPU is operating a risk based approach to visits. Very high and high risk offenders are and still have face to face visits conducted. There is a staged approach to managing all other offenders depending on intelligence and the risks associated to them. The level of very high and high risk missed visits are captured with the monthly DCI led management meeting.
- 4.10- There is currently one Very High Risk offender being managed who is next due for a visit in mid-April 2020.
- 4.11- There are a further 69 High Risk offenders being managed by the PPU, 17 are led by Probation. All continue to require further action and are actively being worked on. The PPU DCI is reviewing the figures weekly and tasking supervisors against risk and intelligence received.

- 4.12- All wanted RSOs are owned by an Offender Manager and reported on at Daily Tasking Meetings (DTM). The Safeguarding Command Senior Management Team (SMT) reviews, prioritises and ensures that appropriate support is available. Scrutiny is provided regarding risk which includes the nature of that risk, vulnerabilities and safeguarding concerns with focus on children and active progression of arrests using for support local resources from CSPs via force Daily Management Meetings (DMM).

5. Contact with Children & Voice of a Child

- 5.1- The inspection acknowledged the investment within the Force Communications Room (FCR), use of the THRIVE risk assessments and recognising vulnerability. They found good response times to high risks calls and good supervision in the FCR. Supervisors routinely dip-sample incident logs to satisfy themselves that responses are timely and appropriate.
- 5.2- The inspection raised concerns around progress with Missing Persons cases. Frontline staff indicated their ability to respond was impacted by other demands. The inspection identified some good practice through the work of the Locate Team but our overall response to Missing Children was inconsistent. This was more so at night, where some enquiries being deferred until the next morning.
- 5.3- The standard of return home interviews and supervisory reviews were identified as inconsistent. Officers did not always look for ways to engage with the child and get the most from the return home interview therefore not always capturing the Voice of the Child.
- 5.4- There was recognition for the work being completed by the Missing Persons Unit with Problem Solving approaches being adopted through the Multi Agency Risk Meetings (MARM) or SEARCH meetings. This work was also linked to Care Homes.
- 5.5- The national report went on to comment that further work is required to effectively safeguard children residing within the semi-independent sector where private businesses manage the properties.
- 5.6- Athena records identified officers were using Body Worn Video (BWV) but they were not always capturing the voice of the child. The voice of the child is now included within the initial recruits training and has been subject of force-wide messaging. This links into work completed from the "Film a Movie" training video released in December 2019. Although not directly referenced in the recommendations, further training on BWV is currently being developed and has been subject of previous SEB reports.
- 5.7- The national report highlighted the benefits of BWV, however the issues nationally appear to be with the unreliable equipment and lack of availability. This is not the case in Hertfordshire.
- 5.8- Overall the Inspectors identified that whilst our staff had heard the expression "Voice of a Child" it hadn't been explained clearly enough in the context of their roles.

- 5.9- **Recommendation - Hertfordshire Constabulary should make sure that children’s concerns and views are obtained and recorded, including noting their behaviour and demeanor. This will help influence decisions made about them.**
- 5.10- Several of the referral forms used in relation to Police Protection Orders, Child Sexual Exploitation and the Gangs referral form have been amended to include a “Voice of Child Section”. The custody staff have also received training in these areas (please see section 9).
- 5.11- Training has been delivered through LPC briefing sessions raising the ‘voice of the child’ concept.
- 5.12- Further training was planned for LPC training days in spring and early summer 2020. The training days are to place a strong emphasis on areas identified in the CP reports including a number of presentations on Adverse Childhood Experiences, Neglect and Bruising and further inputs on the voice of a child. Covid-19 means these can no longer be delivered in a face to face environment. Alternative methods of delivery are being developed with Learning and Development (L&D) with consideration to video briefings, N-CALT and Power-point presentations. The intention is to have the training ready for early May 2020.
- 5.13- The National report highlighted that in Yorkshire, police are improving the way they engage with Children through “You Said, We did” posters that encourage children to provide and share their views on and develop their engagement with the police. Enquiries are being made with Yorkshire to see what they have done. The Hertfordshire Safeguarding partnership have devised their own posters under the “Recognise, Response and Refer” strapline which are being circulated amongst all professionals to support the safeguarding of children. These include a flow chart on how to report and has been / is promoted.

6. Referrals Assessment and Safeguarding Processes

- 6.1- The inspection identified our referrals processes were inconsistent and did not always identify risk in a timely way. This was across all referral routes including the Domestic Abuse Referral Team (DART), and Safeguarding hub to partner agencies. Some teams were also passing information through email outside of the referrals hubs.
- 6.2- Inspectors commented on the backlog of 900 standard risk DASH referrals awaiting review by the Domestic Abuse referral team (DART) team. The process was also highlighted because it didn’t look at cumulative risk. The backlog of cases has now been cleared, the introduction of weekend working means cases are progressed daily. On receipt of a referral the DART team review the case history looking for cumulative risks and manage the cases accordingly. This is monitored by supervisors via their DMM.
- 6.3- In the case file, audit inspectors identified that some referrals contained unnecessary detail relating to covert activity. This related solely to referrals received from the National Crime Agency. The problem was caused through staff pasting and copying information. This was reported and rectified whilst inspectors were in force. Specific words have now been provided for the MO with referral information being added to investigation in a section that does not get copied onto referral. Supervisors monitor compliance.

