



**Devon and Cornwall Police and  
Crime Panel**

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## **DEVON AND CORNWALL POLICE AND CRIME PANEL**

Friday 16 September 2022  
10.30 am  
Council Chamber, Council House

**Members:**

Councillor Croad , Chair

Councillor Towill, Vice Chair

Councillors Alvey, Atiya-Alla, Biederman, Chopak, Dewhirst, Fitter, Hackett, Hopwood, Knowles, Loudoun, Penberthy, Mrs Pengelly, Rodgers, Samuel, Tilbey, and Wright.

Independent Member for Cornwall: Sharon Minty

Members are invited to attend the above meeting to consider the items of business overleaf.

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**Tracey Lee**  
Chief Executive

# Devon and Cornwall Police and Crime Panel

## 1. Apologies

To receive apologies for non-attendance submitted by Members.

## 2. Minutes

(Pages 1 - 8)

To sign and confirm as a correct record the minutes of the meeting held on 08 September 2022.

## 3. Declarations of Interest

Members will be asked to make any declaration of interest in respect of items on this agenda.

## 4. Public Questions

To receive questions from (and provide answers to) members of the public that are relevant to the panel's functions.

Questions should be no longer than 100 words and sent to Democratic Support, Plymouth City Council, Floor 3, Ballard House, West Hoe Road, Plymouth, PL1 3BJ or [democratic.support@plymouth.gov.uk](mailto:democratic.support@plymouth.gov.uk)

Questions must be received at least 5 complete working days before the meeting.

## 5. Confirmation Hearing for the Proposed Appointment Of Chief Constable Of Devon and Cornwall Police:

(Pages 9 - 68)

## 6. Involvement of the IOPC in Police Legitimacy:

(Pages 69 - 70)

## 7. Commissioners Update Report:

(Pages 71 - 82)

## 8. Police and Crime Plan 2021-25 Scorecard:

(Pages 83 - 106)

## 9. Complaints against The Police and Crime Commissioner received under The Police Reform and Social Responsibility Act:

(Pages 107 - 108)

## **Devon and Cornwall Police and Crime Panel**

**Friday 8 July 2022**

### **PRESENT:**

Councillor Croad, in the Chair.

Councillor Mrs Pengelly, Vice Chair.

Councillors Atiya-Alla, Channon (Substituting), Chopak, Croad, Dewhirst, Guest (Substituting) Hopwood, Penberthy, Mrs Pengelly, Samuel and Tilbey.

Also in attendance: Alison Hernandez (Devon and Cornwall Police and Crime Commissioner), Frances Hughes (Chief Executive for the OPCC), Felicity Ridgway (Director of Operations for the OPCC) and Ross Jago (Head of Governance, Performance and Risk, PCC).

The meeting started at 10:30 and finished at 12:30.

*Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.*

83. **Appointment of the Chair for Municipal Year 2022 - 2023**

Councillors Mrs Pengelly nominated Councillor Croad for the Chair of the Police and Crime Panel for the municipal year 2022 – 2023 which had been seconded by Councillor Guest.

The Panel voted in favour of Councillor Croad.

84. **Appointment of the Vice-Chair for Municipal Year 2022 - 2023**

Councillor Guest nominated Councillor Towill for Vice-Chair for the municipal year 2022 -2023 which had been seconded by Councillor Tilbey.

Councillor Dewhirst nominated Councillor Atiya-alla but this was not seconded.

The Panel voted and agreed to Councillor Towill to be the Vice-Chair for the municipal year 2022 – 2023.

Councillor Mrs Pengelly took the Vice-Chair for the meeting in the absence of Councillor Towill who had provided apologies.

85. **Minutes**

The minutes from 28 January 2022 were **agreed** as a true and accurate record.

**86. Declarations of Interest**

There were no declarations of interest.

**87. Public Questions**

The Panel received a question from Mr Alan Grant who had been present at the Panel meeting and asked:

‘Over 2500 complaints against Police Officers in the year 2021 & 2022, with only one ending up in a Disciplinary Hearing. Would the Panel investigate an indictment of the complaint process, reflecting a complete lack of priority on the part of the Police? The indifference to the complaints is to discourage complainants and cover up the scale. An average of 18 months between a complaint being received, and a disciplinary hearing, is appalling. The Panel are referred to an exposure by The Herald, on 19 March 2022. All facts quoted came from the FOI office of D & C police’.

The Commissioner answered:

‘Thank you for your interest in how police complaints are handled. My Police and Crime Plan sets out my commitment to improving public confidence through world class policing, and to achieve this it is important that a clear, transparent and accessible complaints system is in place.

In the two years 2021 and 2022 Devon & Cornwall Police (D&CP) recorded a total number of 2,940 complaints against officers, staff and special constables. The majority of these are about general levels of service and action following contact rather than misconduct allegations. Wherever possible, these are dealt with quickly through early service recovery and reflective practice.

The threshold for misconduct is very specific. It is set out in statutory guidance as behaviour so serious that it justifies disciplinary proceedings or behaviour that is a criminal matter. It is a good thing that we see relatively few of these cases in Devon and Cornwall, and I am assured that when such cases do arise they are taken seriously.

In those two years 2020 and 2021 the force recorded 238 cases. Of these, 167 have been concluded and 71 are still under investigation. Of those concluded, 25 proceeded to disciplinary proceedings, 18 of which were misconduct hearings, resulting in 7 dismissals.

So in reality, only 8% of all complaints were about misconduct in 2021 and 2022, 15% of those concluded were found to have cases to answer in formal proceedings and nearly half all of cases taken to misconduct hearings resulted in dismissal’.

**88. Commissioners Update Report**

Alison Hernandez, the Devon and Cornwall Police and Crime Commissioner presented the update report to the Panel and highlighted:

- a) The Chief Constable's retirement and subsequent recruitment to the post;
- b) Operation Medusa – an operation working with Merseyside Police's County Lines Task Force to reduce drugs supply from that force area into the Devon and Cornwall area;
- c) Prisoners building eco-homes to help tackle the South West housing crisis;
- d) Commissioner's Community Grant Schemes 2022;
- e) Opening of six police station front offices;
- f) Survey on 101 and 999 services;
- g) Police, Crime, Sentencing and Courts Act 2022;
- h) Shared Prosperity fund in the levelling up arrangements.

Members of the Panel discussed:

- a) Opening of rural police stations had been seen positively and has started to provide a presence in communities for the Police. It was acknowledged that there had been a challenge to open a front desk in Paignton and there were no viable options. The Commissioner would work with Councillor Hopwood to explore the possibility of a pop-up Police Station;
- b) A recommendation from the precept meeting that took place on 28 January 2022 would look to adopt recommendations from the male violence against women and girls commission. This had not been mentioned within the Commissioner's update report and it was recommended for this to be detailed within the next Commissioner's report;
- c) Mutual aid had been a requirement from all forces to provide support for big events and had been a strategic policing requirement from the Home Secretary to support large public order events. At times in the Summer season, Devon and Cornwall would be able to use Mutual Aid to bring officers down to help with the influx of visitors. Equally Devon and Cornwall would be required to support other forces across the country with supplying officers to large public order events;
- d) The Commissioner would update Councillor Tilbey with figures of Neighbourhood Policing numbers for Bude and Launceston due to reports from Neighbourhood Police teams not having increased staffing levels;

The Panel noted the report.

89. **Police and Crime Plan Scorecard**

Alison Hernandez, Police and Crime Commissioner presented the report to members and members discussed:

- a) The baseline had been set to the date of June 2019 due to a relatively false sense of what crime looked like due to the majority of the public remaining at home from the COVID lockdowns in years 2020 and 2021. A workshop would be arranged for members of the Panel on the Scorecard, to unpick any issues that members may have had and this would take place within two months;
- b) Hate crime had increased by 41% in Devon and Cornwall which had been concerning for members of the Panel and the Commissioner. Members of the Panel were also concerned that the community in Devon and Cornwall had been reporting that the specialist hate crime function had been removed. Members of the Panel reaffirmed the requirement for a specialist hate crime function in order to build trust with communities.

The Office of the Police and Crime Commissioner advised that the National Chief Police Council had produced a race action plan which had 'landed' with the Force and that the Force had been in the process of recruiting a non-executive director with race and inclusion as part of their portfolio. The Commissioner recognised that the Force had been underrepresenting ethnic minorities in policing and welcomed more scrutiny on hate crime. Hate crime had become a mission critical strategic indicator within the Police and Crime Plan in order to ensure monitoring would take place openly and transparently. The Commissioner highlighted that Community Cohesion had been vital in resolving hate crime and that she would like to hear from people that had been having poor experiences within their communities. Devon and Cornwall Police had been recording misogyny as a hate crime which had been against the trend nationally for forces.

The Panel heard from the Chief Executive, Frances Hughes that the Office of the Police and Crime Commissioner had been re-organising community engagement and would not be reducing the amount of engagement with communities. The Devon and Cornwall Office of the Police and Crime Commissioner had been leading nationally on community engagement and co-chaired the national collaboration board on behalf of all Offices of Police and Crime Commissioners.

The Commissioner would respond to Councillor Penberthy in relation to his query as to whether the specialist hate crime function in Plymouth had been removed and also reaffirmed her position to build trust in communities and for hate crime to be a priority as part of the recruitment process for the new Chief Constable.

The Panel noted the report.

90. **Police and Crime Plan: Road Safety Profile**

Alison Hernandez, The Police and Crime Commissioner presented the item to the Panel and highlighted the following key points:

- a) Deaths of bikers in the region had increased substantially with 23 killed or seriously injured with 10 killed between 1 January and 8 July 2022, the baseline for all deaths on the road had been set to 58 for the year by Vision Zero. The Police had continued and increased efforts to get messages out to the public which had been supported by the Fire Service. Speed continued to be an issue for the increase in deaths in the region and the Commissioner re-affirmed her commitment for speed cameras and Community Speed Watch programmes;
- b) Torbay Council had not engaged fully with the Vision Zero Partnership. The authority had a high number of pedestrian deaths and the Commissioner requested for more input from the authority in an attempt to drive a decrease in deaths.

Members discussed:

- a) There had been an increase in noise complaints from residents in the region around motorbikes and the Panel were concerned about reports from residents indicating that baffles had been removed to increase noise. The Panel had been interested in noise cameras for noise hotspots in the region but noted only 5 had been allocated nationally. The Commissioner advised that ASB had been a priority within the Police and Crime Plan; there had been successful efforts with car owners through Sgt Owen Messenger and George's Car Media through social media to address safety concerns but recognised more needed to be done with owners of motorcycles;
- b) The '20 plenty' scheme in Cornwall had gathered pace with infrastructure in place with regards to staffing, the Commissioner endorsed the scheme but clarified that it was a Council led Policy;
- c) For future the meetings the Commissioner would report on the monitoring of funded projects from the Office of the Police and Crime Commissioner specifically the effects whether they had been positive or negative in relation to the funding granted to them;

The Panel noted the report.

91. **Draft Annual Report 2021 - 2022**

Alison Hernandez, The Police and Crime Commissioner presented the report to the Panel and highlighted the following points:

- a) Serious Violence Prevention Partnership
- b) 10 year strategic victim support contract
- c) Independent Custody Visiting scheme

Members discussed:

- a) Hate crime should be reflected more in the next annual report should it be unable to detailed more in the 2021 – 22 report. Violence against women and girls should have a higher priority within the report. The Commissioner confirmed that this would be detailed much more in the annual report due to their strategic importance.
- b) The Panel recommended that sections on hate crime and violence against women and girls be included in the Annual Report 2021 – 2022.

The Panel noted the report.

92. **Complaints against The Police and Crime Commissioner received under The Police Reform and Social Responsibility Act**

Frances Hughes, Chief Executive reported to the Panel that there had been one complaint in the reporting period which had dealt with by the Chair, Councillor Croad, in conjunction with Frances Hughes under Delegated Powers with no on-going issues.

The Panel noted the report.

93. **Work Programme**

Members of the Panel added the following items to the work programme:

- Hate crime
- Violence against women and girls
- Confirmation of the Chief Constable

Frances Hughes, Chief Executive advised the Panel that the Independent Office for Police Conduct had offered to come to the September meeting to deliver a presentation on the process of Police complaints





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## Devon and Cornwall Police and Crime Panel

16<sup>th</sup> September 2022

### CONFIRMATION HEARING FOR THE PROPOSED APPOINTMENT OF CHIEF CONSTABLE OF DEVON AND CORNWALL POLICE

#### 1. PURPOSE OF THE REPORT

- 1.1 To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Devon and Cornwall Police, and to seek confirmation of this proposed appointment through a confirmation hearing conducted by the Police and Crime Panel, as required by the Police Reform and Social Responsibility Act 2011.

#### 2. RECOMMENDATION

- 2.1 That the Police and Crime Panel support Mr. Will Kerr OBE as the confirmed candidate to the role of Chief Constable for Devon and Cornwall Police.

#### 3. INTRODUCTION

- 3.1 Mr. Will Kerr OBE is the Police and Crime Commissioner's (the Commissioner's) preferred candidate for the role of Chief Constable for Devon and Cornwall Police following a rigorous and robust application and interview process.
- 3.2 The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets out a range of information that must be supplied by the Commissioner to the Police and Crime Panel as part of the confirmation process, as follows (Schedule 8, 3):
- the name of the person whom the PCC is proposing to appoint [given in paragraph 2.1],
  - the criteria used to assess the suitability of the candidate for the appointment [given in section 9, Criteria];
  - why the candidate satisfies those criteria [given in section 8]; and
  - the terms and conditions on which the candidate is to be appointed [given in Appendix A, Candidate Information Pack].
- 3.3 The Police and Crime Panel must review this information and make a report to the Commissioner on the proposed appointment.

#### 4. BACKGROUND

- 4.1 Following Chief Constable Shaun Sawyer QPM's decision to retire from his role in August 2022, a full, open recruitment process was undertaken to identify a Chief Constable for



Devon and Cornwall Police, in accordance with the requirements of the PRSRA 2011 and the College of Policing guidance for appointing chief officers.

4.2 The recruitment process resulted in five applications for the role being received.

## 5. PROCESS

5.1 The recruitment process for Chief Constables is set out in the Police Reform and Social Responsibility Act 2011; the Police Regulations 2003; the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012; and Home Office Circular 20/2012 (as amended).

5.2 The Chief Executive ensured the recruitment process met the legislative requirements and was developed in accordance with the College of Policing's 'Guidance for Appointing Chief Officers', 2018.

5.3 The vacancy was advertised on the Devon and Cornwall OPCC website and via the College of Policing Website and was also circulated to the International Police Association for them to distribute to their members. Feedback received confirmed that the national chief officer cohort knew about the vacancy, and a number of conversations were had with eleven potentially interested parties. The post was advertised on 8<sup>th</sup> June 2022 and closed on 6<sup>th</sup> July 2022. (Appendix C)

5.4 The shortlisting and interview panel was arranged. Given the significance of the Chief Constable role, a suitably skilled, experienced and senior panel was convened whom represented areas which had an impact on the delivery of policing services, as follows:

- Alison Hernandez, Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly (Appointing Officer)
- Karime Hassan, Chief Executive of Exeter City Council and Exeter City Futures
- Mark Shelford, Police and Crime Commissioner, Avon and Somerset
- Angela Cossins, South West Regional Director of Probation
- Kate Kennally, Chief Executive of Cornwall Council (Independent Member)

5.5 In addition, the panel was advised and chaired by Frances Hughes (Chief Executive and Monitoring Officer, Devon and Cornwall OPCC) and Mr. Stephen Smith from the College of Policing.

5.6 Collectively, the panel has extensive experience of recruiting at a senior executive level. It was confirmed that no panel member had any conflict that necessitated declaration.

5.7 Relevant national guidance requires at least one of the panel to be an independent member. A key role of the independent member is to ensure the appointment principles of merit, fairness and openness are followed and to verify the extent to which the panel were able to fulfil their purpose (for example, to challenge and test that the candidate meets the necessary requirements to perform the role).

Kate Kennally, Chief Executive of Cornwall Council agreed to act as the independent member of the panel and has written a separate report to the Police and Crime Panel confirming the fairness of the process and decision making (Appendix D).

5.8 A comprehensive information pack for candidates was produced by the Chief Executive, and the supporting information was reviewed and revised. This included the terms and conditions of the appointment being confirmed by the Alliance HR department, and the assessment criteria being reviewed by the College of Policing.

## **6. ASSESSMENT**

- 6.1 In the first instance, the Chief Executive assessed the candidate's application to have met the minimum eligibility criteria for the role, as set out in the role profile (and included in the candidate application pack). These included: holding the rank of Assistant Chief Constable/Commander or a more senior rank in a UK Police Force; having successfully completed the Senior Police National Assessment Centre and the Strategic Command Course; having Authorising Officer Training; and having wide ranging law enforcement experience.
- 6.2 The candidate was scored, by the panel, at both the shortlist and the interview stage against the College of Policing competencies.
- 6.3 Two candidates scored highly at the shortlisting phase, and it was the consensus of the panel that they be invited for interview. The panel identified a number of areas for further questioning at the interview.
- 6.4 To support the offer of proposed appointment, references were sought in advance of the interviews with the consent of both candidates. Both candidates provided strong, clear endorsements of suitability, with no issues being raised by either referee.

## **7. INFORMAL BRIEFING TO THE POLICE AND CRIME PANEL**

- 7.1 On 10<sup>th</sup> August 2022 and prior to the interview process the OPCC Chief Executive gave an informal briefing via Microsoft Teams to the Devon and Cornwall Police and Crime Panel. This briefing was aimed at familiarising the Panel with the process which was being followed and the role of the Panel in the confirmation hearing. Panel had the opportunity to ask questions and clarify any issues as part of these discussions.

## **8. STAKEHOLDER PANELS**

- 8.1 Three stakeholder panels were convened to provide internal and external involvement and input into the appointment process: an internal panel; and external panel and an unseen media task observed by internal and external partners. The Internal Panel was for Devon and Cornwall Constabulary officers and staff representatives to participate. The External Panel and Media Task observers were drawn from senior external stakeholders, both politicians and officers with whom any future Chief Constable would need to work. Each panel also included at least one police cadet.
- 8.2 The Internal Stakeholder Panel was represented by staff and officers including the following:
- Police Federation
  - Unison
  - Superintendents Association
  - GMB Union
  - Special constabulary
  - LGBT Network
  - All Together Different network
  - Police Staff representatives.
  - Police Cadets

- Chair of the Staff Support Hub
- 8.3 The External Stakeholder panel was represented by individuals from the following organisations, or area of business:
- Devon and Somerset Fire Service
  - BtheChange, CIC
  - Victim Support
  - Torbay Together Partnership
  - Crimestoppers
  - Plymouth City Council (*no representative could attend*)
  - Devon and Cornwall Police Cadets
- 8.4 The Panels were facilitated by Chairs nominated by the Police and Crime Commissioner. The Chief Executive of the OPCC provided written and verbal briefings to the panel chairs prior to the stakeholder panels and developed an information pack for each stakeholder participating and supported each panel through debriefing and assessment of candidate using an assessment template. The Internal Panel was chaired by Alexis Poole, Assistant Chief Officer and Director of People at Devon and Cornwall Police. The External Stakeholder Panel was chaired by Mr Michael Saltern, Advisor to the Police and Crime Commissioner. The Unseen Media Task was Chaired by Mr Patrick Phelvin, Communications and Engagement Manager at the OPCC.
- 8.5 The questions asked by both Panels were developed by seeking questions in advance from those participating and by using the results from a whole staff survey undertaken by the Commissioner to seek the views of police officers and staff on their thoughts about the qualities of a new Chief Constable. This questionnaire generated over 700 responses. A question set of eight questions was developed for each panel and agreed in advance with the College of Policing. During each panel these core set of questions were asked to each candidate, which were followed by bespoke follow up questions from panel members.
- 8.6 The unseen media task was a filmed media interview undertaken by an external journalist. This media exercise was observed by invited stakeholders. The observers were not permitted to engage with the candidates but were present to score their performance under realistic conditions. Panel members included representatives from:
- Cornwall Council
  - Devon County Council (*no representative could attend*)
  - Torbay Council
  - Exeter City Council
  - Office of the Police and Crime Commissioner
  - Devon and Cornwall Police Cadets
- 8.7 A representative from the College of Policing, Mr Stephen Smith was present at each of the stakeholder panels and the main interview panel as an observer.

## 9. CRITERIA

- 9.1 The application form was designed to pose questions in relation to each of the competencies but allow candidates the opportunity to provide evidence of suitability, skills,

experience, and relevant continuing professional development. Each question had a maximum word limit for the answer.

9.2 The selection criteria used to assess the suitability of candidates at both the shortlisting and interview process reflected the national Competency and Values Framework recommended by the College of Policing to ensure that candidates demonstrate the key competencies required at the Chief Constable level.

9.3 The main interview followed a traditional structured format, with panel members taking turns to pose predetermined questions designed to probe each one of the assessment criteria. The panel received training and detailed information packs on the Chief Constable appointment process, delivered by Frances Hughes ahead of the shortlisting and interview process. The purpose of this training was for the panel to:

- gain a shared understanding of the assessment criteria;
- discuss and agree what effective and ineffective performance looks like; and
- understand the principles of fair and merit-based assessments and how to apply this consistently.

Panel members received feedback from the stakeholder panel chairs and viewed the video of the unseen task prior to commencing the main interview to ensure the full remit of each competency was tested.

9.4 Throughout the interview process each panel member questioned the candidates. Each member took extensive notes, and at the end of the process these were used to assist determining the performance and suitability of the candidate.

9.5 This detailed and rigorous process resulted in a unanimous decision to recommend that Mr. Will Kerr OBE be appointed.

## **10. THE PREFERRED CANDIDATE**

10.1 The preferred candidate:

- Meets the criteria for appointment to the rank of Chief Constable as set out in law;
- Has undertaken an open, transparent and rigorous recruitment process which included independent, internal and external scrutiny and met the principles of fairness, openness and merit;
- Has a considerable and long-standing career in policing and has a proven operational and strategic background at a senior level both nationally and internationally;
- Demonstrated throughout the application and assessment process his unquestionable ability to not only lead Devon and Cornwall Police, but to deliver improvements to the policing service in Devon, Cornwall and the Isles of Scilly
- Was able to demonstrate that he met the values and competencies at senior manager/executive level as set out in the College of Policing Competency and Values Framework (Appendix D), namely: Values: Impartiality; Integrity; Public Service; Transparency; Competencies of: Emotionally aware; Take ownership; Collaborative; Deliver, support and inspire; Analyse critically; Innovative and Open-minded.

10.2 In summary Mr. Will Kerr OBE performed to an excellent standard throughout the application and assessment process, which rigorously challenged and tested the candidates against the necessary requirements for the role and is the Police and Crime

Commissioner's preferred candidate to be Chief Constable of Devon and Cornwall Police. At interview, Mr Will Kerr demonstrated the breadth of his policing experience, leadership, and ability to command a force and engage at the highest levels with local, regional and national stakeholders. It was the unanimous view of the panel that he held the skills, abilities and qualities required to lead Devon and Cornwall Police.

