



**Devon and Cornwall Police and
Crime Panel**

c/o Plymouth City Council
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Published: 9 December 2016

DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 9 December 2016
10.30 am
Council House, Plymouth

Members:

Councillor Croad (Devon County Council), Chair.
Councillor Batters (Cornwall Council), Vice-Chair.
Councillors Barker (Teignbridge District Council), Geoff Brown (Cornwall Council), Boundy (Torrige District Council), Philippa Davey (Plymouth City Council), Downie (Plymouth City Council), Excell (Torbay Council), Martin (Cornwall Council), Mathews (North Devon District Council), Moulson (Isles of Scilly), Saltern (South Hams District Council), Sanders (West Devon District Council), Mrs Squires (Mid Devon District Council), Sutton (Exeter City Council), Toms (Cornwall Council), Watson (Cornwall Council) and Wright (East Devon District Council).

Independent Members:

Yvonne Atkinson (Devon) and Sarah Wakfer (Cornwall and Isles of Scilly).

Please find attached presentations in respect of agenda items 5 and 6.

Tracey Lee
Chief Executive

Devon and Cornwall Police and Crime Panel

5. Police and Crime Plan (Pages 1 - 10)

The Panel will review the new Police and Crime Commissioner's Police and Crime Plan.

6. Workforce Strategy (Pages 11 - 34)

The Panel will receive a presentation on the Workforce Strategy.



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Office of the Police
and Crime Commissioner
Devon and Cornwall

Safe, Resilient and Connected Communities

Police and Crime Plan 2017-2020

Alison Hernandez

Police and Crime Commissioner



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Safe, Resilient and Connected Communities

Priority 1: Connecting Communities and Policing

*A Local Policing Promise - that policing is
Accessible, Responsive, Informative, Supportive*

Priority 2: Preventing
and deterring crime

Priority 3: Protecting
people at risk of
abuse and those who
are vulnerable

Priority 4: Supporting
victims and witnesses
and helping them to
get justice

Priority 5: Getting the
best out of the police



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Priority 1: Connecting Communities and Policing

*A Local Policing Promise - that policing is
Accessible, Responsive, Informative, Supportive*

Accessible

*The police and the PCC will be easier to contact -
face to face and from a distance*

Responsive

*The police will be there when needed and will
provide clear feedback on what action will be taken*

Local Policing Promise

Policing in your area will be:

Informative

*The police and the PCC will keep you well informed
on crime and policing issues - locally, regionally and
nationally*

Supportive

*The police and the PCC will work with partners, the
public and businesses to identify and resolve issues
locally and to prevent crime and harm*



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Priority 2: Preventing and deterring crime



- A package of early help to prevent future offending
- A multi agency approach to targeting more resources to working with offenders to stop them from offending again.
- Greater intervention with people who regularly commit crime
- A Delayed Charging and Diversion Scheme
- Improving online safety



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Priority 3: Protecting people at risk of abuse and those who are vulnerable



- Helping prevent the vulnerable becoming victims of serious crimes like fraud, scams, grooming and modern slavery
- Working to tackle 'revenge porn', the viewing and transfer of sexual images and 'sext-ing' by young people to young people which can potentially lead to their exploitation
- Commissioning services and supporting the work of partners to protect the vulnerable
- Reducing the number of vulnerable missing people, particularly, children
- ensuring that the police workforce receive the necessary support and training to identify vulnerability