- 6.4- The inspection also highlighted there is no mechanism for providing feedback. Therefore the opportunity to learn is not as clear as it could be and officers and staff do not necessarily know if they are submitting the correct information or where they can improve.
- 6.5- Recommendation - Hertfordshire Constabulary should review its referral pathways used for sharing police information to ensure they are both efficient and effective.**
- 6.6- The referrals received by the police cover all reports of crime as well as partner referrals.
- 6.7- There are therefore two main routes into the force, front line Force Communications Room and staff who receive calls or are dispatched to an incident. Those staff record the investigation onto Athena and further actions are determined by the Investigation Management Unit (IMU) and the matter allocated accordingly.
- 6.8- Referrals made from the Safeguarding Hub or Domestic Abuse Investigation Safeguarding Unit and DART team are all completed the same way and recorded on the referrals tab on Athena.
- 6.9- Partner referrals are received by the Safeguarding Hub who record these on Athena. For non-crimes they either finalise or allocate to the relevant team to manage and for reports of crime they record and send to IMU for quality assurance and they are then processed as above.

7. Investigation / Supervision / Training

- 7.1- The inspection identified inconsistencies with investigation progress and meaningful supervision. Cases that progressed well with multi-agency involvement had clearly recorded strategy decisions; offenders were arrested, and there was a clear focus on the welfare and needs of the child.
- 7.2- Investigations that drifted had offenders that were not always quickly arrested and questioned. The records of some of these inadequate investigations contained clear evidence that children were suffering from neglect and that this was not being addressed by investigation.
- 7.3- The report does not give specific feedback on the particular cases, as highlighted above. Those cases that inspectors felt needed immediate action were referred back to us and managed (3.5 refers).
- 7.4- The inspection identified that delays with investigations due to the examination of computers and media devices were an area of concern in Hertfordshire. This is something that is replicated nationally.
- 7.5- The added impact of such delays creates further demand as safeguarding requirements and risks need to be continuously reassessed whilst the suspected offenders remains RUI or on Police bail.
- 7.6- Inspectors linked some of the problems back to training requirements and this is subject of its own recommendation (see 7.16 - 7.18).

- 7.7- The National Inspection identified that in Camden a children’s house known as “The Lighthouse” has been introduced. The Lighthouse model provides medical, advocacy, social care, police and therapeutic support in one specially designed place and is designed to make sure that children are not further traumatised by the investigation process. The impact is yet to be assessed, but the model has the needs of children at its heart.
- 7.8- The Lighthouse model has been visited by Hertfordshire, the observations have been fed into the ongoing work to review the location and services offered by the SARC. This is a long term piece of work being carried out with partners and the PCC’s office.
- 7.9- **Recommendation - Hertfordshire Constabulary should improve child protection investigations by ensuring that:**
- **It provides guidance to staff that identifies the range of responses and actions that the police can contribute effectively to multi-agency strategy discussions and plans for protecting children.**
 - **Every referral the police receives is allocated to those with the skills, capacity and competence to undertake the investigation.**
 - **Investigations are supervised and monitored, with supervisor reviews recording clearly any further work that may need to be done and that they conduct regular audits of practice that include assessing the quality, timeliness and supervision of investigations.**
- 7.10- The referral and allocation process is referenced above (6.6 to 6.9).
- 7.11- Led by DI Dalton, the Joint Child Protection Investigation Team (JCPIT) is driving improvement of the process around strategy discussions and meetings. In reviewing our processes and seeking best practice nationally, a benchmarking request was sent out to all forces in March 2020. We have received back detailed responses from a number of forces. Those responses will be reviewed and considered alongside our own approaches for any areas in which we can make improvement.
- 7.12- All the specialist teams have Standard Operating Procedures, which provide guidance and practices to follow. Supervision of investigations is managed through Athena with supervisory reviews required monthly. A supervisor can extend the time scale if the investigation is protracted.
- 7.13- Figures for investigations and referrals are reported on daily Safeguarding DMM allowing trends to be closely monitored and action to be taken if backlogs appear to be occurring. Crimes are prioritised over non-crime investigations and all referrals are initially assessed to ensure high risk reports are prioritised.
- 7.14- Data from Victims Code of Practice (VCOP) and dip-sampling of investigations by Detective Inspectors (DI) and Detective Chief Inspectors further support the supervision and compliance processes.

- 7.15- **Recommendation - Hertfordshire Constabulary should undertake a skills audit to assess the training required for those undertaking specialist child protection work with no previous detective or child protection experience.**
- 7.16- A Skills Audit has been completed in respect of Child Protection matters and included consultation with staff in JCPIT. The audit covers the entire Safeguarding Command and needs across the organisation. DI Frost leads on this work.
- 7.17- The audit needs to be reviewed to identify what training is required and prioritised. This will be completed by mid-April 2020. The delivery of the actual training and what is possible will need to be considered against what is possible in light of Covid-19.
- 7.18- The allocation and specific use of the allocated Training Day is being reviewed. These days are not always used for training. This review forms part of the on-going Crime Review.
- 7.19- An overview of training for front line staff outside of Child Protection and Safeguarding has been provided in sections 5.9 to 5.11.