## **11. PREFERRED CANDIDATE BIOGRAPHY**

- 11.1 Will Kerr is currently Deputy Chief Constable for Police Scotland. Before joining Police Scotland DCC Kerr spent over 27 years in the Police Service of Northern Ireland, where he held a number of command-level posts, including Assistant Chief Constable Belfast and ACC Crime and Operations. His responsibilities included being the Counter Terrorism Lead in Northern Ireland, and the Chair of the NI Strategic Coronation Group with MI5 colleagues. These decisions took place against a "severe" threat level and a high demand and risk operational environment and a complex political environment.
- 11.2 He joined the National Crime Agency in 2017 where, as director, he was national lead for co-ordinating the UK's domestic and international response to child sexual abuse and exploitation, modern slavery, human trafficking and organised immigration crime. He was also the strategic lead for the NCA's relationship with devolved administrations and partners in Scotland and Northern Ireland. In this role he chaired the UK's "Strategic Governance Group" for each of these crime threats and was responsible for delivering strategic action plans against each threat across a wide range of key partners.
- 11.3 DCC Kerr, who was awarded the OBE in 2015, joined Police Scotland in 2018 as Deputy Chief Constable for Local Policing. There his responsibilities include partnerships, prevention and community wellbeing and criminal justice. He is a member of the Justice Board for Scotland, a member of the Sentencing Council for Scotland (a Ministerial appointment) and was elected as the UK's delegate to INTERPOL's (12 person) Executive Committee.
- 11.4 As Deputy Chief Constable he has had strategic portfolio responsibility for over 16,000 officers and staff, with an overall pay and non-pay budget of over £710m. He is responsible for the delivery of local policing services across Scotland's 32 Local Authority areas, with line management responsibility for 5 Assistant Chief Constables. In this role he has invested very heavily both in terms of personal relationships and enabling structures in improving policing's strategic partnerships with all 32 Councils (individually and via the Convention of Scottish Local Authorities) and other key partners in civic society across Scotland. These relationships are now fundamentally more positive, underpinned informally by mutual respect and support, and formally by Collaboration Agreements/Strategic Partnership Frameworks. Critically, these communities, whether in urban, rural, remote or island communities across Scotland are now at the heart of policing decisions and considerations.

## **12. TERMS AND CONDITIONS OF APPOINTMENT**

- 12.1 The terms and conditions on which the candidate is to be appointed are given in the candidate information pack (Appendix A).



**13. LIST OF APPENDICES**

- A. Candidate Information Pack (incorporating terms and conditions of appointment)
- B. Application Form
- C. Recruitment timeline
- D. Assessment Criteria/College of Policing Competency Framework
- E. Independent Member report: Kate Kennally

**Contact for further information:**

**Pierre Doutreligne**

Governance Officer

Office of the Police and Crime Commissioner for Devon and Cornwall

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Report prepared on: 1<sup>st</sup> September 2022

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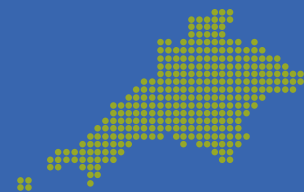
# Recruitment Pack

## Chief Constable

**POLICE**

A suspected drug dealer

Safe, resilient and connected communities  
in Devon, Cornwall & the Isles of Scilly



**PCC**  
Office of the Police and  
Crime Commissioner  
Devon and Cornwall

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Creating safe, resilient and  
**connected** communities supported  
by world class sustainable policing

# Foreword from Alison Hernandez



Devon and Cornwall is one of the safest places in the country to live and I want to ensure that we continue to keep our communities safe and provide high quality services which Police Officers, Police Staff, Police Volunteers and our communities can be truly proud of.

To support me in achieving this, I am looking for an

exceptional, dedicated, ethical and high-performing leader to become our next Chief Constable.

With significant and senior policing experience and a proven track record in delivering positive organisational change and improvements in public confidence and crime fighting – **you will lead and shape the future of Devon and Cornwall Police.**



As an inspirational leader with grip, through proactive and collaborative engagement with the workforce, partner agencies and communities you will bring about a performance culture and visible change that will evidence a real difference to policing and the public we serve. Not fancy elaborate projects but a real focus on getting the basics of policing right including promoting the great efforts that the workforce do every day to keep us safe.

By doing so you will be applying for one of the biggest roles in policing. Devon, Cornwall, and the Isles of Scilly is the largest geographical force area in England, and a two-county force with islands. As a peninsula and a rural, urban, and coastal force we have a unique set of challenges. Policing here has to be self-sufficient, innovative and challenge the norms. But do not be fooled into thinking that nothing ever happens here. We experience the same challenges of crime, exploitation, public safety and public confidence as the rest of the UK, and I am seeking a new Chief Constable to lead the Force into the next chapter of our development.

As a second-term Police and Crime Commissioner I am very clear about the people's priorities for policing through my Police and Crime Plan 2021-25. The Chief Constable will be crucial to delivering these ambitions in an independent operational capacity. To do this, the successful candidate will need to offer a strong presence across the Force, be personally resilient, and inject dynamism. You will have the ability to inspire the workforce and build a culture where leadership, customer service and organisational and personal performance is valued at every level.



Myself and my team enjoy an excellent working relationship with the current Chief Constable and the senior team, and we have a very effective, open, and robust relationship. My team and I would expect nothing less. Transparency and strong governance is at the heart of our shared success.

.....  
**The role of Chief Constable is pivotal in leading officers and staff creating a vision and establishing a culture that continues to build public and organisational confidence. This will be accomplished by delivering a professional, effective and efficient policing service for all on the things that matter to the public, not just what matters to the police.**  
.....

Like all police forces, Devon and Cornwall does have to respond to the challenges of the changing face of crime and the tough economic environment that we must deliver policing in. Strong financial management means Devon and Cornwall is in a relatively good position and is able to respond to these challenges, though we have long made the case that with more domestic visitors than any other force in England and Wales we are inequitably funded. Through your strong leadership I expect to see this continue and Devon and Cornwall to remain a safe area. We overcome some of these challenges through the strength of our partnership working across all agencies.



As the new Chief Constable I will expect you to bring a strong partnership approach and be able to develop and maintain effective relationships to support the work of the force as well as contributing to wider community safety, criminal justice and other relevant agendas. Particularly a partnership within our communities. Our communities want to be on policing's side and have a willingness to help fight crime. This must be harnessed in order to stay one of the safest areas in the country.

Please be aware of the key dates set out (see page 20), and ensure that, should you be shortlisted, you are available for the dates indicated. Further guidance is contained in the instructions for candidates leaflet.

If you have any further questions relating to the process, or the working of my office, please do not hesitate to get in touch with my Chief Executive, Fran Hughes, who will be happy to assist in the first instance.

Fran can be contacted by calling **07710 075574** or emailing: **ccrecruitment@devonandcornwall.pnn.police.uk**

I look forward to receiving your completed application.

**Alison Hernandez**  
Police and Crime Commissioner,  
Devon, Cornwall and the Isles of Scilly

# Our area



- Devon, Cornwall and the Isles of Scilly is the largest policing area in England, **stretching over 4,000 square miles and six inhabited islands.**
- We are isolated from most of the country and other police and support services with **730 miles of coastline and limited public transport infrastructure.**
- With **13,600 miles of road** we have the largest road network in England and Wales, **over 80% of which is made up of rural roads.**
- Our area has significant pockets of high deprivation **with 6% of our population living in the 10% most deprived areas in the country.**
- Our elderly population is above the national average, with **24% of our population aged 65 years or over, compared to the national average of 18%.**
- We are national outliers in areas like suicides, self-harm and mental health hospital admissions for **those under 18 years of age.**
- We operate within a complex partnership landscape that includes **three unitary local authorities, one top tier county council and eight district councils.**



**45m**

staying visitor nights per year



**4,000** square miles



**2**

National Parks



**13,600**

miles of road



**6**

inhabited islands



**1.76m**

population



**730**

miles of coastline



**3**

cities



Responsible for area up to

**12 miles** out to sea



Isles of Scilly population

**c2,200**

# Our police service



 **27**  
Policing sectors  
across four Basic  
Command Units

 **3,422**  
Police Officers across  
Devon, Cornwall &  
the Isles of Scilly

 **150**  
PCSOs

 **147**  
Buildings across  
the Force area

 **2,217**  
Police staff


 **43**  
Tri and Bi-Service  
Officers

 **269**  
Special Constables

 **1,000+**  
Fleet vehicles


 **540**  
Community  
Speedwatch volunteers

 **£379m**  
Overall budget total

 **150,000+**  
Emails, texts and online reports per year

 **500,000+**  
101 calls per year

 **50,000+**  
Webchat contacts per year

 **250,000+**  
999 calls per year

# Introducing the **Police and Crime Plan**

The Devon, Cornwall and Isles of Scilly Police and Crime Plan 2021-25 prioritises the four issues that matter most to our communities – **antisocial behaviour, drugs, violence and road safety.**

Work to bear down on these issues has already begun, with structures established and commissioning in place that will make Devon, Cornwall and the Isles of Scilly even better places to live, work and visit.



The Serious Violence Prevention Partnership is a joint police and PCC response to rising levels of violence in the peninsula. It takes a public health approach to the challenge, seeking to engage and divert those at risk of becoming involved in violent crime.

Antisocial behaviour remains a significant and complex challenge for the force and its partners and its impact on people's wellbeing cannot be underestimated. Through robust community policing and strong relationships with local authorities some progress has been made in some parts of Devon and Cornwall, but much remains to be done.

The Vision Zero South West is a partnership of agencies with the shared ambition of cutting road deaths and serious injuries to zero by 2040. A memorandum of understanding, budget and staffing have now been agreed.

And the Devon and Cornwall Commissioner is working with five others in the South West, and their respective forces, to tackle drug dealing in the region through robust enforcement.



In her first term the public told the Commissioner that they wanted more police officers, and in partnership with central Government and our local taxpayers we have built a force that has more officers than at any time in its history – **delivering on her commitment to create safe, resilient and connected communities.**

The current police and crime plan now seeks to deliver on our communities' investment in policing. The uplift in police numbers must be felt across the rural, coastal and urban areas that make up Devon, Cornwall and the Isles of Scilly. We have committed to increase police visibility and reopen police stations in towns where they once took pride of place.

Delivering on this plan has never been more important as we recover from the challenges of the pandemic and the long-term impacts on our community to place public safety, community confidence and regeneration at the heart of our plans to protect our communities' future.







# Role Profile

## Post: Chief Constable

**Accountable to:** Police and Crime Commissioner for Devon, Cornwall and the Isles Of Scilly

**Location:** Office of the Chief Constable, Police Headquarters, Middlemoor, Exeter

.....  
**Responsible for:** The direction and control of Devon and Cornwall Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the Office of the Chief Constable.  
.....

### Role Purpose

The Chief Constable has overall responsibility for leading the force, creating a vision and setting direction and culture that builds public and organisational confidence. Such leadership is essential to successfully deliver a professional, effective and efficient policing service.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The successful candidate will also be responsible for influencing the development of regional and national policing, and could be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the Office of Chief Constable and complying with any schemes of governance or consent that exist, which determine force governance arrangements.

### Role Profile

#### KEY ACCOUNTABILITIES

- Set and ensure the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop a mutually productive strategic relationship with the PCC in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Lead the force, communicating a clear direction, setting organisational culture and values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer Group; setting role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the force vision and goals.
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the PCC, to ensure the effective use of public spending and maximise value for money.
- Fulfil the authorising responsibilities of a Chief Constable. For example, authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses in order to protect the public and further develop the force's operational strategies.
- Lead and command the operational policing responses on occasion in the highest risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the force objectives.
- Represent the force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change, innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Play an active role in national decision making on the development of the police service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of efficiency, effectiveness, productivity and value for money.

For further information about the Chief Constable role profile, please visit the College of Policing's website:

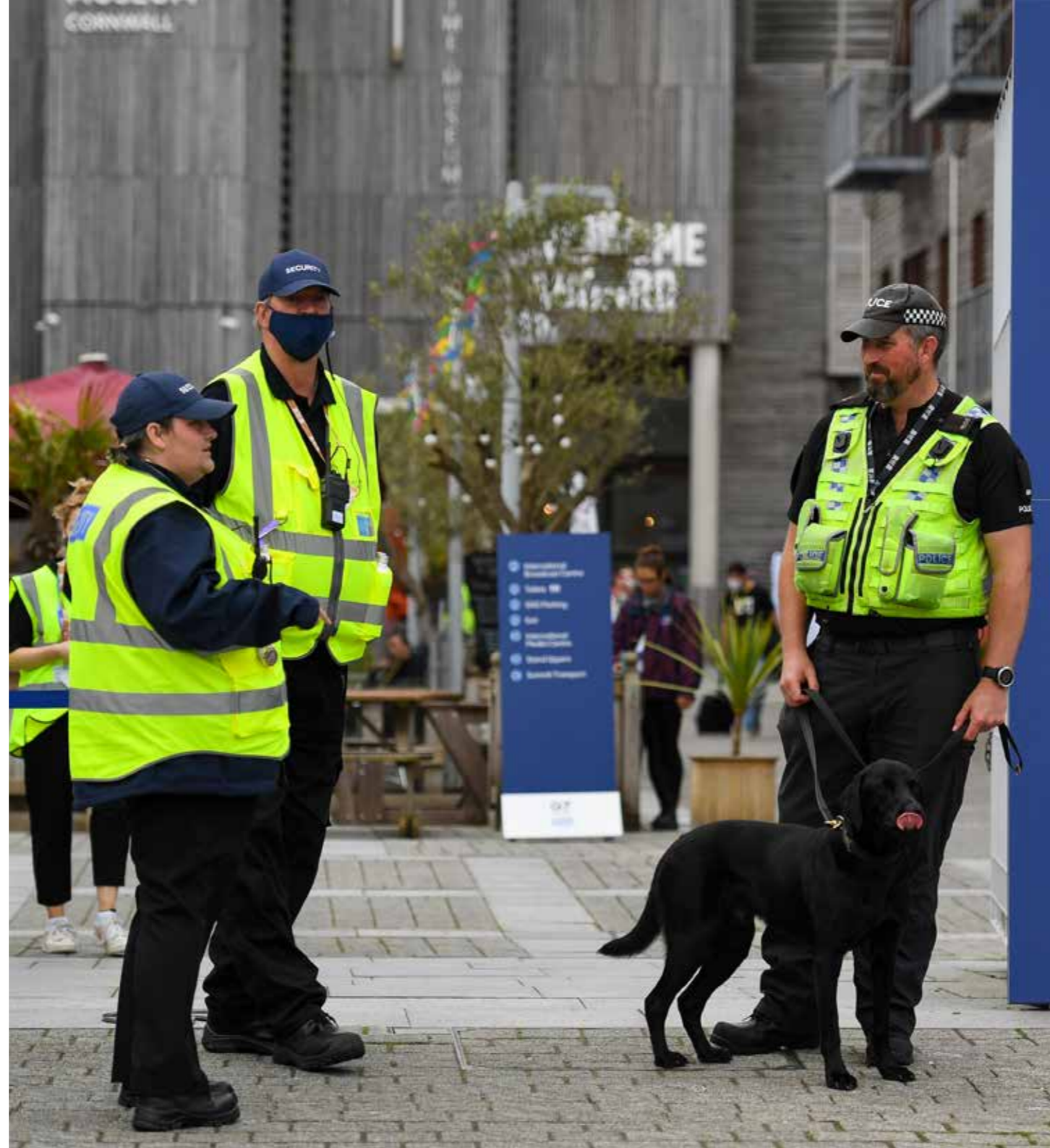


<https://profdev.college.police.uk/professional-profile/chief-constable>

# Education, Qualifications, Skills and Experience

## Prior Education and Experience:

1. Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
2. Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
3. Authorising Officer Training.
4. Wide ranging operational law enforcement experience.
5. A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
6. Experience of successfully engaging with and influencing multi-agency partnerships.
7. Experience of implementing an effective performance management framework.
8. Experience of implementing successful organisational development, change and innovation.
9. Experience of accountability for management of significant budgets.
10. Up to date operational/technical policing knowledge.
11. Knowledge of developing legal, political, economic, social, technological and environmental factors and an understanding of the implications for strategic planning.
12. Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.
13. Experience of working in a political context and clear understanding the role of Police and Crime Commissioner.



## Skills:

14. Highly skilled in the development of ambitious vision, strategy, and policy, aligned to operational realities and wider plans/goals.
15. Ability to demonstrate high levels of personal leadership, transparency, and integrity.
16. Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
17. Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
18. Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
19. Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
20. Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
21. Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
22. Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
23. Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
24. Able to identify, commission and implement new or improved technologies/services that have a transformational impact on force service delivery and/or cost.
25. Demonstrable commitment to personal development.
26. Good understanding and demonstrable practice in how customer feedback can drive organisational improvement.



# Behaviours/Competency and Values Framework

This role requires the full range of behaviours set out in the College of Policing's Competency and Values Framework. For all of these aspects, it is expected that the post holder will be operating at level 3 of that framework. The recruitment process is based around demonstrating these competencies.

The specific competencies and values are:

.....  
**Resolute, compassionate and committed**

- We are emotionally aware
  - We take ownership
- .....

.....  
**Inclusive, enabling and visionary leadership**

- We are collaborative
  - We deliver, support and inspire
- .....

.....  
**Intelligent, creative and informed policing**

- We analyse critically
  - We are innovative and open-minded
- .....



# Chief Constable Terms and Conditions of Appointment

## ELIGIBILITY

The appointment of the Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations and any other relevant legislation. The appointment will also and be subject to a confirmation hearing by the Police and Crime Panel.

## PRE-EMPLOYMENT CHECKS

Any conditional offer of employment will be subject to satisfactory references and medical clearance. The appointment will also be subject to security clearance at Management Level (MV) and Developing Vetting (DV) Level if not in place on appointment and this will remain a requirement of the post.

## TERM OF APPOINTMENT

The appointment will be for a five-year fixed term commencing on the date of appointment in accordance with Police Regulations 2003. Any extensions to this term shall require the approval of the Police and Crime Commissioner.

## PERIOD OF NOTICE

The written notice period of termination of the appointment is three months by either party or such shorter notice as may be accepted by the Police and Crime Commissioner.

## LOCATION OF OFFICE OF THE CHIEF CONSTABLE

The Office of the Chief Constable is located at Police Headquarters, Middlemoor, Exeter, and support services to the Chief Constable are provided at this location.

## QUALIFICATIONS

The following courses or assessment centres must be satisfactorily completed:

- a) The Senior Police National Assessment Centre ("Senior PNAC")
- And b) The Strategic Command Course ("SCC")

## BASE SALARY

The base salary will be set at the national "spot rate" for Devon and Cornwall which is currently £170,316 per annum. Salary is paid on a monthly basis.

## THE POST

The nature of the post will require the post holder to work outside normal office hours and at weekends on a regular basis. There is a requirement to be contactable 24 hours per day when not on leave or in the absence of a designated Deputy.

The primary focus of the post holder is the deliver and efficient and effective police service and work in partnership to deliver the Police and Crime Plan for Devon, Cornwall and the Isles of Scilly. National work may be undertaken, but only with the agreement of the Police and Crime Commissioner.

## PROFESSIONAL DEVELOPMENT

A programme of professional development will be agreed by the Commissioner, informed by the outcomes of regular performance/ development appraisal and in the light of emerging developments in policing.

## CAR ALLOWANCE

The Chief Constable is provided with an unmarked operationally equipped vehicle that is fully maintained, taxed and insured. The cost of fuel will be met and you will be recharged for private mileage at the Force Provided Care mileage rate.

## HOLIDAY

The successful applicant will be entitled to leave in accordance with Police Regulations.

## NORMAL PLACE OF RESIDENCE

The post holder is expected to have their normal place of residence within the force area and be readily accessible to meet the operational needs and exigencies of the force.

Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity and within the first year of appointment and relocation expenses are paid only on this basis. Extensions beyond the 12 month limit will require the agreement by the Police and Crime Commissioner.

## RELOCATION EXPENSES

Reasonable relocation expenses will be considered if the successful applicant is required to relocate.

## HOME SECURITY

This will be assessed on a case-by-case basis.

## SUBSCRIPTIONS

CPOSA insurance (non-personal) element will be paid by Devon and Cornwall Police.

## MEDICAL EXAMINATION

Applicants to this position will be required to undertake a medical examination before taking up appointment and confirmation that you are mentally and physically fit to perform the duties of the post.

## SECURITY CLEARANCE

The successful applicant will be appointed subject to holding or obtaining security clearance at Developed Vetting (DV) level.

## OTHER BUSINESS INTERESTS

You must devote the whole of your time to the duties of the office of the Chief Constable, as detailed in the Police Act and Regulations. You shall not take up any other additional appointment or undertake a business interest without the prior consent of the Police and Crime Commissioner.

## PENSION

The post holder will be eligible for membership of the Police Pension Scheme.

## TELEPHONES, IT AND OTHER EQUIPMENT

A mobile telephone and other equipment, which is necessary to ensure convenient working arrangements, will be made available.

## OTHER

The appointment is subject to the Police Regulations and Police Pension regulations and to such other Acts and regulations as may be applicable.

## BUSINESS APPOINTMENT/EMPLOYMENT POST SERVICE

Post Service Employment requirement – the Chief Constable must ask permission before accepting employment within 12 months of leaving the force, if another job would potentially bring about a conflict of interest.

In line with recommendations made following the Leveson Inquiry, and in particular recommendation 80 to ensure greater transparency in all post-service employment routes, the post holder must notify the Police and Crime Commissioner if post-service employment might:

- (a) Be a 'reward for past favours' granted by the applicant to the employer;
- (b) Be one which could enable a particular employer to gain an improper advantage by employing someone who had access to what its competitors "might legitimately regard as their own trade secrets or information relating to proposed developments in government policy which may affect that firm or its competitors"; or
- (c) Be sensitive for other reasons.

The Commissioner, following notification of any of the above, would then make a decision whether this employment is appropriate.

# Timetable / How to Apply

The recruitment process will be handled by a panel convened by the Police and Crime Commissioner and subject to a confirmation hearing by the Police and Crime Panel. For further information about the panel, please contact the OPCC.

Candidates must complete all sections of the application form. The appropriateness of your application will be determined by the extent that your evidence relates to the job description and role requirements.

The application form and the equality monitoring form must be received by email:

**[ccrecruitment@devonandcornwall.pnn.police.uk](mailto:ccrecruitment@devonandcornwall.pnn.police.uk)**

The final interviews will include a full panel, stakeholder panels and a media exercise. Candidates must be available to attend all elements. The appointment is also subject to a confirmation hearing by the Police and Crime Panel, which the successful candidate must attend in person.