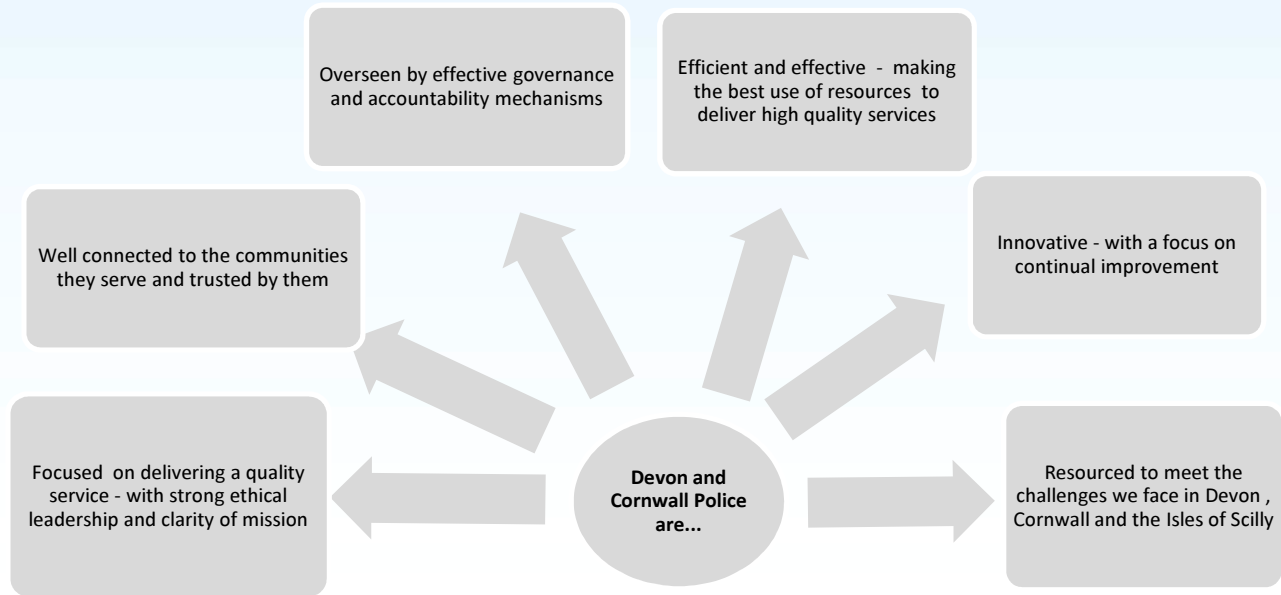
Priority 4: Supporting victims and witnesses and helping them to get justice



- A full review of the treatment of victims of sexual offences within the criminal justice system, to identify ways to improve the experience of victims and witnesses.
- Developing a joint Victim Strategy, - an end to end wrap around support service for victims of crime to provide a high quality service to all victims of crime
- Launching of the online Track my Crime service
- Launch a new victim-led Restorative Justice process in Devon, Cornwall and the Isles of Scilly by the end of 2017
- Enhanced victim care unit



Priority 5: Getting the best out of the police





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Measuring Success



public/victim
experience
surveying

Performance
metrics



Service standards
reporting

HMIC Reporting





Commissioning Intentions 2016 -17 to 2019-2020

Budget Area	2016/17
Community Safety Partnership Fund	£1,600,249
Safeguarding Children Boards	£75,500
Safeguarding Adult Boards	£70,000
Sexual Assault Referral Centres (SARCs)	£220,000
Youth Offending Service	£500,701
Mental Health – Street Triage	£100,000
PCC Emerging Commissioning Priorities Fund	£337,529
Commissioning support	£148,021
Total	£3,052,000



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Commissioning Area	Police & Crime Plan Priority	2017/18	2018/19
Community Safety Partnership Fund	Whole Police and Crime plan	£1,600,249	£1,600,249
Safeguarding Children Boards	Protecting people at risk of abuse and those who are vulnerable	£80,000	£80,000
Safeguarding Adult Boards	Protecting people at risk of abuse and those who are vulnerable	£40,000	£40,000
Sexual Assault Referral Centres (SARCs)	Supporting victims and witnesses and helping them to get justice	£260,000	£260,000
Sexual Offence Lawyer Provision	Supporting victims and witnesses and helping them to get justice	£250,000	£250,000
Mental Health – Street Triage	Protecting people at risk of abuse and those who are vulnerable	£100,000	£100,000
Offender Diversion Scheme	Preventing and deterring crime	£355,250	£350,000
Youth Offending Service	Preventing and deterring crime	£500,701	£500,701
PCC Emerging Commissioning Priorities Fund	Whole Police and Crime Plan	£300,000	£300,000
Commissioning support	Whole Police and Crime Plan	£150,000	£152,000
Total		£3,636,200	£3,632,950



Devon & Cornwall Police
Building safer communities together

Devon & Cornwall Police and Crime Panel

Friday 9th December 2016

Chief Constable Shaun Sawyer

Context

- Large scale structural changes since CSR1 in 2010
- Efficiency gains through alternative ways of working i.e. Strategic Alliance
- Police officer numbers have fallen from **3,556** (2010-11) to **2,920**
- Previous assumptions required further reductions to **2,849** (2019-20)
- Overall reduction exceeding **700** officers (21%)
- Reductions delivered through use of Regulation A19 and non recruitment

Context (contd.)