8. Police Protection Powers

- 8.1- Inspectors looked at cases where officers had decided to take a child to a place of safety. Those decisions were well considered and made in the best interests of the child. They spoke with Children's Social Care (CSC) managers and the independent scrutineer said they considered that police officers used these powers appropriately.
- 8.2- They identified that our records lacked details of strategy discussions with CSC and insufficient information of when a child is passed to the care of a family. The voice of the child was not captured.
- 8.3- They identified that front line staff knew the Police Inspectors role as designated officers but were unsure what records they were expected to make or where to record them with both Athena and Storm being used.
- 8.4- Inspectors found often that only one review was recorded, despite the child being at a police station for a significant period of time. This potentially means the Constabulary is insufficiently reviewing the welfare of children against the proportionality and necessity of continued use of the power.
- 8.5- The situation is one that is reflected nationally with the National Report.
- 8.6- **Recommendation - Hertfordshire Constabulary should issue guidance and take steps so that, in incidents where children are taken into police protection, designated officers take an active responsibility for overseeing activity ensuring:**
- **The voice of the child is sought, and their wishes and concerns are listened to.**

- **Strategy discussions are held.**
- **Records are made of all relevant information.**
- **Police stations are not improperly used as places of safety for children.**

- 8.7- Our Police Protection Order (PPO) process has been reviewed to ensure compliance and that it captures the voice of the child. There is a process in place to update the results of any PPO undertaken onto an Athena record. These are reviewed daily by Safeguarding to ensure the records are completed to an appropriate standard.
- 8.8- The PPO form has been amended, if a child is taken into Protective Custody a Safeguarding Detective Inspector will review if the power has been used appropriately and if the DI is unavailable this will fall to the Duty Inspector. Officers are requested to contact wherever possible a JCPIT specialist prior to implementing a PPO. Training was carried out at both LPC training days during 2019 and at the DI Twilight meeting in September 2019.
- 8.9- DI Dalton is progressing the Strategy Meeting elements of the recommendations (please see 7.11).
- 8.10- Due to a lack of 24/7 availability of alternative locations the Police Estate is and will continue to be used as a place of safety on occasion. Watford has recently secured funding to develop a child friendly room for use and additional rooms are being secured across the county (not custody stations) for similar purposes. The HMICFRS have agreed this is an acceptable solution.

9. Police Detention

- 9.1- The inspection identified that the Constabulary has been successful in reducing the number of children arrested and brought into police detention. Our staff expect scrutiny from custody officers when they bring a child into custody and expect to be challenged about the necessity to arrest, meaning that they now deal with most children outside custody.
- 9.2- The inspection highlighted concerns that whilst Custody officers had a reasonable understanding of the child custody concordat between the Constabulary and the local authority, officers could explain the different types of accommodation, but not necessarily the threshold for alternative or secure accommodation.
- 9.3- Custody officers told inspectors that they raised concerns with CSC services about the availability of non-secure accommodation and would record non-availability when it occurred and inform Duty Inspectors of these situations. The case audits did not confirm that was the case or that alternative accommodation was being requested or give any detailed rationale as to why it was not possible for the detained child to be accommodated prior to their court attendance.
- 9.4- The Inspection identified a number of concerns in the custody processes, the staff not understanding their duties in relation to the voice of the child and also the lack of guidance on how and when to make child protection referrals / if they had a concern, they would inform the custody sergeants.

- 9.5- This situation is reflected nationally within the report.
- 9.6- Recommendation - Hertfordshire Constabulary should carry out a review to satisfy itself that its management of children in police detention is appropriate and reflects the standards of current national best practice. This should include:**
- **The knowledge and understanding of custody staff about how to promote the welfare of children;**
 - **Recording the voice of the child;**
 - **Making child protection referrals; and**
 - **Understanding the requirement for the provision of alternative accommodation.**
- 9.7- All custody staff have received training on their continuous professional development days (CPD) from the Safeguarding Team looking at signs and symptoms of abuse and in particular CE and CSE.
- 9.8- Custody captures the voice of the child through intimation and the risk assessment process, facilitated through an Appropriate Adult (AA) where necessary and during the PACE review process.
- 9.9- When a child comes into Custody it is the responsibility of the Officer in the Case to make relevant referrals and to confirm on the custody record that this has been completed.
- 9.10- Custody staff have been trained and advised to submit the internal HQ safeguarding referral form if they identify any concerns that may not be covered by the investigation e.g. a young female tells custody staff they are pregnant and if in any doubt the direction is to submit a referral.
- 9.11- The CPD covered the needs of the child by ensuring that young people are prioritised in booking in and case investigation that staff are fully aware of the need to secure and call an AA within 30 minutes of being booked in.
- 9.12- Custody staff have received training on when to request secure, non-secure and alternative accommodation through the concordat.
- 9.13- PACE reviews and use of the concordat are quality assured through dip-sampling by Custody Policy and Performance Unit to ensure compliance and that the rationale for the use and type of alternative accommodation is recorded. Feedback is provided to the relevant staff.
- 10. Recommendations from the National Report**
- 10.1- National Recommendation 1 - We recommend that Chief Constables on those forces not yet inspected by the NCPI or JTAI take steps to identify and implement good practice and the learning highlighted from these programmes. This may include engaging with those forces who have been inspected, direct contact with the HMICFRS child protection lead or participating in a regional or national learning event.**