## The key dates for the process are:

- **Application process opens:** w/c 6 June 2022
- **Informal Familiarisation dates:** 22 & 23 June 2022
- **Closing date for applications:** Midday on 6 July 2022
- **Shortlisting date:** 21 July 2022
- **Formal Familiarisation dates:** 8 & 9 August 2022
- **Interview and panel dates:** 30 & 31 August 2022 **OR** 31 August & 1 September 2022
- **Confirmation date for successful applicant with Police and Crime Panel:** 16 September 2022

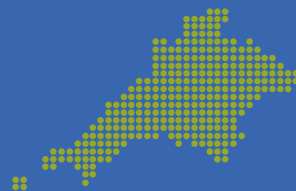


**Telephone:** 01392 225555

**Email:** [ccrecruitment@devonandcornwall.pnn.police.uk](mailto:ccrecruitment@devonandcornwall.pnn.police.uk)

**Post:** The Office of the Police and Crime Commissioner  
Andy Hocking House  
Alderson Drive  
Exeter  
EX2 7RP

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Find out more on the OPCC's website: <https://www.devonandcornwall-pcc.gov.uk/privacy/>



**PCC**  
Office of the Police and  
Crime Commissioner  
Devon and Cornwall



## Chief Constable Recruitment, Devon and Cornwall Police

### Competency and Values Framework

#### How to complete this section

The information provided in this section will be used to evaluate how closely your skills, knowledge and experience align with the College of Policing's Competency & Values Framework required to perform effectively in the role and will enable you to deal with issues facing the Force. When answering these questions you need to:

- Be open and honest in your responses, demonstrating your personal involvement i.e. what you actually did, why and how you did it.
- Provide specific, concrete examples from the last three years. Evidence needs to be specific and focused on your personal involvement/ experience and actions. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Devon and Cornwall Police.

<b>Candidate Name</b>	
<b>Date</b>	

In addition to the submission of an up to date Curriculum Vitae, please complete all questions below in full.

**Please outline your overall suitability for the role of Chief Constable.  
(500 words maximum)**

**Please outline how you demonstrate the skills set out in the Chief Constable role profile.  
(500 words maximum)**



**Political Acumen**

**Please outline your experience of working positively in a political environment.  
(500 words maximum)**

**Please outline how you demonstrate the values set out in the Chief Constable role profile.**

**1. Transparency  
(250 words maximum)**

**2. Integrity**  
**(250 words maximum)**

**3. Public Service**  
**(250 words maximum)**

**4. Impartiality  
(250 words maximum)**

**Please provide comprehensive evidence of how you meet the following Level 3 competencies specified in the Chief Constable role profile.**

**1. We are emotionally aware  
(250 words maximum)**

**2. We take ownership  
(250 words maximum)**

**3. We are collaborative  
(250 words maximum)**

**4. We deliver, support and inspire  
(250 words maximum)**

**5. We analyse critically  
(250 words maximum)**

**6. We are innovative and open-minded  
(250 words maximum)**

**Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct (please provide dates) and any previous disciplinary offences which have not been expunged.**

**Declaration**

I declare that to the best of my knowledge and belief, the information and statements contained in this application are true and correct.

I understand that the information I have provided will be held on manual and electronic systems as part of the recruitment process. I consent to my data being processed to progress my application.

<b>Signature</b>	
<b>Name</b>	
<b>Date</b>	

Applications must be submitted electronically to [ccrecruitment@devonandcornwall.pnn.police.uk](mailto:ccrecruitment@devonandcornwall.pnn.police.uk) and will be dealt with in the strictest confidence.

**Applications** close at noon **6<sup>th</sup> July 2022**.

If you are selected for interview, these will take place on **either Tuesday 30<sup>th</sup> and Wednesday 31<sup>st</sup> August or Wednesday 31<sup>st</sup> August and Thursday 1<sup>st</sup> September 2022**.

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**Recruitment Timeline**

Advertisement published	8 <sup>th</sup> June 2022
Optional informal familiarisation	22 <sup>nd</sup> and 23 <sup>rd</sup> June
Closing date for applications	6 <sup>th</sup> July
Shortlisting by main interview panel	21 <sup>st</sup> July
Psychometric tests by College of Policing	w/c 25 <sup>th</sup> July
Formal familiarisation for shortlisted candidates	8 <sup>th</sup> and 9 <sup>th</sup> August
Informal Police and Crime Panel Briefing	10 <sup>th</sup> August
Stakeholder panels and unseen media task	30 <sup>th</sup> August
Main Panel Interview	31 <sup>st</sup> August

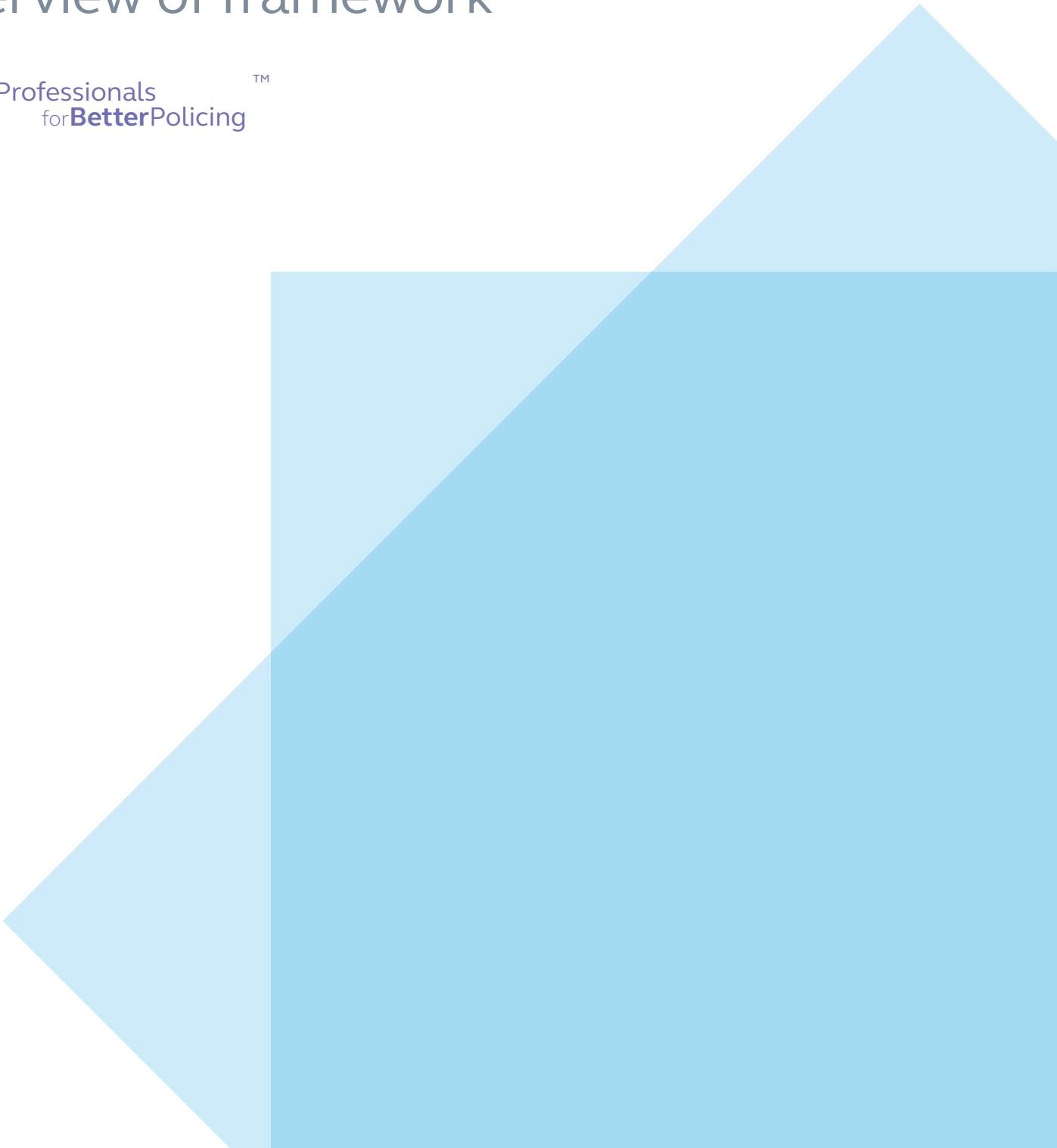
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# Competency and Values Framework for policing

Overview of framework

**BetterProfessionals**<sup>™</sup>  
for **BetterPolicing**



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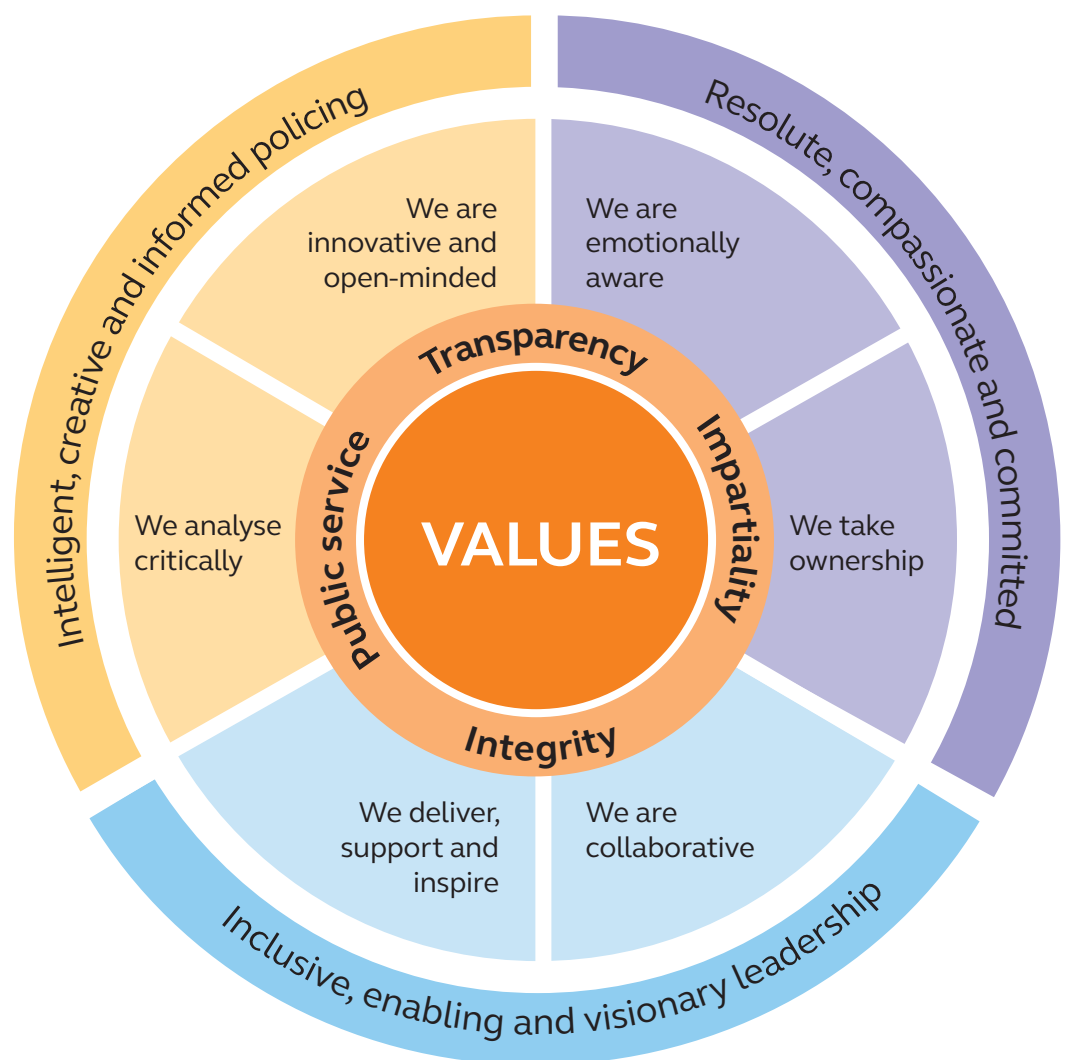
For enquires about this document, or to request an alternative format, please email **[contactus@college.pnn.police.uk](mailto:contactus@college.pnn.police.uk)**

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# Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

# Values

## Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

## Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

## Integrity

This value links to the principle of integrity from the Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

## Behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.



## Public Service

This value links to the principles of respect and selflessness from the Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

## Behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

## Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

## Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

# Cluster

## Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

# Competency

## We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

**Why is it important?** The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

## We are emotionally aware

### Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

### Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

### Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

# Competency

## We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

**Why is it important?** Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

## We take ownership

### Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

### Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

### Level 3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

# Cluster

## Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

# Competency

## We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

**Why is it important?** Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

## We are collaborative

### Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

### Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

### Level 3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

# Competency

## We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

**Why is it important?** To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.



## We deliver, support and inspire

### Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

### Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

### Level 3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

# Cluster

## Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

# Competency

## We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

**Why is it important?** Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

## We analyse critically

### Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

### Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

### Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

# Competency

## We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

**Why is it important?** New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

## We are innovative and open-minded

### Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

### Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

### Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

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## Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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## **Independent Member's Report**

### **Recruitment of Chief Constable for Devon and Cornwall Police**

#### **1. Introduction**

- 1.1 This is the Independent Member's report relating to the appointment process for the next Chief Constable for Devon and Cornwall Police. It provides my assessment of the appointment process used by the Office of the Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly which I consider to have been conducted fairly, openly and based on merit. It also details the extent to which the interview panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.
- 1.2 Home Office Circular 13/2018 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable. It is for them to decide at the end of the process which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel. However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates.

#### **2. Independent Member's role**

- 2.1 The role of the Independent Member is laid out in Home Office Circular 13/2018. It is described more fully in the Guidance for Chief Officer Appointments produced by the College of Policing.
- 2.2 The independent panel member should not be a PCC, a member of the PCC's staff, a member of the PCP, a Member of Parliament, a Member of the European Parliament, a local councillor, a serving or retired police officer or member of police staff, a civil servant, a member of the National Assembly for Wales, a member of the Northern Ireland Assembly, a member of the Scottish Government, an employee of Her Majesty's Inspectorate of Constabulary, an employee of the Independent Police Complaints Commission, or an employee of the College of Policing.
- 2.3 The types of people suitable for the role of independent panel member might include, but is not limited to, Magistrates, Chief Executives of local authorities, and representatives of community organisations.
- 2.4 As the Chief Executive for Cornwall Council I meet the specified criteria as an Independent Member and was selected by the Commissioner for this purpose.

Independent Member Role Profile Home Office Circular 13/2018 states that at least one member of the appointment panel should be an Independent Member. It is important that the Independent Member is suitably experienced in selection and assessment practices, so they can determine the extent to which the appointment process is conducted in line with the principles of merit, fairness and openness. The role as set out in College of Policing Guidance for Appointing Chief Officers requires the independent member to:

- Be suitably experienced and competent in assessment and selection practices
- Undertake appropriate briefing/assessor training

- Be aware and have an understanding of the needs and interests of the recruiting force and local community
  - In collaboration with the PCC and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidate most closely meets the appointment criteria
  - Produce a written report on the appointment process, to be submitted to the Police and Crime Panel at the same time as the name of the preferred appointee, expressly and explicitly addressing the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (e.g. to challenge and test that the candidate meets the necessary requirements to perform the role).
- 2.5 I was invited by the Police and Crime Commissioner (OPCC) to become involved in this appointment prior to advertising. The application pack with the role requirements and person specification was assembled by the OPCC. It adhered closely to the Guidance for Chief Officer Appointments and was checked in draft by the College of Policing to ensure it met current requirements.
- 2.6 As a relatively small pool of candidates is not uncommon at this level the post was advertised through the OPCC website, the College and Policing Website and via the International Police Association to maximise the size of the pool and to demonstrate openness to all who might apply. The PCC and her staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of openness, fairness and merit.

### **3. Appointments panel**

- 3.1 The role of the appointments panel is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened by the PCC before any stage of the appointment process takes place. There should be no conflicts of interest between panel members and the applicant pool.
- 3.2 The purpose of the appointment panel is to challenge and test if the candidates meet the necessary requirements to perform the role, and that the PCC should select a panel capable of discharging this responsibility. The PCC should also ensure that panel members are diverse, suitably experienced and competent in selection practices. They must adhere to the principles of merit, fairness and openness. All members were provided with a copy of this Guidance when they were invited to join the panel to ensure they are familiar with its content prior to the appointment process. The PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. This was conducted by the Chief Executive of the Office of the Police and Crime Commissioner. It is suggested that a panel of approximately five members is convened, but this is at the discretion of the PCC.
- 3.3 Alison Hernandez PCC for Devon, Cornwall and the Isles of Scilly, actively followed this advice. Within this appointment process the panel had been agreed at the outset as consisting of the following members:
- Alison Hernandez, Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly
  - Frances Hughes, OPCC Chief Executive and Monitoring Officer (non-scoring Chair of the Panel)
  - Karime Hassan, Chief Executive of Exeter City Council and Exeter City Futures
  - Mark Shelford, Police and Crime Commissioner for Avon and Somerset



- Angela Cossins, South West Regional Director of Probation
  - Kate Kennally, Chief Executive Cornwall Council
- 3.4 The panel included an appropriate range of stakeholders from different parts of the public sector, while Karime Hassan also brought business experience from the private sector. Its composition and role mirrored the importance placed on partnership working in the locality.
- 3.5 All panel members were identified for their strategic leadership experience to allow them to challenge and test others at executive level. All were given a briefing and access to a copy of the Guidance for Chief Officer Appointments, ensuring they were well informed on their duties in this appointments process. I consider the panel to be sufficient diverse in terms of ethnicity, sex and experience.
- 3.6 The College of Policing Senior Leaders Hub was also appointed as a Professional Recruitment Advisor by the PCC, and the support and advice of the College of Policing was used extensively throughout, including at the interview stage. They did not however have a role in the decision-making process.
- 3.7 The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation, meeting the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.
- 3.8 The Chief Executive of the OPCC worked consistently to maintain standards, collaborating openly and helpfully with all of the panel members on the main panel and stakeholder panels members throughout the planning and administration of the appointment process.
- 4. Recruitment Advert**
- 4.1 The application pack was drawn up by staff of the OPCC in line with the national guidance. The post was advertised on 8<sup>th</sup> June 2022 with applications closing on 6<sup>th</sup> July 2022 via the websites for the Devon and Cornwall PCC, and the College of Policing Senior Leadership Hub. In this way all eligible applicants in the UK pool were made aware of the opportunity. It was also circulated to the International Police Association for distribution amongst their membership.
- 4.2 Every effort was made to be transparent about the availability of the post and to encourage all potential applicants to consider it. The aim was to attract the strongest possible field of applicants, demonstrating openness. The published application pack was comprehensive, with links offering more detail. The pack included terms of appointment and met legal requirements. There was a clear intention to be open and transparent with candidates from the earliest stages of the process being published. The exercise was successful in that it attracted eleven initial enquiries, resulting in five applications.
- 4.3 The application form used was in line with the College of Policing guidance. It required details of the previous experience training, including successful completion of the Strategic Command Course; and evidence of skills and experience within the last three years related to the role profile. In being based on evidence of previous achievements, it was an appropriate tool to support merit-based judgements.

- 4.4 The application form included setting a word limit for each answer, thereby being fair to candidates in giving them clear expectations of the length of response required.

## **5. Role profile**

- 5.1 The selection panel received a briefing on the role profile as advertised. This reflected the national guidance, including primary accountabilities, the competencies required and the terms and conditions offered. In the introduction to the candidate pack by the Police and Crime Commissioner she was very clear about her expectations of the role.

## **6. Initial Response to Advert**

- 6.1 There were eleven requests for an application pack once the advertisement was released. Prior to formally submitting an application for the role, once their eligibility was confirmed, all prospective candidates were offered the opportunity to visit Devon and Cornwall on an informal basis and all prospective candidates were given an open offer from the PCC and the Chief Executive to have an informal briefing to discuss any matters prior to the formal process being initiated. A two-day informal familiarisation process was arranged with the opportunity to meet with a number of operational police officers and police staff. This comprised two days of meetings at locations in Cornwall and Devon which were organised by the Staff Office in Devon and Cornwall Police. Three candidates took up this opportunity. Candidates were able to discuss the process with both the PCC and OPCC Chief Executive at this stage.

- 6.2 The process subsequently translated into five completed applications from both male and female candidates. The size of the response represented a success when seen in the national context as the average number of applicants for posts of this nature is two. This evidenced that appropriate efforts had been made to keep the process as open as possible.

## **7. Devon and Cornwall Police Officers and Staff Engagement**

- 7.1 Running parallel to the recruitment process the PCC ran an online questionnaire for police officers and staff across the Force asking their thoughts about what they believed would make a good Chief Constable. There were over 700 responses and the results of this survey were used by the PCC to design the questions for the interview. A summary of these results was also provided to the candidates prior to the final interviews and the main interview panel.

## **8. Shortlisting**

- 8.1 Shortlisting was undertaken via Teams over two sessions due to challenges with getting all panel members together. I initially met with the OPCC Chief Executive to give my thoughts about each candidate and an indicative score and the remainder of the panel met by Teams later the same week to do likewise. The Chief Executive of the OPCC represented my views in this meeting and a shortlist was derived based on a consensus of those present. I received an update on the shortlisted candidates immediately after this meeting. At these meetings all members were asked whether they had a conflict of interest with any of the candidates and none were identified. The PCC and some panel members had met some of the candidates previously in a professional capacity. In order to ensure fairness of the process, it was noted that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.

8.2 Two candidates were selected for interview.

## **9. Psychometric Testing**

9.1 On the day the shortlisted candidates were confirmed, the candidates' details were provided to the College of Policing to commence the psychometric testing process. The results of this process were discussed with the candidates by the College of Policing and a written report on each was provided to the Chief Executive of the OPCC and made available to the main interview panel as part of their document pack.

9.2 Information gained from a personality assessment of each candidate was used to inform questioning, but not to rank candidates, in order to avoid biasing the selection panel.

## **10. Formal Familiarisation Days**

10.1 The two candidates selected were invited to two days of formal familiarisation on 8<sup>th</sup> and 9<sup>th</sup> August and were given the opportunity to meet a range of senior members of the OPCC Executive and Devon and Cornwall Police Executive Team. The OPCC also arranged for young people from Young Devon to come and meet the candidates to discuss what it is like to be a young person growing up in the locality currently, and also a community member from South Devon. The current Temporary Chief Constable and Director of Finance were not available for this event and Teams calls were arranged prior to the interviews with both candidates. This was for candidates to inform themselves about the local context. It was not used to gain additional information about them. This was once again to ensure transparency and fairness. Both candidates had the same amount of time with each subject matter expert.

10.2 Both candidates were provided with additional identical information throughout the process.

## **11. Stakeholder Panels**

11.1 Three stakeholder panels were used the day before the formal interviews.

### **(i) Internal Stakeholder Panel**

The composition of the internal stakeholder forum included a mix of representatives from Unison, the Police Federation, the Chief Superintendents' Association, the Special Constabulary, LGBT Network, Chair of All Together Different, Police Cadets, Chair of Staff Support Hub and a number of police staff. Those attending were invited to suggest questions for the stakeholder panel. These were collated and refined by the Chief Executive with the support of the College of Policing.