- Investment into some areas of Policing
- Impact on other areas of Policing i.e. Roads Policing
- Police Staff (Non PCSO) reductions from 2,071 to 1,779 (20%)
- Further Police staff reductions to 1,725 planned
- All areas have faced reductions with the exception of PCSO (360)
- Previous assumptions maintain PCSO numbers to 2019-20
- PCSOs have limited designated powers and no formal investigative role

The Changing Environment

- Continuing to understand future demand and impact of hidden crime
- Local and national predictive analysis:
 - **College of Policing**
 - **HMIC**
 - **Office of National Statistics (ONS)**
 - **Organised crime local profiles**
 - **Strategic threat & risk assessments**
 - **‘Vulnerability through the years’ profiles**
 - **Environmental scanning**
 - **Engagement with partners, stakeholders and communities**
 - **Public and victim consultation**

The Changing Environment (contd.)

- Continued increases in sexual offences and domestic abuse
- National firearms capacity and capability uplift
- Increases in 'hidden crimes':
 - **Modern slavery and human trafficking**
 - **Elder abuse**
 - **Child sexual exploitation**
 - **Cyber crime**
 - **Hate crime**
 - **Honour based violence, FGM and forced marriage**
 - **Fraud**

The Changing Environment (contd.)

- Force continues to focus on vulnerability and emerging demand
- Public Protection Unit (PPU), Sexual Offence and Domestic Abuse Investigation Teams (SODAIT) continue to meet increasing demand
- Demand modelling suggests a **large increase in PPU / SODAIT resources is required**
- Continued investment in dangerous offenders, vulnerable adults and children
- Future demand will require resources who are **specialist and hold investigative and / or Police powers**

Sexual Offences

- Increases in recorded rape and sexual offences across the force linked to increased confidence
- Increased diversity of demand can be anticipated due to advances in technology i.e. social media, sexting, etc.
- Domestic abuse, rape, serious sexual offences and child sexual abuse remain the most significant crimes affecting rural or coastal communities
- Our approach to policing the countryside must continue to include safeguarding initiatives alongside more traditional rural policing activity
- Improved community and partnership intelligence sharing
- Recruitment of Police Staff Investigators to meet demand

Domestic Abuse

- Domestic abuse (DA) remains one of the most significant crime issues faced by our communities and continues to rise
- 23,584 Domestic incidents recorded 12 months to November 2016
- High risk victimisation and prevention presents challenges
- In Devon and Cornwall 18-36 year olds accounted for 53% of DA crimes, yet only account for 25% of the population
- Social media is increasingly used to control, stalk and harass victims of all ages
- Projections indicate that 214,000 adults in the peninsula will have experienced some form of domestic abuse at some point

Armed Capability

- A resilient and rapidly available specialist firearms capability – CTSFO uplift, to be delivered by April 2018
- Devon and Cornwall Police are required to provide an additional 2 ARV's per shift. This necessitates an increase of 30 ARV Constables, 6 ARV Sergeants
- To maintain training provision, there will be an essential uplift of 3 instructors to deliver increased training programme
- Total uplift requirement is therefore 39 officers
- Currently this uplift has to be found from existing police officer numbers, primarily from geographic BCU's

Terrorism and Extremism

- The Counter Terrorism Prevent process is established within the peninsula and offers a model for the development of multi-agency responses
- Vulnerability to radicalisation occurs across a broad social demographic
- The most common risk identified within the Force area is support for international terrorism
- An increased emphasis on understanding the communities we serve
- Preventing Violent Extremism and the Channel referral process are heavily reliant on partnership activity
- Maintaining a high level of awareness amongst our frontline and specialist staff is crucial

Modern Slavery, Human Trafficking and Organised Immigration Crime

- A hidden crime which is largely intelligence led
- Developing effective multi-agency partnership working is key to identifying and supporting victims of modern slavery and human trafficking
- Identifying where potential victims are being housed remains a challenge
- The Devon and Cornwall anti-slavery partnership now exists
- Proactive developments, such as new intelligence requirements and specialist resourcing, will likely see recorded demand increase

Elder Abuse

- Nationally, 28,000 elderly adult protection cases were investigated by police (2013/14)
- Only 11% were progressed to CPS, highlighting the vulnerability of victims
- 61% of offences are committed by relatives and aggression is a feature
- Offences of this nature are typically abuse of trust where the victim is chronically ill or disabled
- A number of ongoing investigations involving serious interfamilial and care home abuse against both the elderly and severely disabled