- 10.2- In February 2020, Hertfordshire completed a mock Joint Targeted Area Inspection (JTAI) on the theme of Children's Mental Health. The mock was intended to test how well and effective the Constabulary and partners worked together to collate all of the information that maybe required for an inspection and our readiness to present this to inspectors as opposed to an inspection of functionality and a review of the subject matter. The way police collated and presented the information was welcomed and will be utilised as best practice for the partnership.
- 10.3- Feedback has been recently collated and circulated to leaders in the Safeguarding Command, a key area of feedback was in relation to how all agencies approached JTAI from different positions which made combining the results very difficult. An action has been passed to the partnerships sub-group Performance and Audit for consultation and about how further audits should be completed and to arrange some training for all agencies.
- 10.4- In March the HMICFRS circulated a consultation document on the proposed Policing Inspection programme and framework 2020/21. There are two suggested themes for JTAI inspections Early Intervention and Prevention and The Experience of Older (16 and 17 year old) Children. This information has been shared with Safeguarding Command for their consideration and review.
- 10.5- Where we have received post inspection reports from other forces these have been shared with the Safeguarding Command Team for consideration of reviewing and identifying best practice.
- 10.6- **National Recommendation 2 - We recommend that Chief Constables take steps to reduce the unnecessary criminalisation of children. Such steps could include (but don't need to be limited to) considering fully a child's circumstances when making decisions; more effective use of legislation to discontinue prosecutions not in the public (or child's) interest; the development of more effective non-criminal justice pathways for vulnerable children who commit lower level crimes.**
- 10.7- This action has been incorporated into the Action Plan and will be discussed at the next T&F meeting with tasks to be set and owners appointed. Further consultation with Youth Offending Teams and Criminal Justice will take place in due course to assess what action we need to take.
- 10.8- **National Recommendation 3 - We recommend that Chief Constables should review performance management and quality assurance approaches to ensure that assessments of the nature and quality of decision making are routinely made. The purpose of this would be to reinforce the understanding that compliance with policy or process is only one part of effective practice.**
- 10.9- This action has been incorporated into the Action Plan and will be discussed at the next meeting T&F meeting. There is cross over with some of the supervisory functions already in place which are described above.

- 10.10- This area will also be considered against the HMICFRS Proposed Policing Inspection and Framework consultation document recently circulated by the HMICFRS. This document contains details of the proposed inspection criteria for the Victim Service Assessment and in the Operational Assessment asks how good the force is at protecting vulnerable people and how good the force is at managing offenders.
- 10.11- There are three further recommendation for other agencies.
- 10.12- We recommend that the Home Office jointly with other government departments considers the development of a new national early help and prevention strategy to more effectively address the root causes of harm for vulnerable children. The purpose of such a strategy should be to ensure agencies work together as part of a coherent whole system approach to recognise and respond to the earliest indicators of risk and vulnerability in order to prevent escalating and cumulative trauma.
- 10.13- We recommend that the Ministry of Justice and Department for Education undertake a review of the current provision of intermediaries and the extent to which social workers undertake interviews of children with the police.
- 10.14- We recommend that the Home Office and Department for Education undertakes a review of the unnecessary detention of children. This review should include an assessment of the effectiveness of the 2017 National Custody Concordat, the provision of alternative accommodation, the provision of appropriate adult services and the use of bail by the police.

11. Next Steps

- 11.1- The HMICFRS require an update on the action taken in respect of the Immediate Recommendations in the report. The HMICFRS are already sighted on the Action Plan, they have been involved in the T&F meetings and so are aware of the action taken in relation to the recommendation. The Constabulary's HMICFRS Liaison Officer will ensure the HMICFRS are kept fully updated.
- 11.2- Subject to the update provided and action plan received, the HMICFRS will revisit Hertfordshire Constabulary no later than six months after the publication of this report to assess how it is managing the implementation of all the recommendations (subject to changes with Covid-19).

12. Evaluation of the National Child Protection Inspections

- 12.1- Appendices three and four contain two reports completed by NatCen Evaluating the Child Protection Processes. Appendix three is the short version and four the full version.

13. Appendices

Appendix 1 – National Child Protection Report https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/national-child-protection-inspections-2019-thematic-report.pdf	
Appendix 2 – Hertfordshire Child Protection Report https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/hertfordshire-national-child-protection-inspection.pdf	
Appendix 3 – NatCen Social Research – Evaluation of the National Child Protection Inspection on Policing Short Report.	 under embargo short natcen report.pdf
Appendix 4 – NatCen Social Research – Evaluation of the National Child Protection Inspection on Policing full Report.	 under embargo natcen report 2020.pc

Author Chief Inspector Nick Lillitou 0061 – 8th April 2020

MEETING	Decision Making Meeting
DATE	16 th April 2020
TITLE OF REPORT	Provision of Virtual Support for Victims in the Criminal Justice System
SUBMITTED BY	Jenna Skinner
PURPOSE OF REPORT	To outline a digital solution to enhance support for victims of crime engaging with the Criminal Justice System, in particular and in the short term to mitigate against victim disengagement that may result from delays to cases being heard due to COVID-19.
DECISION(S) REQUIRED	To approve recommended option in the report.
FINANCIAL IMPLICATIONS	As set out in the report.
LEGAL IMPLICATIONS	The OPCC has the power under the ASBCPA 2014 to commission support services for victims of crime.
EQUALITIES IMPACTS	Any of the options included in this paper aim to improve the access to and support for victims including those from groups who are less likely to report the crime and therefore to benefit from the support service available.
FREEDOM OF INFORMATION EXEMPTION SECTION IF APPLICABLE	N/A

Issue

To outline a digital solution to enhance support for victims of crime engaging with the Criminal Justice System, in particular and in the short term to mitigate against victim disengagement that may result from delays to cases being heard due to COVID-19.