### **(ii) External Stakeholder Panel**

The composition of the external stakeholder forum included a mix of representatives from community and voluntary sector, local authorities (officers and elected members), other statutory agencies drawn from across Devon and Cornwall. Those attending were invited to suggest questions for the external stakeholder panel. These responses were collated and refined by the Chief Executive with the support of the College of Policing.

A common set of questions was put to each candidate, to ensure consistency and fairness. The two stakeholder forums were supported by staff from the College of Policing and were also attended by a Chair selected by the OPCC, to monitor their delivery. Each stakeholder forum spent one hour with each candidate, with timing spread equally between the question areas. Feedback was reported to the selection panel the following day and was used to inform which areas might need further exploration by the selection panel. The order in which candidates were seen by the panels was varied throughout the process. This was further evidence of how the process sought to be fair to all.

Questions asked by stakeholders were well considered, appropriately challenging and probing. The feedback comments collated afterwards were balanced and insightful. The sessions were well chaired and managed, with good time management, again to ensure consistency and fairness.

It was agreed in advance that the opinions of the two stakeholder forums would not be scored or totalled numerically in such a way as to rank candidates. This was because members participating had not been trained in this and were not making measurable judgements linked to the competency areas. They were to be advisory only, to ensure that all final assessments and decisions were merit based.

**(iii) Unseen Media tasks with a panel of partners as observers**

The OPCC created an unseen task which could be a situation which any Chief Constable could find themselves in. Candidates were provided with data and information on a range of relevant police topics including disproportionality, drugs and stop and search and were then interviewed and filmed by a journalist. Each interview had the same time allocated. These interviews were filmed and observed by a panel of stakeholders from across partner organisations which included young people from the police cadets. For the Unseen Media Task the observing panel were asked to score the candidate against the College of Police competencies. The scores, together with the observing panel's comments, were fed back to the final interview panel.

**12. Panel briefing / training**

- 12.1 All panel members were provided with a detailed information pack electronically approximately a week before the interview. This pack included the application forms, results of psychometric testing, College of Policing Competencies, information on unconscious bias, staff survey results and a draft set of interview questions which had already been agreed with the College of Policing. Panel Members were requested to feed back to the Commissioner on the interview questions prior to the interviews, and these questions were subsequently amended to reflect the feedback received.
- 12.2 In addition, as the Independent Panel Member I was also provided with two references for each candidate and the guidance information and questions used by each of the stakeholder panels.
- 12.3 College of Policing guidance was followed in offering all members of the selection panel a briefing prior to the interview exercises. This set out the College of Policing guidance, helping to ensure the process would be transparent, objective and based on merit. This illustrated a willingness to make sure that the selection would be made on a clear evidence base, again demonstrating openness and transparency in the process.

- 12.4 Prior to the interviews commencing the main panel received feedback individually from all three stakeholder panel chairs and watched the filmed unseen task for each candidate. The feedback from the stakeholder panel chairs included the strengths that the panel observed as well as suggested areas that the main panel may wish to probe further at interview.
- 12.4 There was discussion in advance around what the minimum acceptable scores might be for each competency, to permit an appointment. The PCC's approach in establishing agreed standards and expectations in advance with all panel members was to ensure decisions would be based on evidence and merit, avoiding bias.
- 12.5 Consensus decision making by the panel was the preferred approach, but in the event of inability to achieve this, the PCC would be considered as first among equals on the panel. She would make the final recommendation on the preferred candidate, subject to ratification by the Police and Crime Panel.
- 12.6 The PCC and some panel members had met both of the candidates previously in a professional capacity. In order to ensure fairness of the process, it was noted that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.
- 12.7 Briefing of the panel prior to the interview was well planned. This helped the panel equip themselves for their role in being able to challenge and test candidates fairly. All panel members received an email version of the paperwork to support the interview process in advance and a printed version on the interview day itself.

### **13. Assessment design**

- 13.1 The interview questions produced by staff of the OPCC in liaison with the College of Policing were of good quality in that they were open questions, including opportunities to probe, and were linked to the Competency and Values Framework and to local priorities.
- 13.2 The choice of interview questions was based on demonstration of evidence against the Competency and Values Framework for policing, with a focus on certain competencies. Panel members were asked to rate candidates on a five-point scale against each competency. This was designed to give transparent evidence of a fair and equal process for all candidates.
- 13.3 The timetable for the semi-structured stakeholder panels and final interview allowed adequate time for each element. The carefully planned timetable helped to ensure that the process would be objective, fair to all shortlisted candidates, and clearly based on merit.
- 13.4 The Police and Crime Commissioner undertook the delivery of the final decision to candidates and to co-ordinate feedback as required to the unsuccessful applicant.

### **14. Assessment decision making**

- 14.1 Each panel member first scored separately at the interview stage. Scores were collated and any differences of opinion were discussed, in order to agree a moderated consensus view. This enabled the candidates to be carefully assessed on merit, with reference to evidence throughout.
- 14.2 Overall consensus scores were recorded by the Chief Executive and were endorsed by the PCC. Consensus was reached throughout after objective, evidence-based

discussion, leading to a jointly agreed recommendation regarding the preferred candidate. The successful candidate achieved high scores on all the selected areas of the Competency and Value Framework and was considered to be the best fit with local priorities.

- 14.3 The panel made a unanimous recommendation that Mr Will Kerr OBE be appointed.

**15. Conclusions**

- 15.1 Through the steps outlined above, the Police and Crime Commissioner fulfilled her responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the national guidance. Well planned use of the Competency and Values Framework throughout the process allowed clear evidence to be recorded and evaluated in order to make objective decisions. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. There was also carefully considered discussion between panel members before coming to a decision.
- 15.2 As the Independent Member I found that the decision-making process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates. It was clearly based on merit, with decisions taken on careful analysis of evidence. Adherence to the highest standards throughout was taken seriously.
- 15.3 I can also confirm that the representative from the College of Policing was complimentary about the way in which the Chief Executive of the OPCC had managed the recruitment process for this most important policing role, commenting on the high-quality written resources and familiarisation opportunities for candidates and the wide engagement of Police staff and officers, partners and cadets in the recruitment process.
- 15.3 Therefore as the Independent Member I can confirm that the selection of the preferred candidate to be Chief Constable of Devon and Cornwall Police met the principles of fairness, openness and merit.

**Kate Kennally**

**Chief Executive Cornwall Council**



## **Devon and Cornwall Police and Crime Panel**

**16<sup>th</sup> September 2022**

### **INVOLVEMENT OF THE IOPC IN POLICE LEGITIMACY**

Representatives from the Independent Office for Police Conduct (IOPC) will be in attendance at the Police and Crime Panel to give a brief overview of their work, how they investigate police complaints and how it contributes to overall public confidence.

The IOPC are independent of the police, government and interest groups and investigate the most serious and sensitive incidents and allegations involving the police in England and Wales. They also provide independent scrutiny to a significant number of cases investigated by the police.

Over time, their remit covering police forces has been extended to include:

- Police and Crime Commissioners and their deputies
- the London Mayor's Office for Policing and Crime, and his deputy
- certain specialist police forces (including the British Transport Police, the Ministry of Defence Police and the Civil Nuclear Constabulary)
- Her Majesty's Revenue and Customs (HMRC)
- staff who carry out certain border and immigration functions who now work within the UK Border Force and the Home Office
- the National Crime Agency (NCA)
- officers carrying out certain functions at the Gangmasters and Labour Abuse Authority (GLAA)

Most complaints about the police are dealt with by the relevant police force. Each force has a separate department that oversees complaints. These are generally called 'professional standards departments' (PSDs).

By law, all forces must refer certain matters to the IOPC. These include:

- certain complaints made to their force – such as those that include an allegation of serious corruption or serious assault
- indications that police officers or staff may have committed misconduct – for example, any suggestion that a criminal offence has been committed or that a serious injury has been caused



- if someone had direct or indirect contact with the police when, or shortly before, they were seriously injured or died. However, forces only need to refer cases where the contact may have caused or contributed to the death or injury

The IOPC can also direct forces to record incidents and then 'call them in'. They can also consider incidents that have not been referred by police forces, and decide whether and how they will investigate them.

**Contact for further information:**

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Report prepared on: 7<sup>th</sup> September 2022





## **Devon and Cornwall Police and Crime Panel**

**16<sup>th</sup> September 2022**

### **COMMISSIONER'S UPDATE REPORT Safe, Resilient and Connected Communities**

This is a report of the Police and Crime Commissioner, Alison Hernandez, drawing the Police and Crime Panel's attention to a number of matters that have arisen, or progress that has been made, since the last Panel meeting in July 2022.

#### **1. Retirement of Chief Constable Shaun Sawyer QPM**

Chief Constable Shaun Sawyer QPM formally notified me of his intention to retire from Devon and Cornwall Police in March 2022, having made the decision some months previously. He left the service in August 2022 following a distinguished career, culminating in leading Devon and Cornwall Police for nine years. Mr Sawyer had been the Chief Constable of Devon and Cornwall Police since 2013. It is the largest geographical police area of any territorial force in England. Prior to this appointment he was Deputy Chief Constable having relocated from the Metropolitan Police where he led many high-profile investigations including the murder of Jill Dando and the Ladbroke Grove rail disaster. He joined the police in 1986 and went on to lead several specialist operations including covert policing and counter terrorism.

Mr Sawyer is a very well-respected leader not only within the counties of Devon and Cornwall but across UK policing. He has exceeded all expectations in this role and pushed the boundaries of UK policing to achieve the best results for the communities he serves. His recent successes included the development and delivery of the approach to tackling modern slavery for UK policing and the creation of 999 cadets which have a lasting legacy across the UK, not just in Devon and Cornwall. His leadership of the Modern Slavery and Human Trafficking portfolio transformed the way in which the police respond to this pervasive crime. He has ensured that all UK police forces have trained staff in a UK-wide network to identify and respond to modern slavery and human trafficking. Through Mr Sawyer's leadership the Volunteer Police Cadets is the nationally recognised police uniformed youth group throughout England & Wales and in Scotland known as Police Scotland Youth Volunteers.

Mr Sawyer has held a number of national portfolios for the National Police Chiefs Council, most recently leading the new performance framework for the National Police Chiefs Council and playing an active leadership contribution to the Prime Minister's National Policing Board. His role in policing the G7 summit head in Cornwall in 2021 was exemplary. He was awarded the Queen's Police Medal in the New Year's Honours in 2018.

I am certain the Panel members, along with all who have worked alongside him, wish him well in his next endeavour.

#### **2. Commissioning Services to Tackle Anti-social Behaviour**

The Panel will be aware that tackling anti-social behaviour is one of the key priorities in my Police and Crime Plan. I am therefore delighted to be able to report on two new services which have been



commissioned by my office to help communities facing anti-social behaviour – they are a new service for victims of anti-social behaviour and a new service aimed at targeting and diverting young people who are engaging in anti-social behaviour.

### New service for victims of Anti-social Behaviour

My new anti-social behaviour service for victims went live on 1<sup>st</sup> August. It is hosted by the OPCC's strategic delivery partner, Victim Support. The service is for all clients experiencing anti-social behaviour including those who were already in receipt of Victim Support's services. Victim Support has reported that they have received excellent quality applications for job roles within the new service which will be fully mobilised and functional by mid-September. Ahead of the go live date Victim Support have been working with partners across the geography in order to build good referral pathways and they are embarking on sharing a series of presentations on the new service for partners and key stakeholders. They have been keen to build strong working relationships across the geography in order to highlight the availability of the new service. This included being part of the activities of Plymouth City Council during Anti-social Behaviour Awareness Week in July.

### Youth Outreach Anti-social Behaviour Service

I have committed £250,000 per year for a minimum of three years to tackling the issue of young people who are engaging in anti-social behaviour. Following a competitive procurement process, I am delighted to inform the Panel that a successful bid was received from a consortium of youth service providers who are now offering a youth outreach and diversion service across Devon and Cornwall. The successful bid was led by DYS Space who will provide the service across the area of Devon county. They are joined by Young Devon providing the service in Plymouth, Torbay Youth Trust in Torbay and Young People Cornwall for Cornwall and the Isles of Scilly.

The providers have been working since early August to develop a referral system with both anti-social behaviour officers within Devon and Cornwall Police and with the anti-social behaviour officers at county, unitary and district level local authorities, with a go-live date of 15 August. The service aims to engage with groups of young people within 48 hours of receiving a referral, to build trust and offer alternative activity by connecting with local activities for young people within their local area. The service is led by qualified youth workers; over the coming months volunteers will also be recruited and trained to support the team. A further update on this service as it begins to take shape will be provided to the next panel meeting.

### **3. Anti-social Behaviour Awareness Week**

During Anti-social Behaviour Awareness Week (18<sup>th</sup> to 22<sup>nd</sup> July) I supported efforts to promote guidance, help and support for victims of anti-social behaviour by promoting mechanisms such as the Community Trigger, which can lead to a case review for complainants who feel their cases have not been dealt with effectively. In addition to media engagement, several members of my office staff supported outreach and engagement efforts by Plymouth City Council's housing and anti-social behaviour officers, who were joined by Devon and Cornwall Police and partners including Stop Loan Sharks and Devon and Somerset Fire and Rescue Service. Over five days we supplied personnel and a community engagement vehicle, attending five locations selected because of their relatively high rates of anti-social behaviour. The exercise enabled several dozen people affected by anti-social behaviour to meet and discuss the issue directly with the experts who are tasked with helping them.

#### **4. Grants available to reduce Anti-social Behaviour**

##### Cornwall

In July, I launched the latest round of my community grants scheme and invited interested organisations to apply for grants between £1,000 and £5,000, dedicated to reducing the impact of anti-social behaviour. The grant process is being run by the Cornwall Community Foundation.

Rounds for the Community Grants Scheme are divided into the Police and Crime Plan's four priorities of reducing drugs harm, violence, antisocial behaviour and improving road safety. In total I have allocated £182,500 to the scheme.

Applications closed in mid-August and they will be considered by the panel when they meet later this month. Examples of projects eligible for funding are: sports and creative arts diversionary programmes, radio/film making activities, drop-ins for young people, intergenerational schemes, mentoring projects, education initiatives and parental support programmes.

I am always amazed by what our communities can do with relatively small sums of money, and it is often residents of our towns, villages and cities who have a clear idea of what makes a difference and where funding is most likely to give positive results.

##### Devon

The Community Grants Scheme has now opened in Devon where it is hosted by Devon Community Foundation. As in Cornwall, applications are sought from organisations seeking to combat anti-social behaviour in their communities. The scheme is open until 12 noon on Wednesday 2<sup>nd</sup> November.

#### **5. OPCC Anti-social Behaviour Training**

In August, I invited ASB Help to deliver a training course to my office, ensuring all my team have a detailed knowledge of what constitutes anti-social behaviour and the options available to partners to address anti-social behaviour including both legal and non-legal tools.

My team play a key role in engaging with the public and helping direct them to the right type of support. Through our partnership activity we can bring different parts of the system together to address anti-social behaviour, and my role in undertaking Community Trigger Reviews provides a unique oversight of local processes in individual cases. The excellent training offered by ASB Help gave my team an opportunity to refresh their knowledge and ensure that we are continuing to drive improvement in the response to anti-social behaviour across Devon, Cornwall and the Isles of Scilly. As previously shared, we have already trained over 500 officers on all the powers and tools available to them to tackle anti-social behaviour.

#### **6. Hate Crime**

The Panel has previously been provided with performance data showing that hate crime has increased by nearly 50% since June 2019. A hate crime is any criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate towards a person's protected characteristic, such as race, religion, sexual orientation, transgender identity or disability.

In the last 12 months there were just over 2,500 hate crimes recorded in Devon, Cornwall and the Isles of Scilly. This is a significant increase since the easing of covid-19 restrictions, with the highest numbers seen in both summer periods of 2020 and 2021. Following discussions at the last

Police and Crime Panel, I have spoken with the force Diverse Community Team lead to find out more about how hate crime is affecting our communities, what the force is doing to tackle it and how my office can assist. The force has undertaken analysis of the data which shows that the most common crimes with a hate element are public order offences, which predominately comprises 'racially or religiously aggravated public fear' and 'public fear or distress' offences. The most common hate types reported are racial in nature (1,385 crimes) but the greatest increase in hate crime has been seen in sex or gender related crime reports. This clearly gives concerns for community cohesion amongst our communities.

I am encouraged that more people have the confidence to contact the police to report hate crime and will continue to encourage reporting. The number of hate crimes reported by emails has increased by 200% over the last three years, and there has also been a notable increase in hate crime disclosed as part of an ongoing investigation.

Devon and Cornwall Police have in place a public scrutiny panel which actively reviews reports and cases. I have asked the Chair of this panel to brief me in detail on their findings at my next Executive meeting. This will form the basis of agreeing the scope for my scrutiny of the handling of hate crime by the force, which I announced at the last panel.

I have, since April 2021, established new victim care services for people with disabilities and those from a minority ethnic background to offer more tailored support to victims.

I will update the panel in due course on the force and my office's work across this area of concern.

## **7. Harm to Hope Strategy**

On 15th June 2022, The Minister of State for Crime, Policing and Probation wrote to the Chief Constable and I notifying us of the publication of the 'Harm to Hope' Drug Strategy Local Guidance and the requirement to establish Local Combating Drugs Partnerships.

Drugs is a key priority within my Police and Crime Plan and the Local Guidance provides a significant opportunity for partners to work together on a key shared policy objective, in which policing will play a vital role. I am pleased to be working with the four Upper Tier Local Authorities across Devon and Cornwall to establish the new partnership arrangements and ensure that we maximise the opportunity to work in partnership to reduce the harm caused by drugs in our communities.

## **8. Violence Against Women and Girls Commission for Plymouth**

In May 2022, the Commission for Plymouth published its report on Male Violence Against Women and Girls. <https://www.plymouth.gov.uk/newsroom/plymouthnews/violenceagainstwomenandgirls>

The Commission, which was established in the aftermath of the horrific murder of Bobbi-Anne McLeod in November 2021, comprised specialists in domestic abuse, health improvement and child protection as well as key partners such as the police, the university, and city council among others. The Commission considered evidence from over 1,300 local people and spent many hours listening to feedback from individuals and organisations and reading dozens of written submissions from those who work with victims. I have supported the Commission throughout its work, and I am pleased that my office was able to be an active participant in the evidence sessions held by the Commission.

The report makes 15 key recommendations to ensure that Plymouth drives a culture change that challenges male violence against women and girls and better supports women and girls who have been subject to male violence and creates safe places and spaces for women and girls. Amongst its recommendations the Commission says Plymouth should:

- Commit to being a city that does not tolerate sexist or misogynistic language and behaviour

- full stop;
- Support men and boys to be 'active bystanders' who feel confident to challenge inappropriate behaviour and language;
- Create a culture where it is safe to have open and honest conversations about sexism, misogyny and male violence and its impact on women and girls;
- Ensure that women and girls are empowered to speak out against harassment and supported in reporting violence and abuse;
- Ensure that women and girls who have been subjected to male violence get the support they need at the right time and place and only need to tell their story once;
- Drive the culture change needed to challenge male violence against women and girls
- Create safe places and spaces;
- Ensure the building blocks are in place to enable real change to happen.

My office and Devon and Cornwall Police are continuing to take forward a range of initiatives to support women and girls across the city over the year in support of our Police and Crime Plan and the Devon and Cornwall Police Violence Against Women and Girls Delivery Plan for 2022/23. This has included supporting the successful Safer Streets Fund 4 bid led by Plymouth University, delivering bespoke policing interventions and securing additional investment in victim services across the peninsula including £600,000 focused on prevention of child sexual exploitation and the delivery of enhanced therapeutic support for victims of sexual violence.

I have publicly welcomed the findings of the Commission. These recommendations are multi agency and the response to them will also be a partnership one. I look forward to working alongside our partners within Safer Plymouth over the coming months as we further examine and take forward the Commission's recommendations.

## **9. Funding - £617,000 for Victims of Domestic Abuse and Sexual Violence**

In April 2022, the Ministry of Justice requested that we undertake a needs assessment process, whereby local providers of support to victims of Domestic Abuse and Sexual Violence were invited to tell us about the demand on their services.

I am delighted to report that my office, working with those local providers, has been awarded £617,000 in funding which will be used to fund services for victims of Domestic Abuse and Sexual Violence in Devon and Cornwall over the next three years.

Based on local needs analysis and provider information a specification has been drawn up by my office, it has been divided into 5 peninsula-wide lots:

- Service for child sexual exploitation (£200,000)
- Therapeutic provision for children and young people affected by sexual abuse/violence (£200,000)
- Peer group support for women affected by sexual abuse / violence (£50,000)
- Peer group support for men affected by sexual abuse / violence (£50,000)
- Therapeutic support for adults affected by sexual abuse / violence (£100,000)

The invitation to tender was live on the Blue Light Portal during August. Analysis of the bids is now underway. I will be able to report to the next panel meeting how and where the funding has been distributed.

## **10. Safer Streets Fund 4**

I was delighted with the announcement in August that partners across Devon and Cornwall were successful in securing over £3million in Home Office Safer Streets Funding. Devon and Cornwall partners secured full funding requests for five place-based crime prevention projects across the

peninsula. We were the only police force area to successfully secure five bids which aim to reduce violence against women and girls and anti-social behaviour incidents to improve feelings of safety in public spaces. In addition to the £3million external funding, partners also identified over £1million in match funding for the applications.

My office directly supported the submissions from Torbay Council, Cornwall Council and North Devon District Council. Bids were also submitted by Exeter University and Plymouth University to continue to build on the work the cities achieved through their previous Home Office Safer Streets and Safety of Women at Night funding.

Key themes present in all five of the successful projects include:

- **Strengthening the local environment** by increasing capable guardianship (for example through use of street marshals, policing patrols or the presence of CCTV or enhanced street lighting), improving surveillance and reducing opportunities to commit crime and anti-social behaviour.
- **Safe night out programmes** which raises the hospitality trade's awareness and communities' awareness to violence against women and girls related crimes.
- **Public communications** through targeted campaigns, specific to the locality addressing residents and visitors' feelings of safety.

In Torbay, we will be delivering targeted prevention and enforcement activity, through enhanced deployment anti-social behaviour response units, a new 'Violence Against Women and Girls' rapid response car pilot and positive diversionary activities at key locations.

In Cornwall, we will be delivering interventions in Truro to address anti-social behaviour and violence against women and girls and to provide enhanced support to those with complex needs. This funding will enable them to recruit a specialist psychiatric nurse who will be able to work with vulnerable individuals addressing their complex needs. This pilot project will provide partners with an opportunity to assess this approach and consider how effective it is in addressing the needs of the identified cohort.