Child Sexual Exploitation

- Preventing child sexual abuse and exploitation is a key priority for the force
- 7,115 crimes committed against under 18s, of which 299 were rape with 826 sexual offences (2015/16)
- Violence against under 18's increases sharply in the early years of secondary school
- There is a link between early childhood abuse and offending
- There is a link between missing person investigations and child sexual exploitation

Missing People

- Over last 12 months 6778 missing person reports with an additional 2045 absent reports
- Missing person management accounts for 14% of the force's business
- 831 recorded as repeat missing people and 833 recorded as repeat absent
- A large proportion of reports received between 22:00-02:00 due to a large number of juveniles in care having a curfew of 22:00
- Child sexual exploitation risk linked to 1800 juvenile missing or absent reports in the last 12 months
- 40% of missing person reports are under 18's
- 16% of missing children aged 11-15 are in care

Cyber Crime

- In Devon and Cornwall 380 cyber-dependent fraud crimes and 3817 cyber enabled fraud crimes were recorded in 2015/16, suggesting under reporting of these crimes
- Increasing requirement for both a police led approach to enforcement and a multi-agency approach to prevention
- 46% of reporting victims are aged 10-19yrs and 60-89yrs, compared with only 26% nationally
- The most serious cyber enabled crimes involve sexual offences, including Child Sexual Exploitation
- Dating websites may place adults at risk of financial exploitation or be used to gain access to children

Hate Crime

- There has been an increase of hate crime incidents nationally in 2016
- 911 hate crimes in Devon and Cornwall were recorded – 68% were racist, 16% homophobic & 9% disablist
- The majority of offenders and victims were between 27 and 56 years
- 14% of offenders were aged between 11 to 15 years – this is significant in that this age group only make up 5% of the population
- Early intervention and education is vital to prevent the development of prejudiced attitudes and violent behaviours

Honour Based Violence, FGM and Forced Marriage

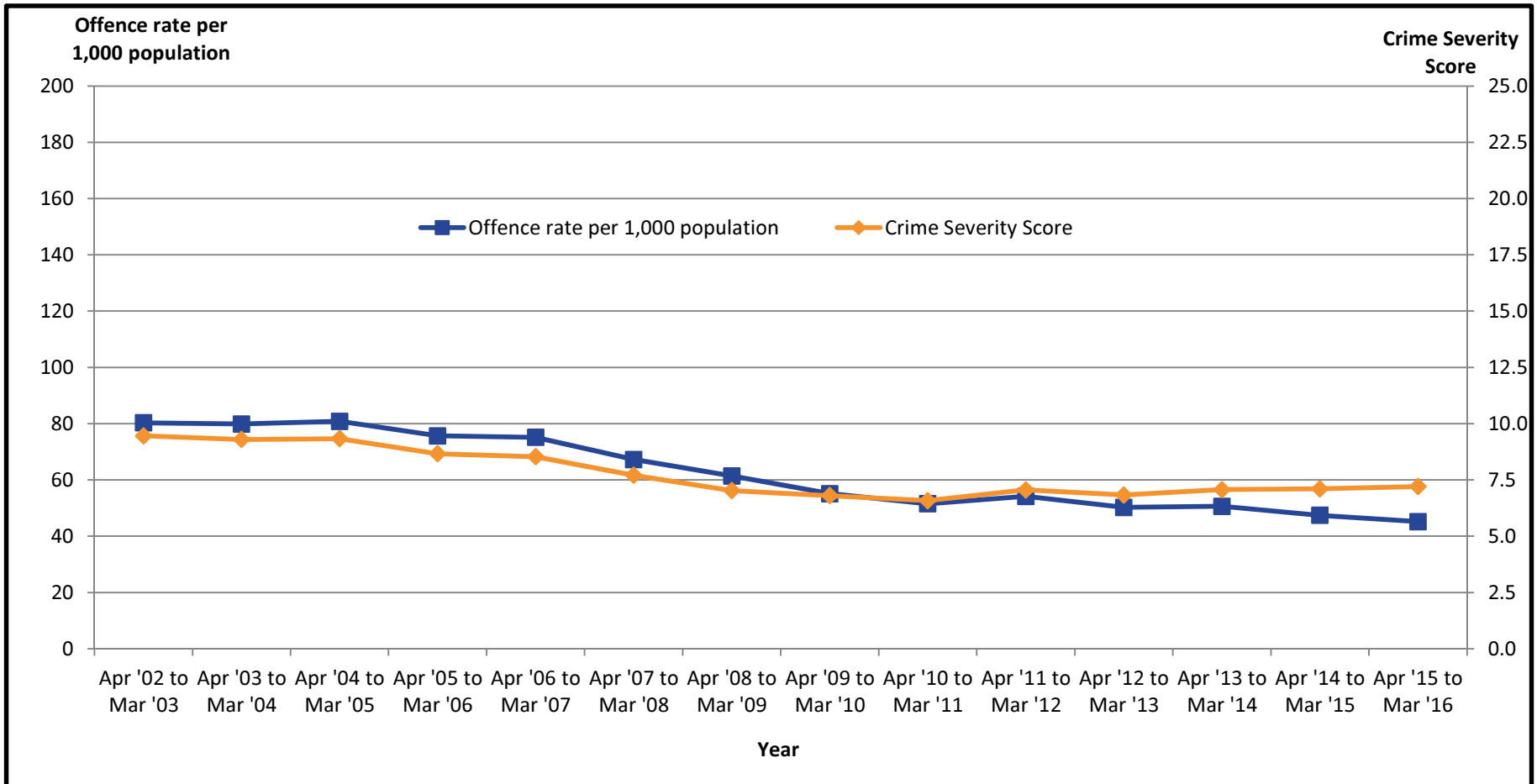
- In 2013 / 14 there were approximately 20 cases recorded in Devon and Cornwall that had a link to Honour based Violence
- There were 3 instances of women fleeing the area as a result of Domestic Abuse and / or Forced Marriage, who feared reprisal in the form of HBV
- Evidence of HBV and FGM is rare. Officers appear aware of warning signs but it is likely that offences go unnoticed or unreported
- The Force continues to focus on collaboration with partners to gain a more accurate picture of these hidden issues