Recommendation

That the Commissioner agrees to the approach set out in option 2. This options supports the following commitments in the Hertfordshire Criminal Justice and Community Safety plan 2019 – 2024:

- (40) Investigate pre and post-trial support for victims and witnesses.

- (44) Exploit avenues to make best use of digitally enabled technology for vulnerable and intimidated victims
- (50) Monitor the delivery of the recommendations and actions from the Domestic Abuse review to reduce the high levels of attrition.

Timing

Urgent. Although it has been a long term ambition of the Hertfordshire Criminal Justice Board to address victim attrition in court cases, current court closures and inability to provide face to face support due to social distancing have predicated the need to explore immediate digital solutions to both support the health and wellbeing of individuals and reduce the impact of disengagement in the Criminal Justice System.

Should the recommended option be approved, the platform could be live and functional within 4-6 weeks.

Background

Over recent years attrition of victims as witnesses in court has proven to be a challenge both nationally and locally. With 24.7% of cracked and ineffective trials being attributable to victim/witnesses issues in 2019 in Hertfordshire it is well recognised that such attrition has several negative consequences. Whilst being costly and disruptive to an already overwhelmed criminal justice system, attrition also has the potential to increase risk to victims, the public and offenders themselves where justice is not administered. It is also acknowledged that victim attrition is often a result of intimidation from others or fear and uncertainty about the court process, meaning that both the cause and effect of attrition is likely to result in the compounding and continuation of the trauma from the crime itself.

The current court closures due to COVID-19 mean that for many justice is delayed with cases being postponed for unknown and indefinite periods of time. While this will create logistical and administrative challenges it is also likely to exacerbate the existing issues with victim and witness attrition. Delays will naturally create more opportunities for individuals to become disengaged; we know that delays to information and resolution can be one of the most frustrating and difficult aspects for victims in the criminal justice system.

In addition to this, because few cases will be reaching any conclusion there is a risk that support services for victims will see fewer case closures and capacity for case management may become stretched. Support for victims is a key component in aiding positive decision making and allaying fears regarding criminal justice processes.

Proposed Methodology

In order to address the above this paper proposes to pilot an online counselling, peer support and self-help resource for victims who are engaged in an ongoing criminal justice journey.

This overarching aim of the project is to improve access to services for victims and support them to recover, heal and rebuild their lives, recognising the complexity of interdependency of their health and wellbeing needs. Despite the urgent need to explore virtual and more agile solutions due to social distancing and COVID-19 there is also a longer term ambition to broaden the delivery methods and channels of services. It is recognised that some individuals are more likely to engage with services than others and that those who are less likely to engage may have increasingly complex needs that either prohibit their engagement or are a factor in their vulnerability to victimisation in the first instance. It is acknowledged therefore that services should do more to become accessible to those whose needs are perhaps greatest and least understood. In order to increase this accessibility and meet these needs services must be provided in a way that feels comfortable and encourage a sense of normality. Providing support via a digital platform such as that outlined in 'option 2' both addresses the short term necessity and this longer term ambition.

The proposed pilot would run initially for 12 months to support victims in managing concerns and anxieties relating to an upcoming but delayed court process due to the closure of courts as a result of COVID-19.

During the 12 month pilot a key objective is to carefully assess the impact and tailor the delivery of the resource so that when it becomes appropriate and courts reopen, the intervention is also appropriate when addressing victim attrition as a wider concern. To this end, it has already been scoped that the project would adapt when appropriate to provide specific coping tools and techniques to individuals falling into the following 3 cohorts:

- 1) Pre-court – Elements within the platform will specifically be developed for victims who are due to appear in courts at a defined or undefined point in the future. The provider, working with professionals within CJS, will create new content to support and guide individuals through the process such as diary of key events/dates, directory of local provision in and around court, virtual court familiarisation and guidance on making a VPS. This will empower and enable victims to feel informed and prepared for the court system. During the COVID-19 restrictions this might extend for a period of time until the courts are in the position to recommence.
- 2) Court appearance – Recognising that as court dates approach, victims will likely experience increased nervousness and a higher levels of anxiety, this cohort will be provided with self-help tools and guidance about calming techniques and techniques that might be useful when speaking in court such as mirroring, pacing and breathing control. Victims will also have access to content about what to expect in court, such as approaches taken by the defence and that they will be referred to as a complainant rather than a victim, which might otherwise come as a shock and be unsettling.

- 3) Post-court – Often the process of being involved in a court case as a victim can leave people at a loss as to how to move on from an all-consuming event. It is important that these individuals have access to support and information about that spans beyond the court case itself. This support will include practical steps to cope and recover and techniques about how to rationalise a negative and unexpected outcome.