In North Devon, we will be developing a bespoke licensed premises rating scheme in Barnstaple, supported by more street marshals. This will be delivered alongside a Youth Intervention Worker who will work with young people at point of contact with the police or when concerns are identified from educational establishments.

In Exeter, the University of Exeter has been successful in bidding for funding for street lighting improvements and CCTV, alongside the creation of a safe space to support individuals and potential victims during the night-time economy. Volunteers will be trained to provide victims and vulnerable people with access and/or referrals to professional support focusing on assessment, recovery and pastoral care.

In Plymouth, the University of Plymouth has been successful in bidding for funding for a mobile CCTV van to act as a deterrent to anti-social behaviour and violence against women and girls. The bid also includes significant investment in youth diversionary activities, and the introduction of a night bus service with a bus marshal on targeted days to ensure safe homeward travel in the early hours when other transport is unavailable.

I look forward to seeing the outcomes and improvements from these projects as they develop over the next 12 months creating safer streets across Devon and Cornwall and would be happy to update the Panel as this work develops.

## **11. Local Criminal Justice Board Update**

As Chair of the Local Criminal Justice Board, I host a planning day each year with Board members to review our mission and objectives to ensure the actions are focused on mitigating risks and improving performance across the whole criminal justice system. In August 2022, we agreed that our joint focus for the next twelve months would be in relation to improving the service within the criminal justice system for victims and witnesses, reducing re-offending and increasing public confidence and trust with greater communication and engagement.

This year I have commissioned Young Citizens to deliver a Court awareness project for young people in Devon and Cornwall, which is based on initiatives previously introduced within Gloucestershire and Oxfordshire. The programme seeks to raise public confidence and understanding in the criminal justice system and will:

- Provide an understanding of how the criminal justice system works, including how the police bring a prosecution case to court and how they support victims and witnesses, the role of the judge and how they determine sentences, the role of prosecution and defence, the role of probation and pre-sentencing reports, and how legal aid works.
- Enable opportunities to learn about career opportunities within the criminal justice system, what it's like to work with victims and witnesses, what a role of a barrister entails, and what it's like to be a judge.
- Give an insight into the consequences of crime, including how it impacts on life choices, what a criminal conviction will mean for a person's future opportunities, travel; higher education (entry to university for some subjects), job prospects, social stigma, and the dangers of county lines, knife crime and drugs.

I am also commissioning an independent evaluation of the initiative to fully understand the benefits and value of this investment.

I am also proud to report that Devon and Cornwall are the first Local Criminal Justice Board to successfully develop and implement an agency-wide scrutiny process designed to identify good practice and areas for learning, to better understand gaps and demands on services and influence changes in policy and working practices to improve service delivery to victims. The scrutiny panel is made up of representatives from the courts, youth justice service, Police, Crown Prosecution and Probation Service. The panel dip-samples criminal cases that have been finalised through the criminal justice system to explore whether or not the 12 victim rights have been fulfilled, assessing the level of service given to each case.

The Victims Code of Practice scrutiny terms of reference have been shared with our colleagues within the Ministry of Justice who are keen to share best practice with other local criminal justice boards also seeking to introduce the process. To date, two panels have taken place which have reviewed domestic abuse and rape cases to enable us to have greater insight into the service provided to those victims across all agencies within the criminal justice system. A further panel will take place in late September to review serious road collisions.

## **12. Exploration of a Criminal Justice Hub for North Devon**

My office is looking to enhance the consistency and visibility of provision of criminal justice agencies in North Devon and Torridge - communities located some distance from services, which are often provided centrally from Exeter some 60 miles to the south. The current provision is a temporary police station in Barnstaple, spread across two sites and a magistrates court which sits three days a week for criminal courts. There is also a fire station on the outskirts of the town and a number of other public sector offices.

Initially coordinated by my office, representatives from across the criminal justice system with Devon County Council and North Devon District Council have come together under the One Public

Estate Programme to explore the options which may be available to improve the provision of services by way of a criminal justice hub in the north of Devon. This has secured funding through the One Public Estate Programme to contract specialist consultants to commence a feasibility study to explore this matter further.

### **13. Independent Custody Visiting Scheme**

The custody visiting scheme engages volunteers to be trained and carry out unannounced visits to places where people are detained in police custody. I am pleased to report that the Devon and Cornwall custody visiting scheme has recruited a further 20 members of the public this year who are the 'eyes and ears' of the community. They are trained on the application of Code C of the Police and Criminal Evidence Act, human rights, diversity, and equality. Their reports provide reassurance that the legal rights and entitlements are given to detainees, and that the conditions of detention are appropriate. The visitors' reports show that there have been no unresolved issues of concern regarding the welfare and dignity of detainees in police custody across all six centres in Devon and Cornwall since January 2022.

In April of this year, a thorough review of the custody visiting scheme was completed. The revised guidelines outline the way that visits are conducted and the management of volunteers. The guidelines are available on the OPCC website. Visits are arranged to take place throughout the week and to check centres when they may be at their busiest due to high volumes of people being held in custody. A member of OPCC staff meets regularly with a representative of police custody for Devon and Cornwall to hold the police to account and provide transparency to the process.

### **14. Police Officer and Police Staff Survey**

In July, I launched my survey for staff and officers to ask them to rank what the top leadership qualities needed to be for the next Chief Constable, and to give their thoughts on future investment priorities.

Results of the survey were used to frame the questions put to shortlisted candidates at the interview stage of the Chief Constable recruitment process.

It was important that the workforce had a say because they live day to day with the decisions and actions taken by the Chief Constable and I. Whenever I spend time with officers and staff, they are always keen to enlighten me about their experiences, so this was a formal opportunity to tell me exactly what they think and do so anonymously.

The questions that I asked staff included 'which area of the business should the Chief Constable focus on within their first six months of the role?', 'what is the most significant opportunity to enhance public confidence in Devon and Cornwall Police?', 'where would you prioritise a £1million investment for the force?' as well as asking staff to rank leadership qualities.

### **15. Keyham Anniversary**

On Friday 12<sup>th</sup> August, I was amongst those attending a civic service to mark the first anniversary of last year's shooting in Plymouth in which five innocent people were murdered, two were injured and countless more left traumatised. It was one of several events held around the city which allowed people to show their respects to those affected by these crimes.

During the past 12 months, under the 'Plymouth Together' banner, there has been a huge effort by my office, local charities, community groups and organisations including Plymouth Community Homes, Devon and Cornwall Police, Plymouth City Council and Victim Support to provide reassurance and support to residents of Keyham and Ford and the wider city.

The Home Office has provided additional funding to provide a reassuring additional policing



presence in the Keyham neighbourhood which is due to continue until March 2023 at the earliest. In addition, the Ministry of Justice provided funding for a range of victim services to cater for a huge variety of different individual needs, and I am pleased to learn that this funding has been extended.

As the OPCC strategic delivery partner, Victim Support were commissioned to provide a professional local team of advisors who can offer emotional and practical help and advice on the ground in Plymouth working in partnership with a myriad other organisations involved, who can provide everything from a cup of tea and a chat to specialist support for children and support for those experiencing periods of mental ill health.

In the last 12 months, A Safer Keyham has made physical improvements to public spaces, after consultation with local residents. This has included projects to install new play equipment in a local park and the cutting back of trees and bushes.

This funding has also paid for the installation of 70 extra streetlights, improvements to closed circuit television, the supply of security equipment such as personal alarms to local people and security improvements to people's homes. All of this designed to reassure residents.

The result of all this work is that what was already considered a low crime neighbourhood has become safer. Thanks to the good work of the Keyham Policing Team, partners and the community figures in March 2022 showed that recorded crime was down by 12%, burglaries had fallen by 41%, anti-social behaviour was down by 27% and stalking and harassment had fallen 19% when compared to the previous year.

My office and the Plymouth Together partnership are working with the University of Plymouth who are undertaking an independent evaluation of the funded activity being carried out in Keyham. As part of their evaluation, the University will be independently surveying the community this September to understand how they feel 12 months on and the impact of the funding to date. An interim report is due to be produced by the University in November.

Of course, none of this activity will undo the terrible actions of that gunman. All we can do is reassure those affected by this incident that their community, policing and those of us involved in commissioning victim services remain by their side and will do whatever we can to help.

### **16. Police perpetrated domestic abuse: Report on the Centre for Women's Justice Super-Complaint**

On 30<sup>th</sup> June Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), College of Policing and Independent Office for Police Conduct (IOPC) published their investigation report in response to a super-complaint from the Centre for Women's Justice, which alleged that police forces were not responding appropriately to cases of domestic abuse involving police officer or police staff suspects. The full report can be accessed here: <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/police-perpetrated-domestic-abuse-report-on-the-centre-for-womens-justice-super-complaint/>

The joint investigation identified systematic weakness in the police response to domestic abuse involving police suspects, often due to a failure to follow existing regulations and statutory guidance. There are six main recommendations which are aimed at raising standards in Police Perpetrated Domestic Abuse investigations and in how victims are supported and engaged with. They have a focus on long-term improvement.

In brief, Chief Constables were asked to:

- audit all live and recently closed Police Perpetrated Domestic Abuse cases

- ensure that Police Perpetrated Domestic Abuse investigations are carried out by those with no prior connection to the case
- improve information and support for victims.

The Chief Constable has accepted these recommendations and I will continue to monitor the force's progress in this area over the coming months.

The report also recommends that police and crime commissioners make sure that their local victim services are capable of dealing with the specific risks and vulnerabilities of Police Perpetrated Domestic Abuse victims and supporting them when engaging with the police complaints and disciplinary system. Prior to the publication of this report, I had already allocated funding to provide specialised support for police officer and staff victims of domestic abuse, and my office is reviewing our current offer to all victims of Police Perpetrated Domestic Abuse to ensure that we are able to meet the specific risks and vulnerabilities of these victims.

### **17. Productivity and Sparsity**

Police and Crime Commissioners have received a call for information on sparsity and seasonality from the Home Office as part of the Police Funding Formula review. The Home Office is looking to understand the difference in the costs of policing areas that are more, or less, sparsely populated and information on the issues arising from seasonal changes. The submission from Devon, Cornwall and the Isles of Scilly will build upon the data and evidence provided for the Special Grant Application on Rurality, Isolation and Tourism made in September 2019. The deadline for the return of this information is 2<sup>nd</sup> October 2022.

### **18. Estates Update**

#### Camborne Police Station Refurbishment

A refurbishment and remodelling of Camborne Police Station is underway. Most of the officers and staff have been temporarily relocated in other premises within Camborne. This will see the Police Station brought up to date to provide a fit for purpose station for the next 25 years. The refurbishment is due to be completed in the winter of 2024.

#### Other estate projects ongoing across the area

- The new property and information store in Plymouth will begin migration from our existing facilities in November 2022. The practical completion of this state of the art facility is scheduled for spring 2023.
- The new sports hall currently being built on the HQ Middlemoor site is due to be completed in spring 2023. The original sports hall was demolished due to structural problems with the roof. This will be a welcomed facility for the training of new officers and staff.
- The demolition of the former police station and custody suite in Barnstaple is being carefully planned in order to minimise disruption to the Courts service and the communities. Due to structural issues the police and custody suite was relocated during the pandemic. It is anticipated the demolition will occur in late 2023.
- The planning application for the development of Exeter's former police station and magistrates' court site was presented to Exeter City Council's planning committee on 5<sup>th</sup> September 2022. The development included a complex of student flats and residential communal living. The planning application had the Planning Officer's recommendation for approval; however it was refused by the planning committee.
- The re-opening of the public enquiry offices in Penzance, Falmouth, Newquay, Newton Abbot, Bude and Tiverton is moving forward. It is anticipated that Tiverton will open in October, ahead of schedule. The remaining offices will open during November with Bude due to open by January 2023. Recruitment of new staff is ongoing with a second

recruitment campaign currently underway. The timing of these new starters may initially limit some of the anticipated opening hours, however, once the numbers are up to the target the hours will increase to 6 days a week from 10am to 3pm.

- A planning application has been submitted for Pondground Quarry in Holcombe Rogus which is used as a live firing range. This quarry has been used by Devon and Cornwall Police since 1978 but due to an administrative oversight the planning consent lapsed. Local residents are concerned about the noise and environmental impact. A decision was taken to temporarily cease using the range whilst the planning process is followed.
- The Exmouth Police Station Project Board are currently working on the new design. The planning application will be submitted in 2023.
- The new co-location building for the police at the St Ives Fire Station has secured planning consent but has been delayed due to legal and private finance initiative issues.
- The Dartmouth co-location building between the police and the South Western Ambulance Service NHS Foundation Trust was completed during the summer and the temporary building handed back to the landlord.
- The installation of new windows and doors to Charles Cross Police Station in Plymouth is due to commence this autumn.



**Alison Hernandez**

Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly

**Contact for further information:**

**Pierre Doutreligne**

Governance Officer

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Report prepared on 8<sup>th</sup> September 2022

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**Devon and Cornwall Police and Crime Panel  
16<sup>th</sup> September 2022**

**Police and Crime Plan 2021-25 Scorecard**

1. The Police and Crime Plan 2021-25 sets out the Commissioner's vision for 'safe', 'resilient' and 'connected' communities, delivered through four community priorities; violence, anti-social behaviour (ASB), drugs and road safety.
2. The Police and Crime Plan Scorecard monitors the performance metrics set out in the Plan and is presented to the Panel at each meeting. The scorecard includes the National Crime and Policing Measures, as well as local indicators for each priority area.
3. In January 2022 the Panel recommended that the Commissioner introduces a performance assessment system to help monitor progress against the measures. Therefore, the updated scorecard has introduced a RAG rating (Red, Amber Green) system. The application of the new assessment system aims to provide greater clarity and transparency on the progress towards delivering the Police and Crime Plan outcomes by indicating a preferred direction of travel and applying a RAG assessment where possible.

**Performance Assessment**

4. The new performance assessment systems includes:
  - a preferred direction of travel
  - a RAG assessment based on levels of variance from the baseline period and the preferred direction of travel (Variances detailed in Table 1 below).
5. The direction of travel indicates whether success is considered to be an increase or decrease in the metric where a preference is identifiable. For some metrics it is not possible to assess whether an increase or decrease is preferable. For example, an increase in domestic violence crime could be interpreted as a positive reflection of victims' confidence in reporting. Conversely, an increase in reports could reflect a 'real' increase in victimisation and therefore a negative outcome. Similarly, an increase in drug related offences may appear to be a negative outcome, but is influenced by proactive policing and positively takes more drugs and dealers off our streets. These metrics are identified in blue notifying that a trend status has not been assigned.

Table 1:

Direction Of travel	Variance compared to baseline
△▽	2.5%+/- than baseline
▷	= to baseline and less than 2.5% higher or lower than baseline

Table 2:

Interpretation of trend	
Indicative of positive trend	
Indicative of stable trend	
Indicative of negative trend	
Trend status not assigned	

6. Following feedback at the July Police and Crime Panel meeting the OPCC provided Members of the panel with a further briefing in August on the new performance assessment system and trend status. Further explanations of each measure where a trend status has not been applied can be found in the Appendix.

### Key updates from since last Panel

7. The most significant changes in trends since last reported in July 2022 are outlined below:
- Decrease in discharge of a firearm offences in last quarter
  - Organised Drug disruptions: increased to 657 in last 12 months, which is more than double the number recorded in the 12 months to June 2021 (reflective of targeted drug disruption operations including Op Medusa)
  - Victim based reported crime: increased from 82,309 offences in May, to 86,878 offences in June (5.5% increase in 2 months)
  - Hate crime: continues to rise, but at a slower rate than has been seen in previous months (2.8% increase since March)
  - 999 wait times: continue to increase, now at 23 seconds which is 6 seconds longer than was reported to the July Panel
  - 101 P1 wait time: continues to increase, now at 17 minutes, almost 5 minutes more than was reported to the July Panel
  - 101 P2 wait time: continues to increase, now at 37 minutes, almost 9 minutes longer than was reported to the July Panel

### Contact for further information

**Pierre Doutreligne**

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Report prepared 7<sup>th</sup> September 2022

**Measures where trend status has not been applied:**

1. **Hospital admissions of under 25's for assault with a sharp object:** This measure comes from NHS data (Hospital Episode Statistics (HES) NHS Digital) and is subject to varying policy practices amongst NHS Trusts. In order to protect patient confidentiality counts between 1 and 7 are not available and all other counts are rounded to the nearest 5. In view these factors, and the variances that have been applied as part of the RAG system, a RAG status has not been applied to this measure. As stated in the main report, a revised measure will be brought to the panel in November.
2. **Violence which is flagged as Domestic Abuse related:** As outlined in the main report, domestic abuse is often a hidden crime so data held by the police can only provide a partial picture of the actual level of domestic abuse experienced and it is therefore difficult to apply a trend status for this measure. An increase in domestic violence crime could be interpreted as a positive reflection of victims' confidence in reporting. However, an increase in reports could reflect a 'real' increase in victimisation and therefore a negative outcome.
3. **Public order offences:** Typically public order offences are a product of pro-active police activity, so trends in this area are influenced by this. A decrease in the number of recorded public order offences could reflect a lack of police activity rather than reduced levels of crime, and therefore a RAG assessment therefore is not appropriate for this measure.
4. **Drug possession and drug trafficking offences:** Similarly, trends in this area are influenced by pro-active policing. An increase in drug offences could indicate more police activity, more dealers arrested and more drugs removed from the streets, or it could mean more drug related activity (use and dealing), so again, applying a RAG assessment may be misleading.
5. **Hate crime:** Data held by the police can only provide a partial picture of the actual level of hate crime experienced as it is often under reported. Like domestic abuse, increased levels of recorded hate crime may indicate better confidence in reporting, and decreases may not indicate an actual decrease in crime but reduced reporting.
6. **The measures which reflect levels of demand will also not have a RAG status applied and are viewed as monitoring indicators.** This includes the number of customer contacts and the number of reports made to Devon and Cornwall Police from Crime Stoppers. Increased contact and reports could be an indicator of increased public confidence in policing and reporting, and accessible contact methods. Increased contact could also be an indicator of increased crime and other incidents. These measures do not have a RAG status applied.

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# Police and Crime Plan Scorecard

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Direction of Travel	Variance compared to baseline
▽ ▲	2.5%+/- than baseline
▶	= to baseline or less than 2.5% higher or lower than the baseline
<b>Change from last Panel:</b>	
⬆ = increase	↔ = no change
⬇ = decrease	

Interpretation of trend	
	Indicative of positive trend
	Indicative of stable trend
	Indicative of negative trend
	Trend status not assigned

**Abbreviations:** NM = National Measure FTE = Full time equivalent  
\* Figure not reported due to change in definition since last reported to Panel

## VIOLENCE

Performance Measure	Baseline	Preferred direction of travel	Reported to Jul 22 Panel	Reported to Sep 22 Panel	Change from last Panel	Change from Baseline
Homicides (NM)	20	▽	19	17	⬇	▼
Hospital admissions of under 25s for assault with a sharp object (NM)	15		15	10	⬇	▼
Offences involving the discharge of a firearm (NM)	66	▽	61	35	⬇	▼
Violent crime (all)	30,866	▽	33,340	34,131	↔	▲
Violent crime (DA)	10,859		11,898	11,921	↔	▲
Victim satisfaction (DA)	85.3%	▲	85.2%	85.2%	↔	▶

## ANTI-SOCIAL BEHAVIOUR

Number of ASB incidents recorded by the Police	39,026	▽	32,876	29,717	⬇	▼
Recorded number of public order offences	7,061		8,479	8,475	↔	▲

## DRUGS

Drug possession offences	3,315		3,170	3,253	⬆	▶
Drug trafficking offences	981		1,053	966	⬇	▶
Organised drug disruptions	69	▲	525	657	⬆	▲

## ROAD SAFETY

Number of fatal casualties	58	▽	47	*	*	▼
Number of serious casualties	791	▽	647	*	*	▼
Deaths or serious injuries by high-risk driving behaviour	36	▽	24	24	↔	▼
Number of active Community Speedwatch schemes	42	▲	41	50	⬆	▲

## SAFE

ONS crime rate	61.4	▽	54.9	56.8	⬆	▼
Victim based reported crime	91,042	▽	85,157	86,878	↔	▼
Number of police officers (FTE)	2,944	▲	3,396	3,371	↔	▲
Number of recorded hate crimes	1,764		2,494	2,564	⬆	▲
Number of recorded neighbourhood crimes (NM)	9,436	▽	5,793	5,982	⬆	▼

## RESILIENT

Number of young people who are victims of crime	8,692	▽	9,114	9,569	⬆	▲
Amount of additional funding brought into Devon and Cornwall by the Police and Crime Commissioner	£238,228	▲	£3,829,262	*	*	▲
Overall victim satisfaction (NM)	72.0%	▲	74.1%	74.1%	↔	▲

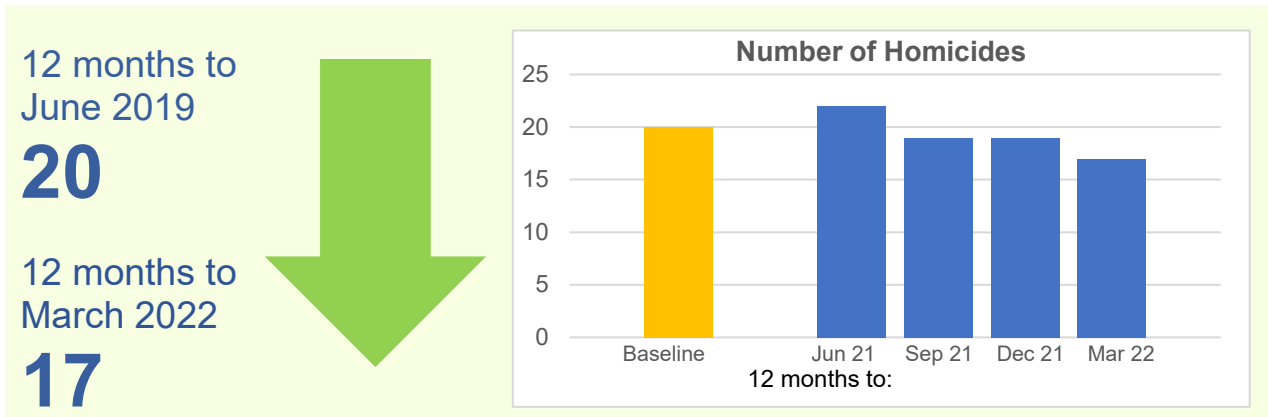
## CONNECTED

Number of customer contact points open to the public	10	▲	10	10	↔	▶
Number of customer contacts (999, 101, Online)	993,666		954,807	945,221	⬇	▼
999 wait time	8 sec	▽	17 secs	23 sec	⬆	▲
101 P1 wait time	5m 3s	▽	12m 20s	17m 0s	⬆	▲
101 P2 wait time	22m 2s	▽	28m 19s	37m 6s	⬆	▲
Levels of public confidence in the police	76.2%	▲	77.5%	77.5%	↔	▶
Number of reports made to Devon and Cornwall Police from Crime Stoppers	3,386		4,458	4,542	↔	▲

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# 1. Violence

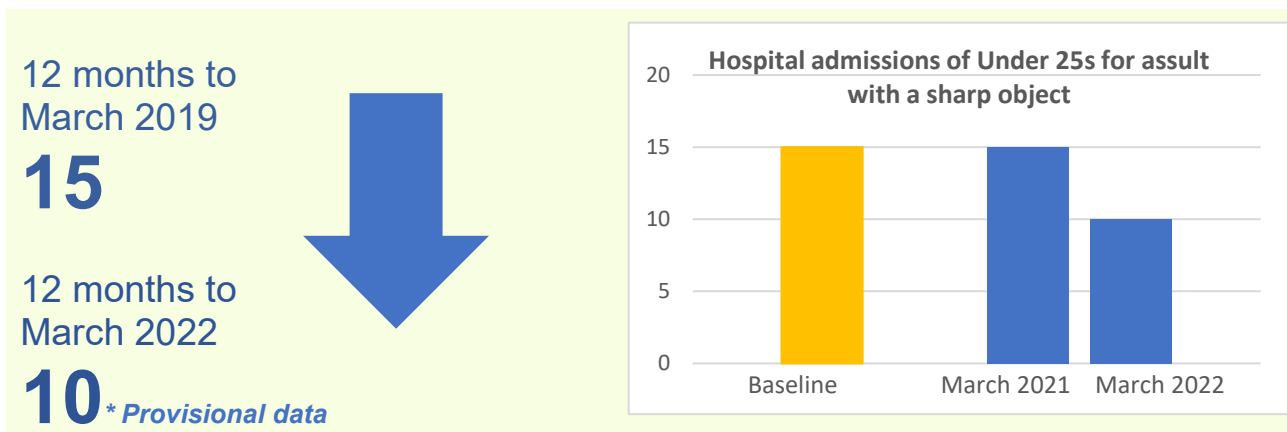
## 1.1 Homicides (National Measure)



In the 12 months to March 2022, there were 17 homicides in Devon and Cornwall. This is 3 fewer homicides than reported in the 12 months to June 2019.