Vulnerability and Crime Severity Score

- The Office for National Statistics (ONS) has developed a weighted measure of crimes recorded by the police, the “Crime Severity Score”
- This new measure of crime aims to address the changing environment by taking into account both the volume and the severity of offences, by weighting offences differently
- By “severity”, it is intended to reflect the relative harm of an offence to society and the likely demands on the police
- This developing work needs to be considered when seeking to understand the impact of hidden / future demand and the link to planning processes

Vulnerability and Crime Severity Score

Devon & Cornwall Trends in Police Recorded Crime and Crime Severity



Local Policing

The role of Local Policing – and the police’s connection with the local community – is vital ‘Better Connecting Communities and Policing’ is the heart of this Plan

Police & Crime Commissioner’s Police and Crime plan 2016 - 2020

- Local Policing will blend connectivity and presence, recognising that visibility alone will never meet the needs of communities
- Continued focus on developing understanding around the resources Policing the Peninsula – not just what can be seen but what can be felt
- Improved virtual / online connectivity and presence is a priority
- A redesigned Citizens in Policing strategy focused on creating communities who are resilient and proactive in self sustainable problem-solving

Local Policing (Contd.)

- Transformational approach to engaging volunteers to support policing
- A continued focus on building relationships with third sector partners to develop a cohort of services that are directly and indirectly supporting policing priorities i.e. Street Pastors etc.
- Targeted commissioning of third sector services to develop the connectivity between communities and policing – particularly vulnerable or disadvantaged communities and groups
- Policing priorities are typically based around vulnerability and hidden harm requiring a more victim-centred approach and different policing methods
- Taskings focused on the Police and Crime plan and the force's mission

Connectivity and Neighbourhood Policing

- Devon & Cornwall Police are committed to a Neighbourhood Policing provision that is efficient, dynamic and effective
- The force has maintained Neighbourhood beat managers and PCSOs in large numbers despite huge reductions in the overall workforce
- We continue to work closely with our partners and the public to solve problems of crime and disorder and improve neighbourhood conditions
- A continued focus on understanding the complex and diverse communities within Devon and Cornwall – both physical and virtual
- Maintaining intelligence led Neighbourhood Policing focused on sustainable problem-solving

HMIC Inspection

1. The force should ensure that it develops a resilient future operating model through to 2020 and beyond, which should take account of hidden as well as likely future demand
2. The force should develop a target operating model and use it to determine future workforce capabilities and gaps
3. The force should ensure that its plans for change, including collaboration and local policing, align with its medium-term financial plans and that these provide assurances that the future for policing across Devon and Cornwall is sustainable

Spring 2016 Efficiency Inspection

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