The resource would be accessed through the Beacon website and supported by Beacon so that clear pathways for case managed support are also available, but it is anticipated that the pilot would also assist in releasing and optimising the capacity of case managers during a time at which this might be stretched.

It is also suggested that this project integrate with the domestic abuse safeguarding pilot establishing in Beacon, both in recognition of the high levels of disengagement from CJS processes in domestic abuse cases, the vital need to support domestic abuse victims in a safe way during the current lockdown and the compatibility of some of the key tools, such as emotional counselling and peer support to the case managed support provide in the pilot.

Options

- 1) Do nothing

It is the responsibility of the Hertfordshire Police & Crime Commissioner to ensure that support services are in place for victims of all crimes including, regardless of whether these crimes have been reported to the police. It has also been an ambition of both the Hertfordshire Criminal Justice Board and within the Criminal Justice and Community safety plan to address victim attrition in courts. We now find ourselves in a time of exceptional circumstances where these concerns are heightened and timeframes extended due to the court closures caused by global pandemic. It is of great importance to maintain engagement in the CJS and to support those already experiencing uncertainty to cope and recover in a time of greater uncertainty still. It is therefore considered that to do nothing is not an option.

- 2) Qwell Platform provided by Xenzone

Engage Xenzone to provide an Qwell – an online counselling and self support platform for adult victims of crime in Hertfordshire for 12 months at a cost of £29,500.00 +VAT.

It is recommended that the OPCC engages with provider Xenzone to introduce a well-established platform 'Qwell' that is used by many CCG's across the UK in mental health settings (including a version in Hertfordshire for children and young adults) which will be tailored to support victims in the Criminal Justice System.

During the 4-6 week implementation period the provider will work closely with the Police and Crime Commissioners officer and a range of key stakeholders to ensure that the service is embedded into existing provision and structures by:

- Engaging with Hertfordshire Constabulary to support adults within the justice system and work with Beacon to promote the service to potential service users and ensure they know how it can be accessed
- Developing and providing marketing/publicity materials for the Police and relevant stakeholders and victim support services
- Developing a programme of engagement and awareness raising to ensure service users are aware of Qwell and how it can be accessed
- Ensuring effective relationships and appropriate protocols are in place with all relevant stakeholders including:
 - Victim Support services (eg Beacon across Hertfordshire)
 - Hertfordshire Constabulary
 - Local Authorities Adult Services
 - Local and Regional forums
 - Safeguarding Adults Board
 - Local Mental Health providers & NHS Foundation Trusts, Primary Care, GPs & CCGs
 - Voluntary and Community Sector providers including advocacy and advice services and other face to face counselling and support provision.
 - Housing providers & Care Providers

The planned end date will be 12 months after the commencement of the project. During this time progress of the project will be monitored on a monthly basis and quarterly reports evidencing progress against objectives will be prepared by the project manager.

It is anticipated that at the end of the 3rd quarter the data and evidence base will be substantial to develop recommendations regarding the use of the platform to address the longer term issues of victim attrition in the criminal justice system. This will allow sufficient time in the 4th quarter to develop plans and proposals regarding service development, wider deployment, funding streams and funding matches.

Project Aims:

- To provide free at the point of use, immediate and stigma-free access to professional support and online counselling services for victims of crime within the Criminal Justice System (CJS).
- To prevent mental health issues escalating and reaching crisis, providing signposting to appropriate services within Hertfordshire
- To support victims involved in court cases to give evidence and reduce attrition within the CJS by managing changing emotional states and recognising points of stress
- To improve access to support through the use of digital services during times when face to face support services are not available including access to emotional counselling.

- To improve access to the provision of self-care tools and resources which support users to help themselves and build emotional resilience, such as future pacing, mental rehearsal and breathing techniques to help alleviate, anxiety, stress and self-doubt
- To reduce demand on specialist services, including Beacon and in particular Mental Health and Social Care services by providing early intervention support and access to online counselling until 10pm every day.
- To complement existing face-to-face (currently telephone) support with access to online psychotherapists and by encouraging the use of self-help material between appointments
- To encourage individuals who are unsure about accessing support services through initial low level interaction which is confidential and can be anonymous
- To empower individuals by providing an opportunity to contribute to discussion boards, participate in forums and publish articles sharing their lived experience and providing peer support

Project Objectives:

- To provide an online emotional wellbeing and mental health support service to adult victims of crime across Hertfordshire 7 days a week, 365 days a year, with counsellors online from 12 noon to 10pm Monday to Friday and 6pm to 10pm at weekends
- To provide an accessible, safe, secure, confidential and moderated platform
- To work closely with Hertfordshire Constabulary, Beacon, Local Authority, Social Services and the local Safeguarding Adults Board to implement effective safeguarding policies and procedures in accordance with locally agreed multi-agency safeguarding thresholds
- To use assessment/evaluation tools such as CoGS, PHQ9 and GAD7 alongside measurable and clear outcomes set and owned by service users.
- To provide the following interactive tools via the platform:
 - A chat function for a service user to drop in to speak to a readily available counsellor
 - A messaging function for service users to contact the counselling team
 - A schedule function to provide booked sessions with a named counsellor on a regular basis
 - A range of moderated discussion boards, to allow out of hours access and peer to peer support
 - An online magazine with full content moderation, creation and editing which includes opportunities for service users to share their stories or write articles
 - Information, activities and self-care tools and resources on the site for service users to download

XenZone is accredited by the British Association for Counselling and Psychotherapy and adheres to Pre Trial Therapy best practice guidelines, in cases when a service

user discloses any possible pending court cases or ongoing court cases, in line with practice guidance issued by the CPS.