Based on the latest ONS release of police recorded crime covering the period 12 months to March 2022, Devon and Cornwall's homicide rate is 1.0 crimes per 100,000 population. This is lower than the national rate of 1.2 and the SW Region rate of 1.1. When Devon and Cornwall's homicide rate is compared against its most similar force groups areas, it has the second lowest homicide rate.

## 1.2 Hospital admissions of under 25s for assault with a sharp object (National Measure)



Following feedback from the Panel, this measure is currently under review and alternative measures to monitor knife-related crime and harm are being considered by the Commissioner and a revised measure will be provided to the Panel in November. However, this measure has been updated since the last Panel meeting; provisional data published from NHS Digital shows that in the 12 months to March 2022, 10 hospital admissions of under 25's for assaults with a sharp object were recorded in Devon and Cornwall. This is indicative that there has been slight decrease in the number of under 25 hospital admissions for assault with a sharp object compared with the baseline year (12 months to June 2019).

# 1. Violence

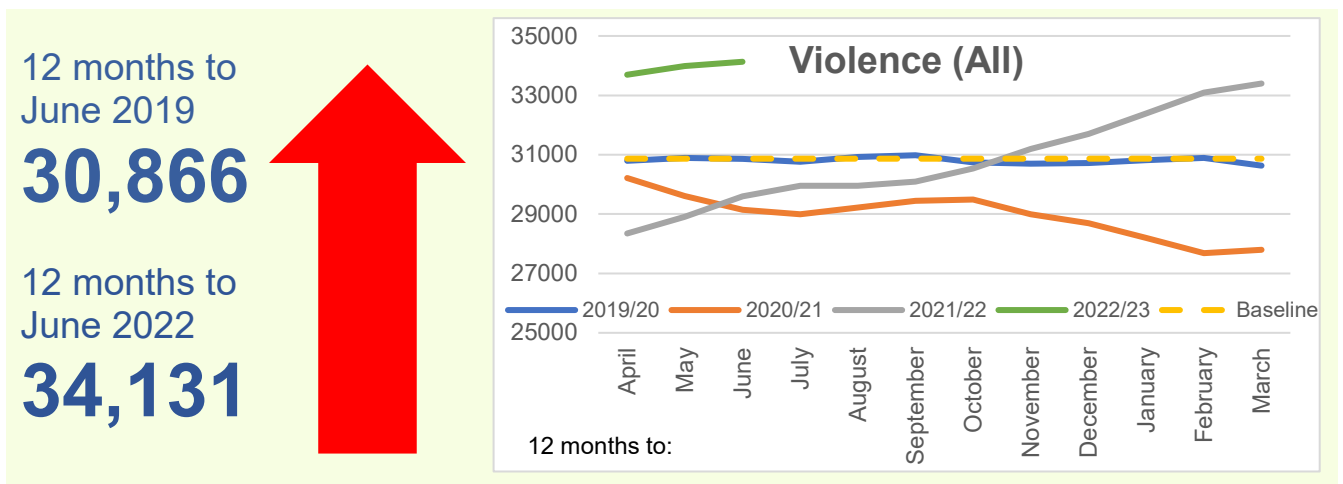
## 1.3 Offences involving discharge of a firearm (National Measure)



In the 12 months to June 2022, 35 offences involving the discharge of a firearm were recorded across Devon and Cornwall. This is 31 fewer offences and represents a 47% decrease when compared to the baseline year (12 months to June 2019).

These offences make-up a very small proportion of total police recorded crime in Devon and Cornwall (0.03%).

## 1.4 Violent Crime (All)




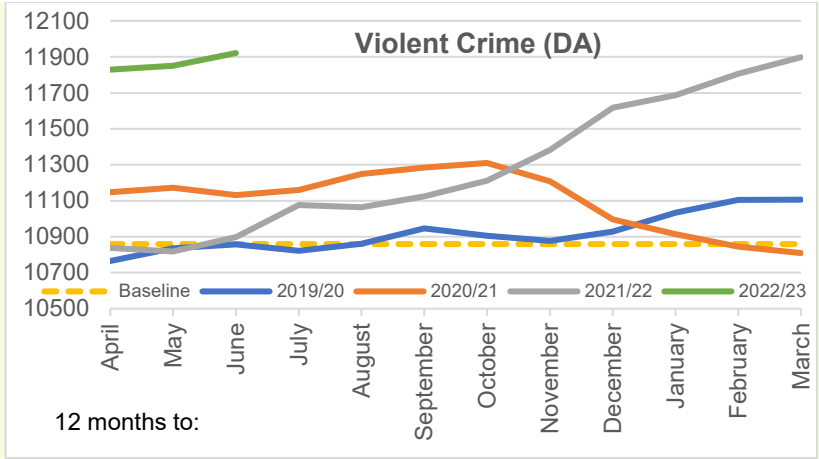
In the 12 months to June 2022, 34,131 violent offences were recorded in Devon and Cornwall. This is an increase of 10.6% (+3,265) compared to the baseline year (12 months to June 2019) and represents an increasing trend since April 2021. This coincides with the lifting of Covid-19 restrictions following the third national lockdown in early 2021. Local police recorded crime data indicates that reported violent crime is now exceeding the levels seen before the pandemic, which is consistent with national trends. The majority of the increase in violent crime is being driven by increases in violence without injury offences.

# 1. Violence

## 1.5 Violent Crime (Domestic Violence)

12 months to June 2019  
**10,859**

12 months to June 2022  
**11,921**

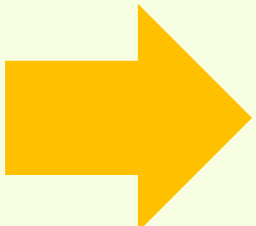
Domestic abuse is often a hidden crime that is not reported to the police so data held by the police can only provide a partial picture of the actual level of domestic abuse experienced. It is therefore difficult to make objective inferences about performance based on increases or decreases in domestic abuse crimes. For instance, an increase in domestic violence crime could be interpreted as a positive reflection of victims’ confidence in reporting. Conversely, an increase in reports could reflect a ‘real’ increase in victimisation and therefore a negative outcome. The levels of reporting, victim support and victim satisfaction are closely monitored by the Commissioner to inform performance assessments in this area.

In the 12 months to June 2022, 11,921 violent offences were flagged as related to domestic violence. This is a 9.8% increase (+1,062) when compared to the baseline year (12 months to June 2019). This trend is consistent with increases seen nationally.

## 1.6 Victim Satisfaction (Domestic Abuse)

12 months to June 2019  
**85.3%**

12 months to June 2021  
**85.2%**

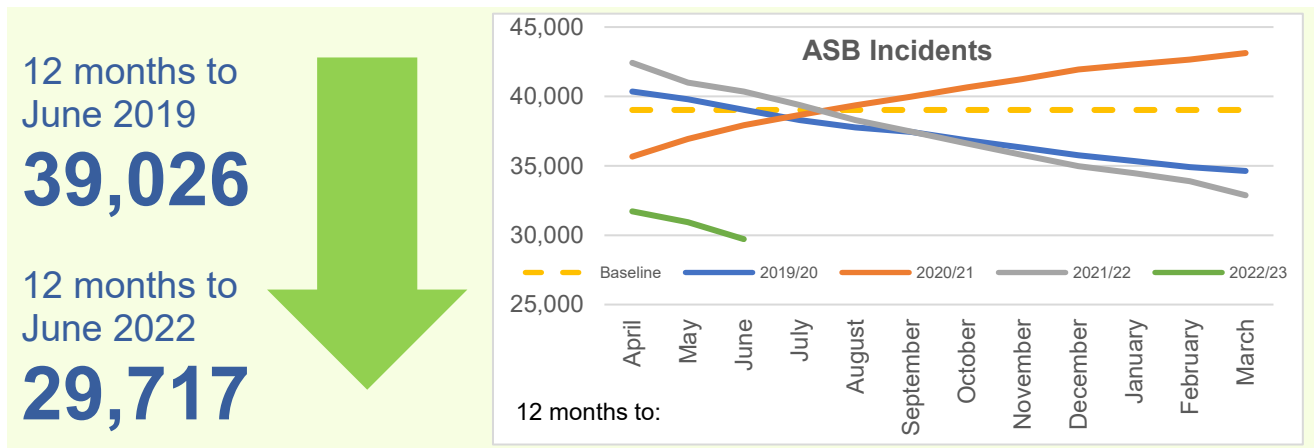



Devon and Cornwall Police have made changes to how they conduct the surveying of victims of crime. Victim satisfaction surveys have been carried out throughout the year and a robust sample size to understand the victim’s experience has been collected. Results will be analysed by Devon and Cornwall Police and an update will be shared with the Panel in November.

As stated in the previous report, in the 12 months to June 2021, 85.2% of domestic abuse victims stated they were satisfied with the overall service they received from Devon and Cornwall Police. This indicates stable performance when compared to the baseline year (12 months to June 2019).

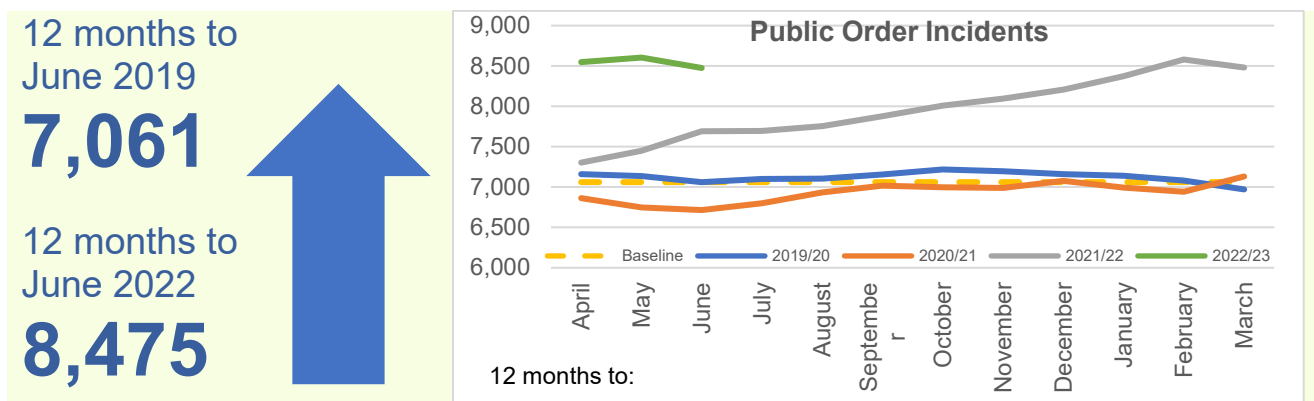
# 2. Antisocial Behaviour

## 2.1 Number of ASB Incidents recorded by the Police



In the 12 months to June 2022, 29,717 ASB incidents were recorded by Devon and Cornwall Police. This is a 23.9% decrease (-9,309) on the baseline year the (12 months to June 2019). Levels of ASB were higher during much of 2020/21 due to the additional reporting of Covid-19 restriction breaches. The number of ASB incidents recorded by the police in 2021/22 is similar to that of the pre-coronavirus year 2019/20. Trends in ASB data need to be interpreted with caution; a decrease in reported ASB incidents does not necessarily reflect a real decrease in levels of ASB as it is possible that some incidents are not reported.

## 2.2 Recorded number of Public Order Offences

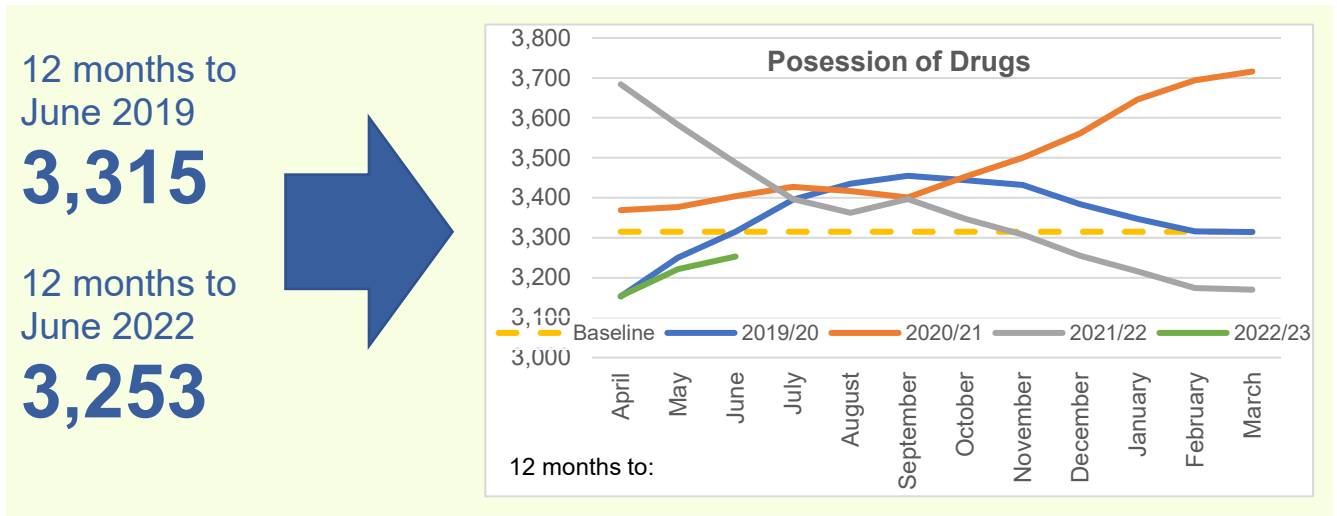


In the 12 months to June 2022, 8,475 public order offences were recorded across Devon and Cornwall. This is a 20% increase (+1,414) on the baseline (12 months to June 2019) and the level of public order offences across Devon and Cornwall are higher than the pre-coronavirus year 2019/20. The increasing trend is consistent with the national and regional picture.

Typically, public order offences are a product of pro-active policing activity, much of which is associated with the policing the night-time economy.

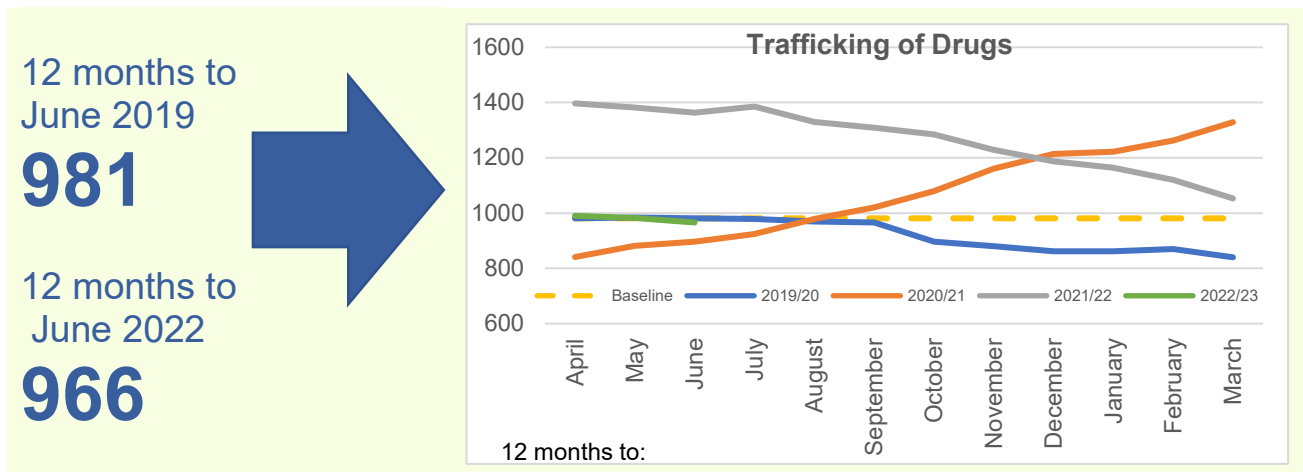
Based on the latest ONS release of police recorded crime covering the period 12 months to March 2022, Devon and Cornwall's public order rate is 4.7 crimes per 1,000 population. This is lower than both the national rate of 10.0 and the SW Region rate of 7.4. Devon and Cornwall have the lowest rate of public order offences in the SW Region and when compared with its most similar force group areas. Nonetheless, the Commissioner will continue to monitor public order trends closely.

## 3.1 Possession of Drugs Offences



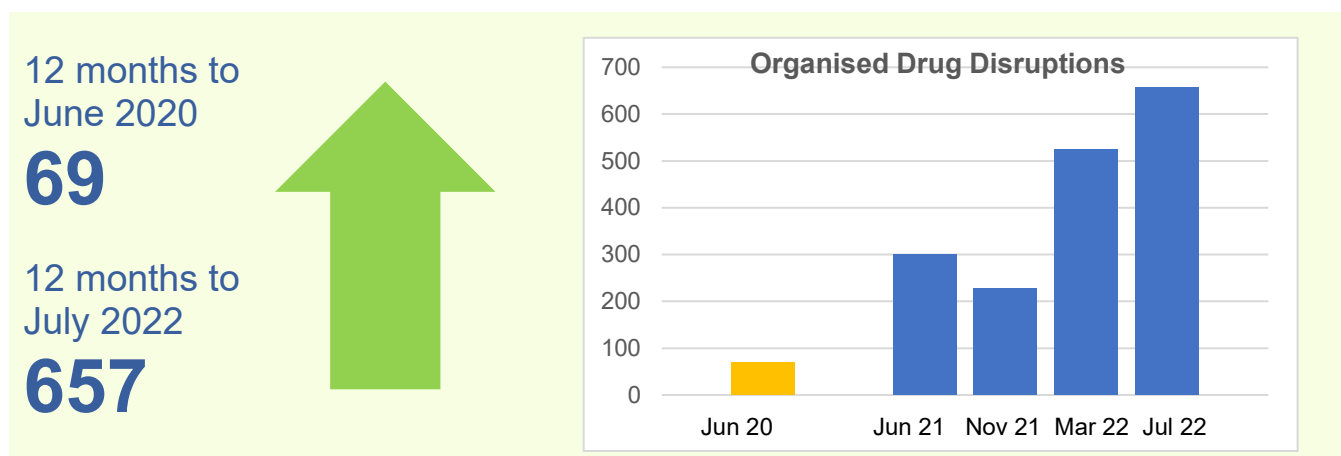
In the 12 months to June 2022, 3,253 possession offences were recorded across Devon and Cornwall. This is a slight decrease of 1.9% (-62) compared with the number of offences recorded in the baseline year (12 months to June 2019). The increasing trend which was previously seen has steadily decreased in the second half of 2021-22. The increase in drug offences seen during the Covid-19 lockdown periods is unlikely to be driven by higher drug activity, but reflective of pro-active policing and the result of increased ease to identifying drug related activity when 'stay at home' advice was in place.

## 3.2 Drug Trafficking Offences



Drug trafficking includes selling, transporting, or importing illegal drugs. In the 12 months to June 2022, 966 drug trafficking offences were recorded across Devon and Cornwall. This is a slight decrease of 1.5% (-15) on the number of offences recorded in the baseline year (12 months to June 2019). The increasing trend which was previously seen has steadily decreased in the second half of 2021-22. The increase in drug offences seen during the Covid-19 lockdown periods is unlikely to be driven by higher drug activity, but reflective of pro-active policing and the result of increased ease to identifying drug related activity when 'stay at home' advice was in place.

## 3.3 Organised Drug Disruptions



In the 12 months to July 2022, 657 disruptions were carried out by Devon and Cornwall Police of which had links to County Lines and Dangerous Drug Networks and 520 arrests were made. This is an 852.2% increase (+588) on the number of disruptions carried out in the baseline year (12 months to June 2020). Whilst there has been an increase in the number of disruptions since the baseline year, some of the increase is also attributed to changes in recording – the data now includes multiple disruptions for each organised crime group, where previously multiple disruptions for the same organised crime group were only counted once in the period.

Over 14-15 June, Devon and Cornwall Police carried out a significant number of searches in Torquay, Paignton, Teignmouth and Newton Abbot. The operation was carried out as part of project Medusa, which is led by Merseyside Police and aims to tackle county lines – criminal gangs supplying drugs across the UK using dedicated mobile phone lines. Over the two-day operation 40 people were arrested for offences such as: Possession with intent to supply class A and B drugs; Being concerned in the supply of drugs; Possession of an offensive weapon; Money laundering; Drug driving; Driving whilst disqualified. Of those arrested, four people were charged to court with offences of possession with intent to supply drugs and being concerned in the supply of drugs. As part of the operation officers also seized multiple kilograms of suspected Class A and B drugs (Heroin, Cocaine and Amphetamine), electronic scales, multiple bladed weapons, mobile devices, a significant quantity of cash and twelve vehicles.

The Commissioner has thanked both the Merseyside team and local officers who have put a considerable amount of effort into preparing intelligence for this operation. Drugs and drug-related crime are extremely harmful to our communities, operations such as these are crucial to targeting those responsible and safeguard vulnerable people to prevent further harm.