Legal Implication

There are not considered to be legal implications in the above outlined options.

Financial Implication

The total cost of Option 2 is £29,500 per annum and is based upon 45 counselling hours per calendar month (540 hours per annum).

This cost covers the provision of:

- 45 worker hours per calendar month (includes admin & availability).
- 10% moderation hours pcm (approximate depending on demand)
- Licence Fee - Online service infrastructure costs
- Engagement materials
- Senior Clinical Support and Management costs
- Full social media marketing launch of the service including mutual content design consultations
- Quarterly data-rich reporting detailing user demographics by age and gender, BME composition, referrals to external services, heat maps of usage by timing, registrations, log ins, presenting issues

Should the pilot prove successful and there is capacity in the counselling provision to do so, the remit of the support may be widened from Victims of crime, to include witnesses to crime who are due to give evidence. It is hoped that this intervention would have equally positive interventions in terms of witness health and wellbeing and also have further positive benefits on witness attrition in the CJS.

Funding Options

HCJB Innovation Fund

Because of the wide ranging aims and objectives which touch on several areas of remit with the Hertfordshire Criminal Justice Board it is proposed that this pilot be funded by the Criminal Justice Innovation Fund and report directly to the HCJB. At time of presentation, between £35-50K is available within the CJ innovation fund however it is acknowledged that this project would deplete funds to a level that further projects could not be supported.

MOJ Victim Services Grant

The 20/21 MoJ Grant Fund is 95.8% allocated leaving £58,413 uncommitted. Whilst the MoJ Fund is an option during the pilot phase, if extended beyond victims' (other than immediate family) to other prosecution witnesses, the grant funding rules

would be breached. Therefore assuming that the pilot is successful and extended, a more sustainable and permitted funding stream would need to be established. This is not to say that a decision could be taken that the programme is restricted solely to victim/complainant only.

Prevention and Innovation Fund

This fund is currently untapped whilst awaiting specific guidance for permitted applications, however, given the cutting edge nature of this project there can be little doubt about fulfilling the 'innovation' criteria with broader applications around the prevention agenda both on mental health and wellbeing of witnesses and successful CJ outcomes potentially resulting in less offending.

Presentation and Media Handling

Introduction of the pilot could present positive media stories for both PCC and HCJB whilst instilling confidence of victims into the CJS.

Clearance

Kevin McGetrick

MEETING	Decision Making Meeting																	
DATE	28 April 2020																	
TITLE OF REPORT	PCC Community Safety Grant (CSG) - 2020/21																	
SUBMITTED BY	Karl STONEBANK - Grants & Funds Officer																	
PURPOSE OF REPORT	To consider recommendations in relation to a bid received from Crimestoppers Trust UK (CTUK) to extend/expand the 'Fearless' project																	
DECISION(S) REQUIRED	To agree allocation of £31,080 from the 2020/21 budget																	
FINANCIAL IMPLICATIONS	<u>Community Safety Grant Budget</u> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%; text-align: center;">Balance</th> <th style="width: 20%; text-align: center;">Committed Funds</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td></td> <td></td> </tr> <tr> <td>Opening budget</td> <td style="text-align: center;">£0.82m</td> <td></td> </tr> <tr> <td>Previous years' commitments</td> <td></td> <td style="text-align: center;">£0.35m</td> </tr> <tr> <td>Funds remaining</td> <td style="text-align: center;">£0.47m</td> <td></td> </tr> </tbody> </table>				Balance	Committed Funds	2020/21			Opening budget	£0.82m		Previous years' commitments		£0.35m	Funds remaining	£0.47m	
	Balance	Committed Funds																
2020/21																		
Opening budget	£0.82m																	
Previous years' commitments		£0.35m																
Funds remaining	£0.47m																	
LEGAL IMPLICATIONS	None identified																	
EQUALITIES IMPACTS	The project is directly targeting young people but should have a positive impact on all protected characteristic groups.																	
FREEDOM OF INFORMATION EXEMPTION SECTION IF APPLICABLE	The Grants & Funds Officer requests that Appendix A, B or C are not published because it may prejudice the applicant and/or their project. Details of ratified bids will be published.																	

INTRODUCTION

- i. Details of the bid under consideration can be seen within Appendix A.

BACKGROUND

- ii. A total of £470,000 is available for allocation against the 2020/21 Community Safety Grant.
- iii. Whilst the deadline for applications is 1 June 2020, CTUK has requested that a decision be made as soon as possible because the contract for the outreach worker, integral to their project, runs out in May 2020.

iv. In 2018/19 CTUK was awarded £29,600 to educate young people (aged 11-16), teachers and professionals about sexual exploitation/grooming by gangs as well as the process for anonymous reporting to Fearless.org.

v. The project achieved the following:

vi. Year 1 (2018/19)

'2018 Fearless Conference' held – to raise awareness of project and train professionals – 60 attendees including HCC, Police & Schools.

Planning of pilot workshops at secondary schools, initially in Hertsmere and in key areas within Hertfordshire – including recruitment of Fearless Outreach Worker (FOW) and production of publicity material.

vii. Year 2 (2019/20)

'2019 Fearless Conference' held - to further raise awareness of the project - 80 attendees including HCC, Police, Schools, including 7 Districts.

FOW trained & embedded into Hertfordshire from May 2019 for 3 days/week. The FOW has delivered the following:

- 112 workshops in 38 schools/youth settings to over 8000 young people.
- The schools delivered to include - Bushey Academy, St Albans Girls/Boys School, Yavneh College, North Herts ESC, John Henry Newman School, Hertswood Academy and the Astley Cooper School.
- 9 'train the trainer' sessions to 125 teachers and youth workers, who can continue to drive the key messages of Fearless internally within their school/organisation.

viii. A summary of 2019/20 performance can be seen within Appendix B which shows that the project has delivered on its targets in most areas.

ix. The new bid was assessed and scrutinised by the Grants & Funds Officer, who considered it against the aims of the Community Safety & Criminal Justice Plan (CS&CJP) 2019-2024 as well as obtaining feedback from key community safety partners (including the Constabulary).

3 PROPOSED RECOMMENDATION(S) AND RATIONALE

i. That the Commissioner approves the bid due to the following reasons:

- It has been assessed using an agreed scoring matrix and scores highly.
- The bids is deemed to be of benefit to the community and help to achieve the aims of the CS&CJP and the Herts Serious Violence Strategy/Delivery Plan.
- Specifically prevention/early intervention and protecting vulnerable young people via education (including reporting mechanisms) in relation to crimes

associated with serious violence, gangs, knife crime, grooming and exploitation.

- The bids builds on successful PCC funded work by reaching more schools/young people, training more professionals, targeting districts with low uptake and investigating expansion to deliver within primary schools.
- The project aligns to/works alongside the work of Constabulary Schools and Gangs Team, Child Sexual Exploitation Team and Safer Neighbourhood Teams as well as other key partners.
- Appendix B contains detailed key performance indicators (including targets) for the project for 2020/21 showing that CTUK plan to increase on 2019/20 performance in almost all areas.
- Appendix C contains feedback from sessions with young people and how they better understand how to recognise specific crime types following the workshops.
- CTUK has stated that during the Covid-19 crisis, with schools closed, they looking to expand their digital services/footprint to young people who may be more at risk now from exploitation/gangs than ever.
- This will include expanding e-learning packages/videos as well as running targeted campaigns, which they will be able to monitor use of and report back.
- CTUK have been in regular dialogue with some schools since the lockdown started. Some schools have already indicated that they are eager for Fearless' input as soon as they have reopened to help combat any issues that may have arisen during the lockdown.

MEETING	Decision Making Meeting
DATE	28 April 2020
TITLE OF REPORT	Watford Memorandum of Understanding with WBC/Kier JV
SUBMITTED BY	Deputy Chief Executive
PURPOSE OF REPORT	To approve MoU to undertake joint work on potential new site for police station in Watford and development of current site
DECISION(S) REQUIRED	As above
FINANCIAL IMPLICATIONS	The proposal will develop feasibility and heads of terms for joint work to bring both sites forward. There is a risk of abortive costs being incurred if the project is not feasible which will be borne as part of the development costs of the adopted development option(s).
LEGAL IMPLICATIONS	Included in the report
EQUALITIES IMPACTS	None
FREEDOM OF INFORMATION EXEMPTION SECTION IF APPLICABLE	None

1 INTRODUCTION

The PCC has been updated at SEB of the need to identify a new site for a police station in Watford to maximise the value of the current site for redevelopment. The current site could be used, but this will result in a less than optimal redevelopment because of the disproportionate parking requirement for the police station. There is also the need to decant if this option is pursued. A potential alternative site has been identified owned by Watford Borough Council and listed for development with its joint venture vehicle with a Kier company. This site is high cost, but alternatives are proving difficult to find. WBC and Kier are keen to explore the potential to link the 2 developments and this may provide a cost effective solution.

2 NEXT STEP

It is proposed that work is carried out to develop a feasibility and heads of terms for consideration. The feasibility will follow the work outlined by each party in the MoU, principally site investigation and work to identify and reduce costs of development of each site. If the solution is

acceptable the costs of this will form part of the development costs, if an alternative is pursued the work is not wasted as it will be a part of necessary pre-development work anyway, but there may need to be some updating so some costs may be incurred. The main costs to be incurred by the police fund, valuation of current site, ground investigations and development of a planning proposal will all be required to bring the site forward so will either be reflected in lower land value to reflect the risk if they are not taken forward or higher land value if they are carried out before sale on the market if the JV proposal is not pursued.

The benefit of pursuing the JV option is that there is a potential site suitable for operational purposes to be the new Watford police station, with the potential to expand later if required. Other options have been few and far between. It also allows the exploration of maximising the development value of the current site without having to decant officers and staff during development.

3 FINANCIAL IMPLICATIONS

None directly as this work will be carried out anyway. The alternative of a straight offer for sale to the market is likely to undervalue the site.

4 PROPOSED RECOMMENDATIONS

That the MoU be agreed to allow this development option to be pursued.

5 BACKGROUND PAPERS

None.