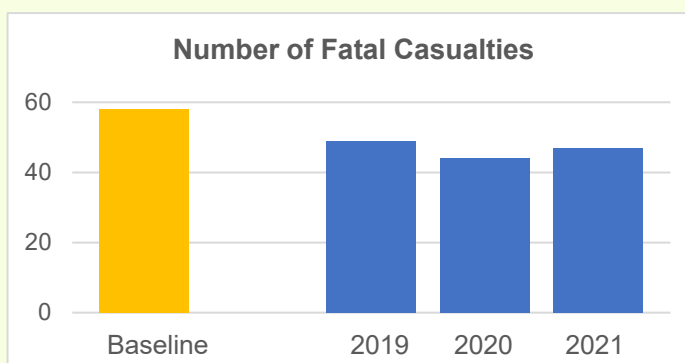
## 4.1 Number of Fatal Casualties

Baseline  
(Average 2016-2018)

**58**

12 months to  
December 2021

**47**



This measure has not been updated since the July Panel meeting. The number of fatal casualties will now be updated annually on receipt of fully validated data from the Vision Zero South West partnership. This data excludes fatalities which are later identified as medical episodes, suicides, death after 30 days and fatalities on private roads.

As stated in the previous report 47 fatalities were recorded on Devon and Cornwall's roads in the 12 months to December 2021: 11 fewer fatalities than the baseline year. The reduction in road traffic during much of the Covid-19 pandemic contributed to a decrease in fatal casualties. As we emerged from the pandemic and road usage increased, the number of people killed on Devon and Cornwall's roads increased by 6.8% compared with 2020, which means that 3 more people lost their lives on our roads in 2021. Compared with 2019 the number of fatalities remain lower.

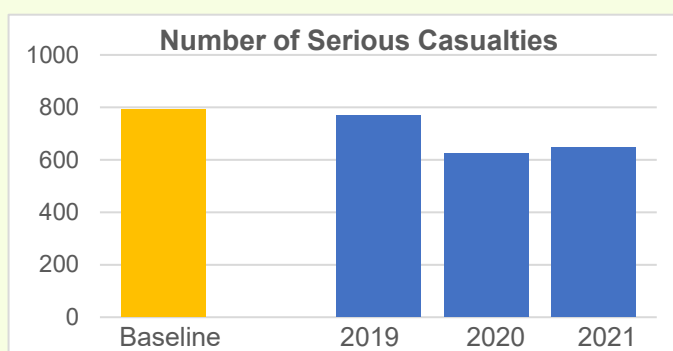
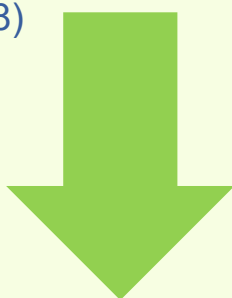
## 4.2 Number of Serious Casualties

Baseline  
(Average 2016-2018)

**791**

12 months to  
December 2021

**647**

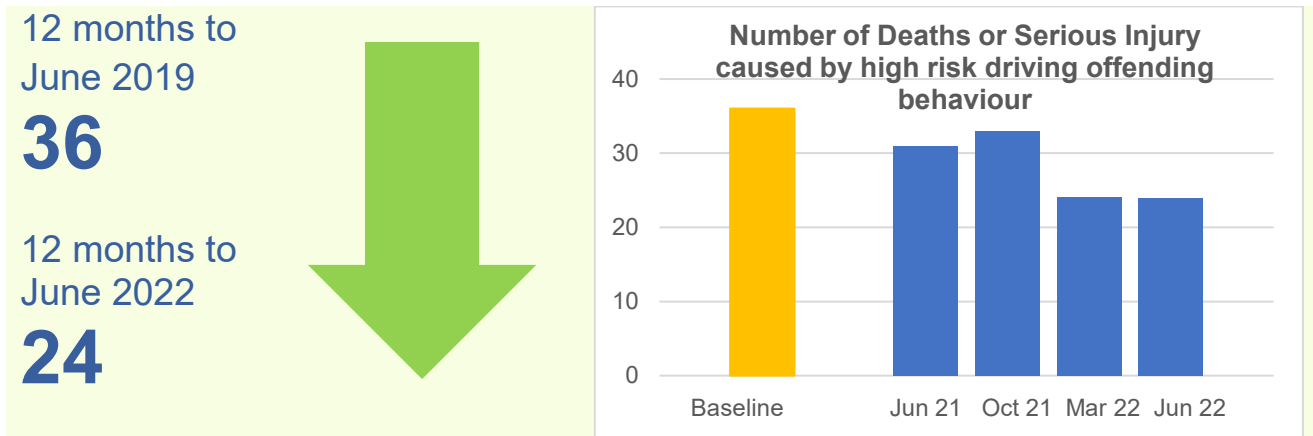


This measure has not been updated since the July Panel meeting. The number of serious casualties will now be updated annually to align with Vision Zero South West partnership validated data.

As stated in the previous report 647 people were seriously injured on Devon and Cornwall's roads in the 12 months to December 2021. This represents a 18.2% decrease (-144) when compared to the baseline period of 2016-18.

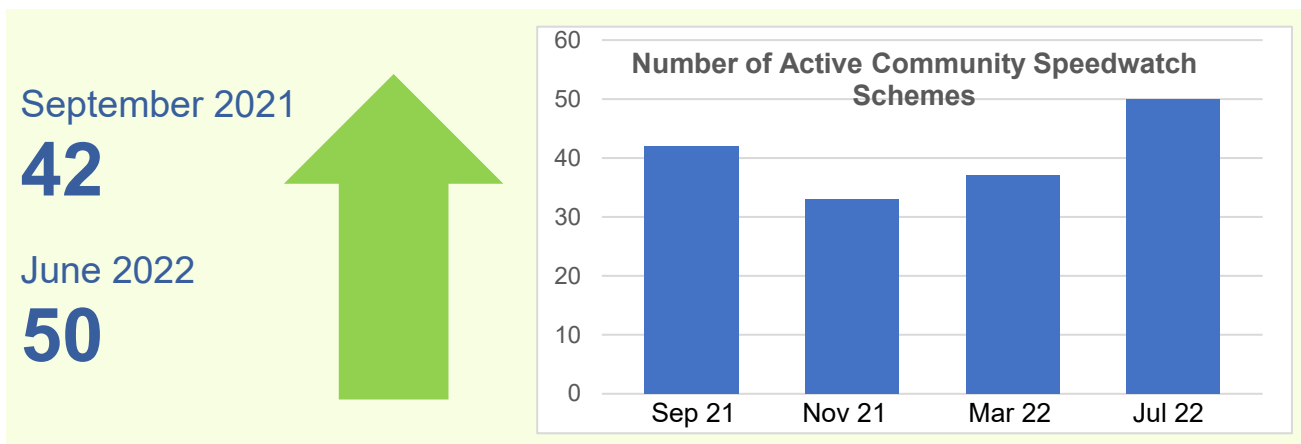
As with fatalities, the Covid-19 pandemic resulted in a reduction in casualties. As we emerged from the pandemic last year and road usage increased, the number of people seriously injured on Devon and Cornwall's roads has increased by 3.9% compared with 2020, which means that 24 more people were seriously injured on our roads in 2021. Compared with 2019 and earlier years (2016-18), the number of seriously injured casualties remain lower.

## 4.3 Number of offences related to death or serious injury caused by high risk driving behaviour



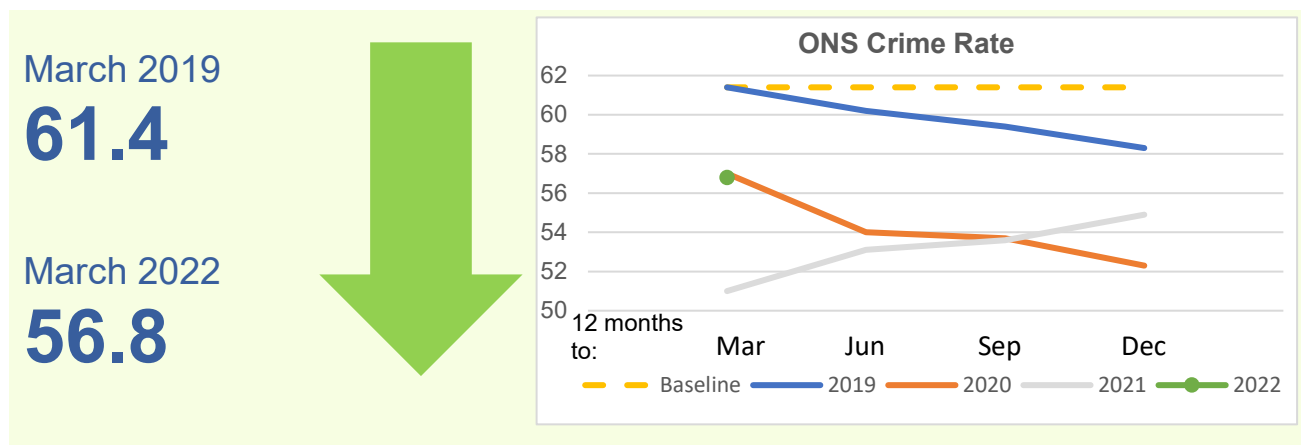
24 offences of death or serious injury caused by high-risk driving behaviour were recorded in the 12 months to June 2022. This is a 33.3% decrease (-12) on the number of offences recorded when compared to the baseline year, the 12 months to June 2019. The current data remains below the baseline year and a decreasing trend is evident.

## 4.4 Number of active Community Speedwatch Schemes



During June 2022, there were 50 active Community Speedwatch (CSW) Schemes out of 171 CSW Schemes in total. This is 17 more active schemes than reported in November 2021 (33 active schemes). Devon and Cornwall Police's CSW policy states that Speed Watch can only take place in 'good visibility during daylight hours and must not take place in adverse weather conditions'. The improving weather and increase in daylight hours are likely to explain the increase in active schemes. The Commissioner is expecting the number of active CSW schemes to increase throughout the summer and is also encouraged that the number of schemes signed up to CSW continues to increase – 22 more since November 2021 (149 Schemes) and 32 more schemes since last September (139 schemes).

## 5.1 ONS Crime Rate Devon and Cornwall

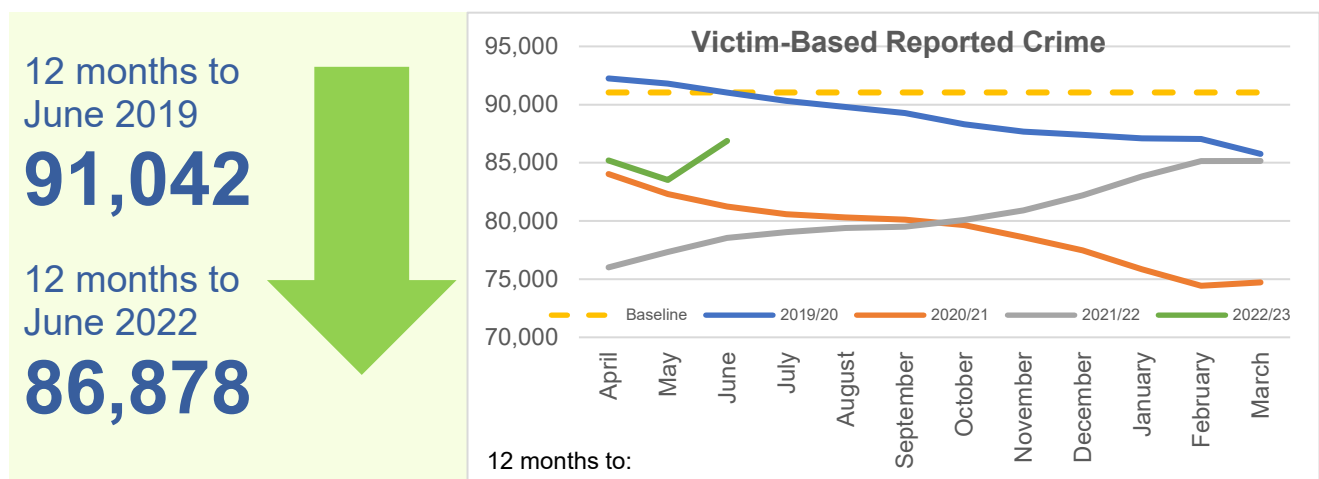


Patterns of crime over the last two years have been substantially affected by the coronavirus (COVID-19) pandemic and government restrictions on social contact. Since restrictions were lifted following the third national lockdown in early 2021, police recorded crime data shows indications that certain offence types are returning to or exceeding the levels seen before the pandemic. Violence, public order and sexual offences recorded by the police have exceeded pre-pandemic levels, while theft offences remain at lower levels.

Total recorded crime remains lower than 3 years ago but as expected is steadily on the increase and consistent with national, regional and most similar force group trends. The latest ONS data for the 12 months to March 2022 shows that Devon and Cornwall's crime rate has increased to 56.8 crimes per 1,000 population which equates to 101,323 recorded crimes in the year. Despite the increase, Devon and Cornwall has the 2<sup>nd</sup> lowest crime rate nationally, which is significantly lower than the England and Wales average of 89.3 crimes per 1,000 population.

Devon and Cornwall's crime rate for this period (56.8) remains 1.1 times lower than the baseline year (12 months to March 2019) and a long-term declining trend is still evident.

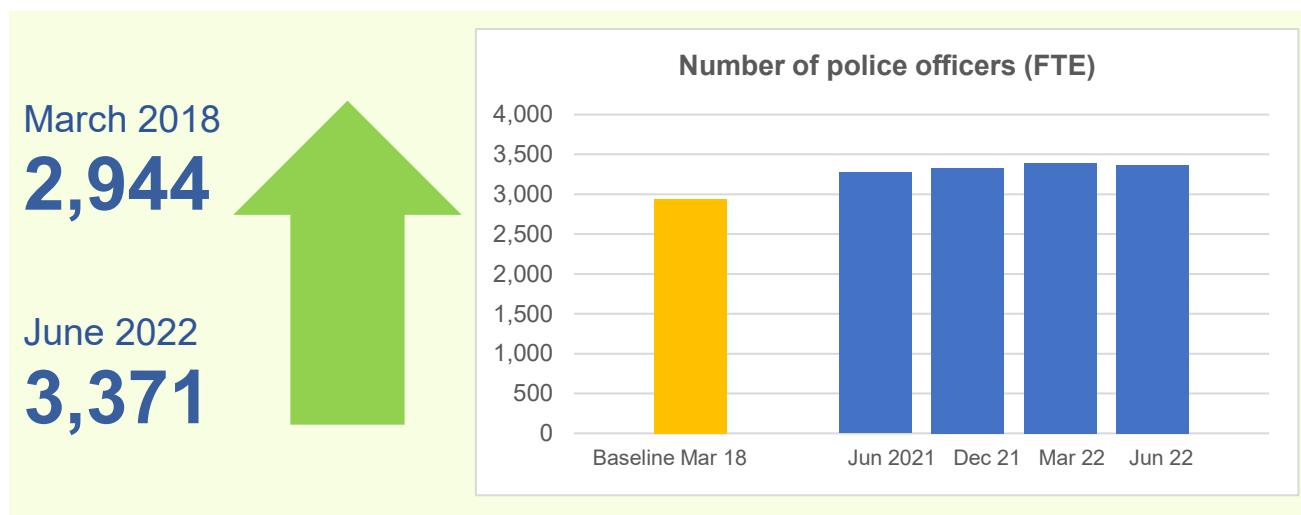
## 5.2 Victim-based reported crime



Victim based crime includes violence, sexual offences, stalking, harassment, theft, criminal damage and arson. In the 12 months to June 2022, 86,878 victim-based crimes were recorded in Devon and Cornwall. This is a 4.6% decrease (-4,164) when compared to the baseline year (12 months to June 2019).

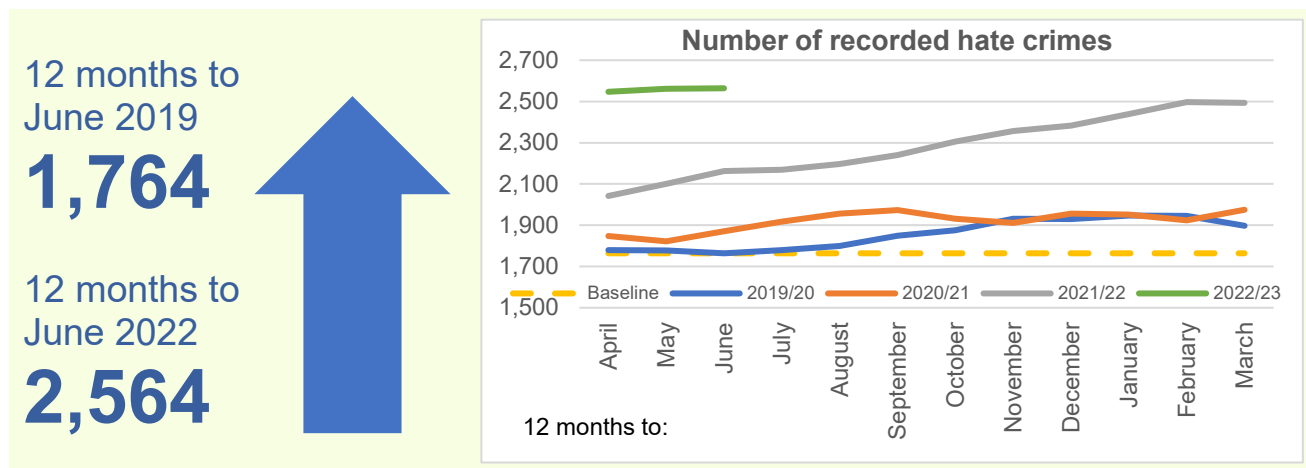
The decrease in victim-based crimes is likely attributable, in part, to the COVID-19 pandemic and the varying lockdown restrictions throughout this period. This created significant reductions in social interaction and decreased opportunities for crime. However, as expected with the continued easing of COVID-19 restrictions there has been a steady increase in victim-based crimes since April 2021. The latest data shows that there has been a 10.7% increase in victim-based crime compared with last year, but the volume of crimes remain lower than 3 years ago. Decreases across most theft offence categories are the main contributors to the continued downward trend which is evident for victim-based crime when compared to the baseline year.

## 5.3 Number of Police Officers (FTE)



The number of full-time equivalent (FTE) police officers employed by Devon and Cornwall Police as of June 2022 was 3,371. Compared with the baseline year (12 months to March 2018), there has been a 14.5% increase which equates to an additional 427 FTE officers.

## 5.4 Number of Recorded Hate crimes



2,564 hate crimes were recorded in the 12 months to June 2022. This is a 45.4% increase (+800) when compared to the baseline year, the 12 months to June 2019. Despite the observed increase, it is difficult to make objective inferences about performance based on increases or decreases in hate crime. For instance, an increase in offences could be interpreted as positive, because victims may be more confident to report to the police, or the police may have made recording improvements when identifying hate offences. Conversely, the trend could also be interpreted as negative because it could be reflective of a ‘real’ increase in victimisation.

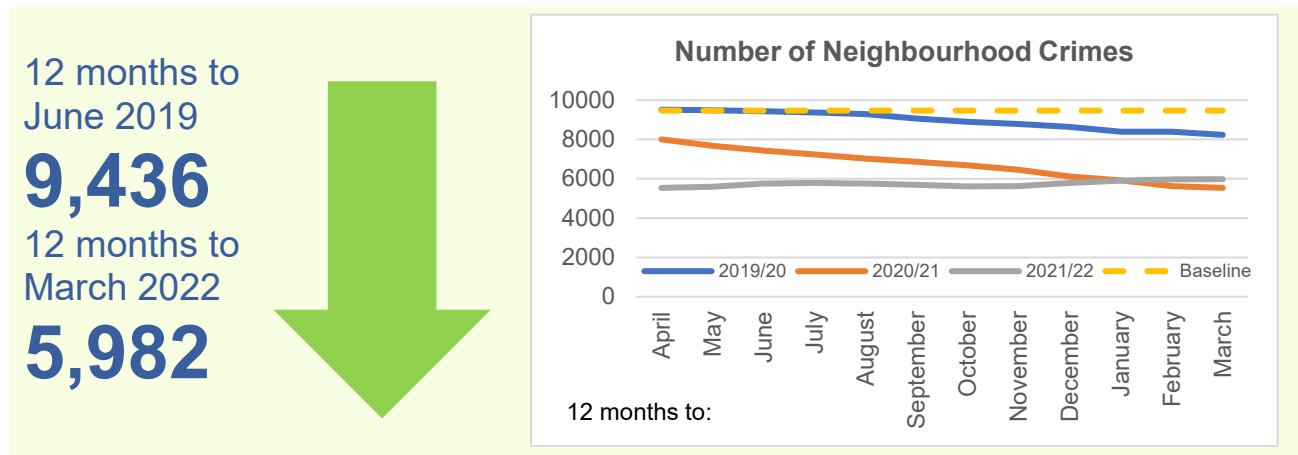
Hate related crime accounts for 2.5% of total crime recorded in Devon and Cornwall. Of the 2,564 hate crimes recorded in the last year, 44.2% were public order related hate crime offences, and these were predominately racially or religiously aggravated public fear and public fear or distress offences. Stalking and harassment related hate crime offences (19.8%) make up the second highest proportion of all hate crime and have increased compared with three years ago – a high proportion of which relates to malicious communication offences.

The majority of hate crime reports across Devon and Cornwall in the last year were racially motivated, followed by sexual orientation and disability related hate crimes – all of which have increased over the last three years.

Over the past three years the number of hate crimes reported through email has increased by 200.4% (equivalent to 509 crimes). There has also been an increase in those being reported online (308.3% equivalent to 37 crimes). These increases could indicate improved reporting due to the availability of alternative contact methods. There has also been notable increases in hate crime disclosed as part of an ongoing investigation and discovered by Police. These increases could indicate improved awareness and understanding of hate crime and contribute to the increasing numbers of reported hate crimes.

The Commissioner will continue to monitor trends in hate crime closely to understand the offence types that are contributing to the increase and the force’s response to victims.

## 5.5 Number of Neighbourhood Crimes (National Measure)



Neighbourhood crime consists of the following offence types: Burglary dwelling, robbery, theft of and from a vehicle and theft from the person. In the 12 months to March 2022, 5,982 neighbourhood crimes were recorded across Devon and Cornwall. This is a 36.6% decrease (-3,454) when compared to the baseline year (12 months to June 2019). The number of neighbourhood crimes previously reported to the Panel included burglary non-dwelling offences. To align with the national measure, the number of recording burglary non-dwelling offences are no longer included as part of this measure and account for the variation to the baseline of the 12 months to June 2019.

Much of the decrease may be attributable to the Covid-19 pandemic, including restrictions on social interactions, limitations on movements and the increased time that people have spent in their homes. In recent months, small increases in neighbourhood crimes have been evident but levels remain below pre-pandemic levels. Devon and Cornwall continue to have the lowest rate of residential burglary in England and Wales of 0.9 crimes per 1,000 population compared with the national average of 3.2.

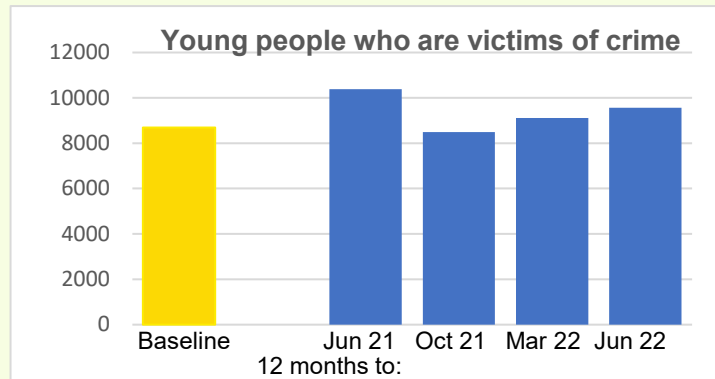
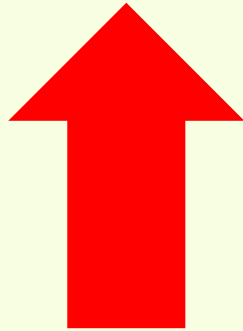
## 6.1 Number of Young People who are victims of crime

12 months to  
June 2019

**8,692**

12 months to  
June 2022

**9,569**



In the 12 months to June 2022, 9,569 people under the age of 18 were identified as a victim of crime in Devon and Cornwall. This is 10.1% more victims (+877) when compared to the baseline year (12 months to June 2019) and higher than the number reported to the Panel in July. The Commissioner will continue to monitor the number of young people who are victims of crime closely and will work with Devon and Cornwall Police to identify if there are particular offence groups where increases in young victims is evident.

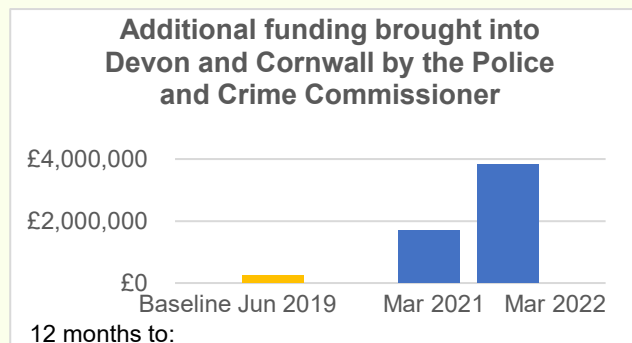
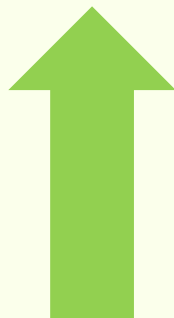
## 6.2 Amount of Funding bought into Devon and Cornwall by the Police and Crime Commissioner

Financial year 2018/19

**£238,228**

Financial year 2021/22

**£3,829,262**



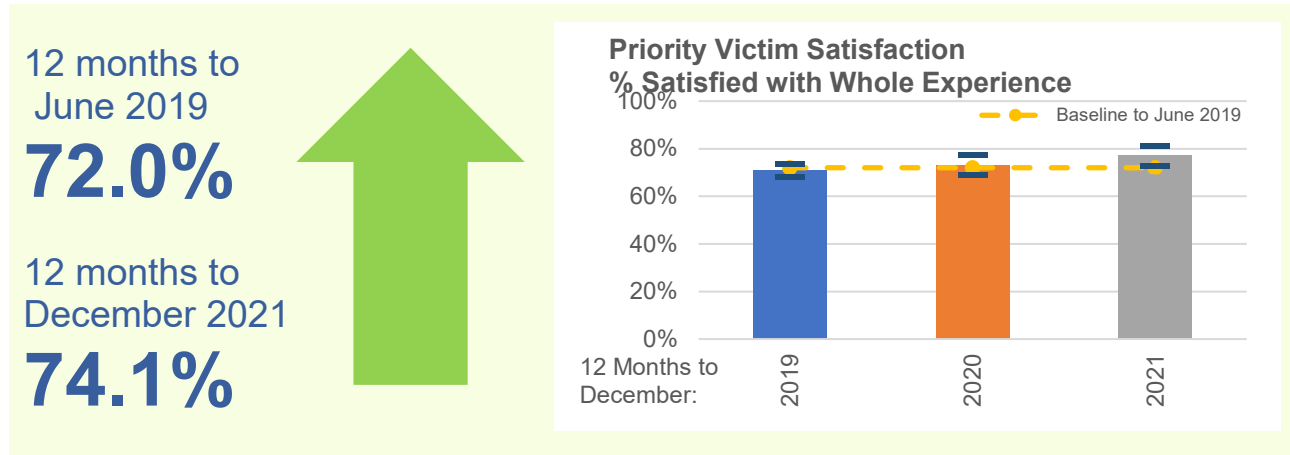
This measure will not be updated again until the end of the 2022/23 financial year. There has been no change to the figure which was reported to the Panel in July 2022.

The Commissioner has secured £3,829,262 of additional funding in the financial year 2021/22 to help tackle crime and support victims. This figure includes the additional funding the OPCC has secured, as well as funding the OPCC has supported partners in securing.

The Commissioner has secured £1,591,513 of additional funding which has primarily supported victims of domestic abuse and sexual violence. This figure also includes funding to support Keyham victims.

The OPCC has supported partner bids across Devon and Cornwall helping to secure an additional £2,237,749 of funding. This includes Safer Streets funding to tackle neighbourhood crime and violence against women and girls, Pathfinder for adult victims and survivors of sexual assault and abuse with complex trauma related mental health needs, Changing Futures (a 3-year programme to support people facing multiple disadvantage), Visible Policing and Community Safety in Keyham and a project focused on the safety of women at night (SWAN) in Exeter.

## 6.3 Percentage (%) of victims that were satisfied with the overall service they received from Devon and Cornwall Police



This survey is based on priority victim satisfaction. Priority victims are those that are victims of serious crimes which include domestic abuse, hate crime, sexual offences, attempted murder as well as victims who are persistently targeted, vulnerable or intimidated.

Devon and Cornwall Police have made changes to how they conduct the surveying of victims of crime. Victim satisfaction surveys have been carried out throughout the year and a robust sample size to understand the victim’s experience has been collected. Results will be analysed by Devon and Cornwall Police and an update will be shared with the Panel in November.

As stated in the previous report, in the 12 months to December 2021, 74.1% of priority victims of crime were satisfied with the overall service they received from Devon and Cornwall Police. This is +2.1% higher than the baseline year (72.0%) and indicates an improving trend. The Commissioner will continue to monitor victim-satisfaction levels closely as new data becomes available.



## 7.1 Number of Customer Contact points Open to the Public

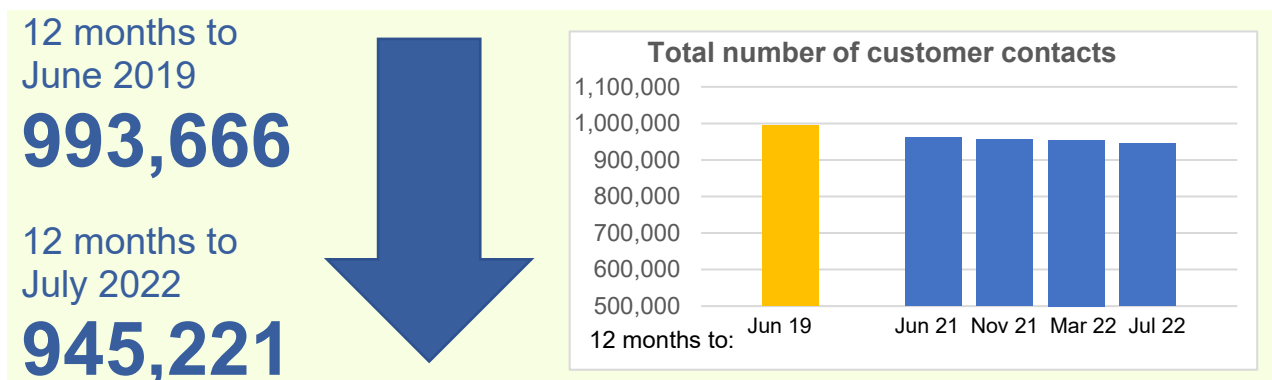


Monitoring the number of customer contact points open to the public – for instance, via front desks – will be one way of helping the Commissioner to evaluate connectivity. As of July 2022, there were 10 customer contact points open to the public across Devon and Cornwall and there has been no change since the last report to Panel in July.

As previously reported to panel, there are plans to reopen four front desks (Falmouth, Penzance, Tiverton and Newton Abbot) by November 2022. Since then, two additional front desks (Bude and Truro) have been added to the project and work is ongoing to open these desks by January 2023.

The opening hours are planned to be Monday to Saturday, 10am-3pm, however opening hours/days may be reduced initially while sufficient staff are recruited and trained. In addition, the existing front desks operated by the force will benefit from extended opening hours of 8am-6pm on the same days.

## 7.2 Number of Customer Contacts (999, 101, Online)



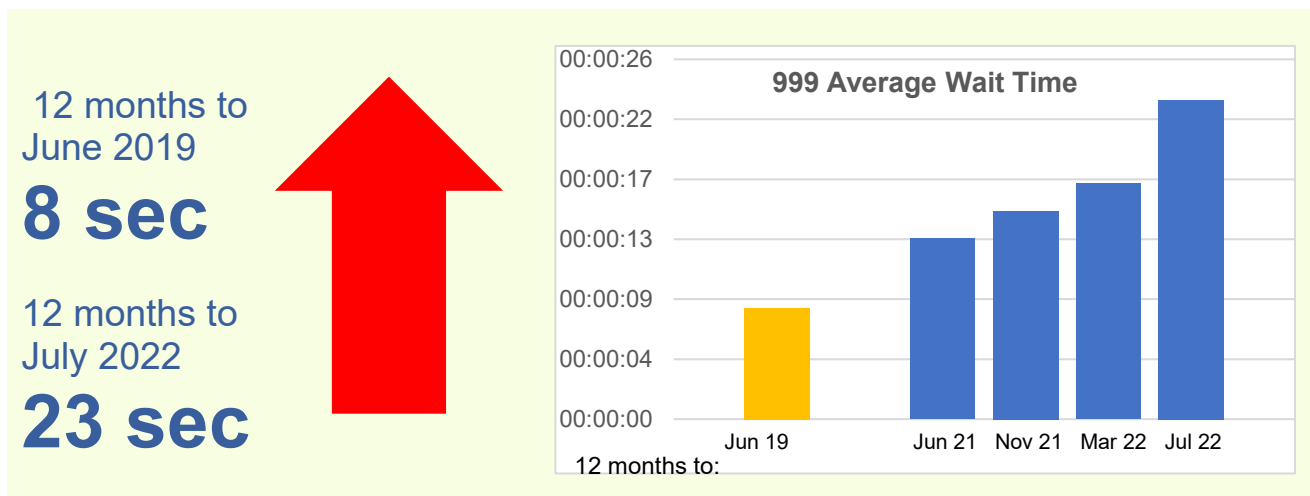
In the 12 months to July 2022 Devon and Cornwall Police’s Contact Centre received just over 945,221 contacts. This consisted of the following activity:

- 999 calls: 315,500
- 101 calls: 423,435
- 101 Emails and texts: 134,016
- 101 Webchat: 72,270

This indicates that fewer contacts have been received compared to the baseline year of the 12 months to June 2019. A reduction in the number of all 101 calls received has contributed to the decrease. All other contact types, including 999 emergency calls and 101 alternative contact methods (including Email, Text and Webchat) have increased.

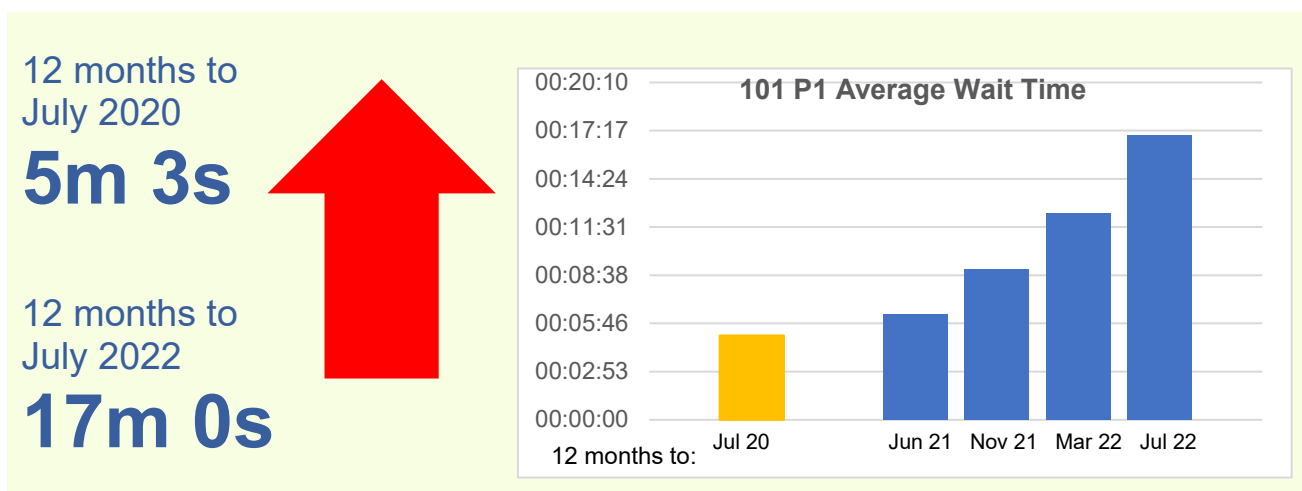
The number of emails and texts received has increased by approximately 41% (or 39,242 more emails and texts received) and the number of Webchats received has increased by 770% (or 63,960 more Webchats received). The increase in email and text volumes is not unexpected given the communications from Devon and Cornwall Police and the OPCC to encourage use of these alternative contact methods.

## 7.3 101 and 999 call wait times: 999 average wait time



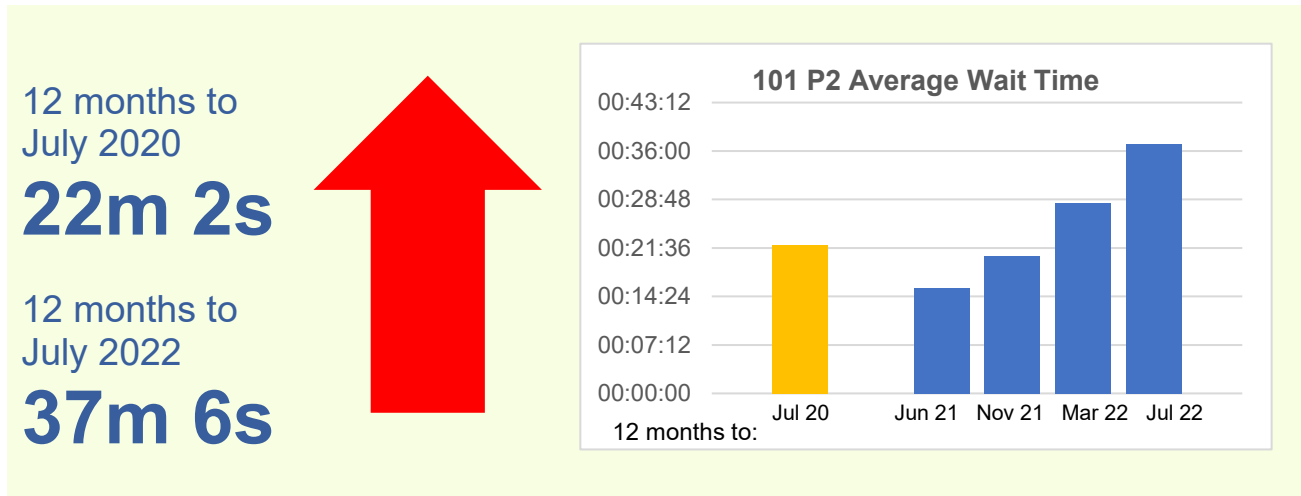
The average answer time for 999 emergency calls has increased by 15 seconds in the 12 months to July 2022 when compared to the baseline year (the 12 months to June 2019). This has taken the average wait time for 999 calls to 23 seconds. When compared to the figure last reported to Panel (for the 12 months to March 2022) the average wait time has increased by 6 seconds. More calls have been received and answered in the latest period – there has been a 35.9% increase in 999 calls received (+83,334) and a 29.8% increase in the number of 999 calls answered compared with the baseline year, the 12 months to June 2019.

## 7.4 101 and 999 call wait times: 101 P1 average wait time



P1 (or Priority 1) non-emergency calls are those calls that are identified by the Interactive Voice Response (IVR) system as high priority. These include calls relating to domestic abuse, sexual offences, hate crime, missing persons, and road safety. In the year to July 2022, the average wait time on the P1 line was 17 minutes. This is an increase of 11 minutes 57 seconds when compared to the baseline year, the 12 months to July 2020. Compared to the figure last reported to the Panel, for the 12 months to March 2022, the average wait time has increased by 4 minutes 40 seconds. Fewer calls have been received in the latest period, fewer answered and a higher abandonment rate is evident.

## 7.5 101 and 999 call wait times: 101 P2 average wait time



P2 (or Priority 2) non-emergency calls relate to all 101 calls that are not identified as urgent by the IVR system. This could include calls regarding anti-social behaviour or callers requesting updates about ongoing investigations. The average wait time on the P2 line in the 12 months to June 2022 was 37 minutes 6 seconds. This is an increase of 15 minutes 4 seconds when compared to the baseline year, the 12 months to July 2020. Compared to the figure reported to the Panel in the last meeting – for the 12 months to March 2022 – the average wait time has increased by 8 minutes 47 seconds and an upward trend is evident in recent periods. Fewer calls have been received and answered in the latest period and a higher abandonment rate is evident.

## 7.6 Levels of Public Confidence in the Police



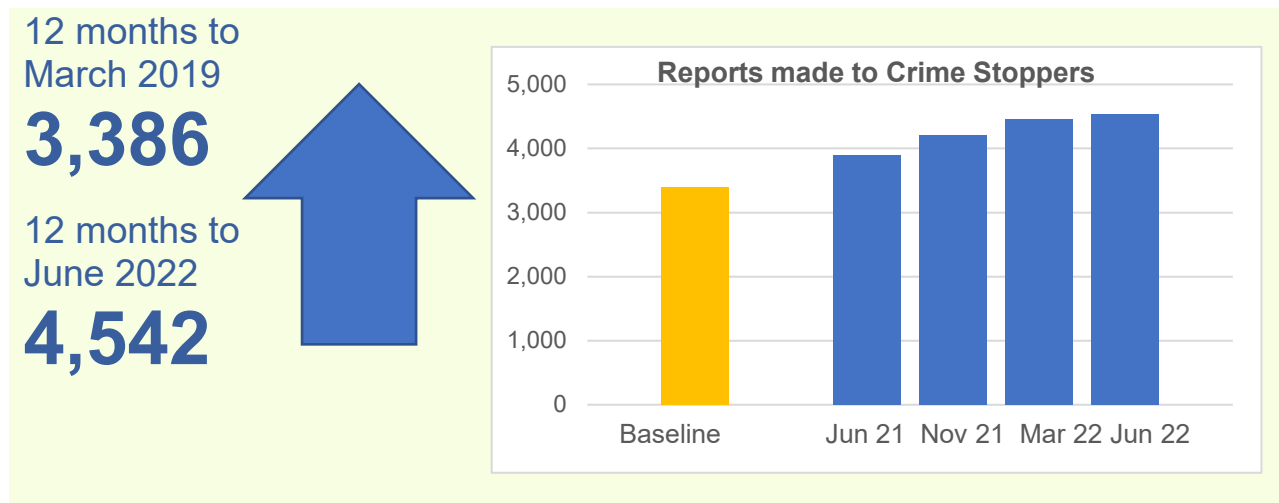
In the continued absence of survey results for Devon and Cornwall from the Crime Survey for England and Wales (CSEW), Devon and Cornwall Police are conducting public surveying to explore public confidence. The first results were presented to the Panel in July (as below) and the second survey results will be presented to the Panel in November.

Historically, data measuring public confidence has been taken from the Crime Survey for England and Wales (CSEW). It was reported in the last Panel paper that in the year to March 2020, 77.5% of Devon and Cornwall’s residents agreed with the statement that, ‘taking everything into account, [they] have confidence in the police in [Devon and Cornwall]’. This was a 1.3% increase on the baseline year, the 12 months to March 2019.

Since the last Panel meeting Devon and Cornwall Police conducted public surveying in February / March to explore public confidence. A total of 500 surveys were conducted via telephone, representative of the demographic profile within the force area.

Whilst the results are based on a small sample size, the first wave of public surveying indicates that almost nine in ten (87%) agree with the statement “taking everything into account I have confidence in the police in this area” compared with 77.5% in March 2020. However, due to differing methodologies these results cannot be directly compared with the last CSEW data in 2020.

## 7.7 Reports made to Devon and Cornwall from Crime Stoppers



Crime Stoppers is a national charity which allows people to call anonymously to report information about crime. Any information which Crime Stoppers deem useful to the police is passed onto the respective local police force. In the 12 months to June 2022, 4,542 reports were disseminated to Devon and Cornwall Police via Crime Stoppers. This is a 34.1% increase (+1156) on the number of reports received in the baseline year - the 12 months to March 2019. An upward trend in the number of reports continues to be evident and the Commissioner welcomes this increase in the number of reports.



## DEVON AND CORNWALL POLICE AND CRIME PANEL

16<sup>th</sup> September 2022

### COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER RECEIVED UNDER THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT

1. The number of complaints received and handled since the PCC's re-election on 11<sup>th</sup> May 2021 is shown in the table below. This report covers the period up to 24<sup>th</sup> August 2022.
2. No formal complaints were received against the Police and Crime Commissioner in the last reporting period.

Dates	Complaints received	Number of Complaints recorded	Number of Complaints unrecorded	Total	Complaints forwarded to the IOPC by the OPCC	Complaints resolved
11 <sup>th</sup> May – 7 <sup>th</sup> September 2021	0	0	0	0	0	0
8 <sup>th</sup> September – 20 <sup>th</sup> October 2021	0	0	0	0	0	0
21 <sup>st</sup> October - 15 <sup>th</sup> December 2021	1	1	0	1	0	1
16 <sup>th</sup> December 2021 – 14 <sup>th</sup> June 2022	1	1	0	1	0	1*
15 <sup>th</sup> June 2022 - 7 <sup>th</sup> September 2022	0	0	0	0	0	0
<b>Grand total</b>				<b>2</b>	<b>0</b>	<b>2</b>

\* Resolved through the Chairman of the Panel

#### Contact for further information

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Report prepared on 7<sup>th</sup> September 2022



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