

**Devon and Cornwall Police and
Crime Panel**

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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 30 January 2026

10.30 am

Council House

Members:

Councillor Haydon, Chair

Councillor Chopak, Vice Chair

Councillors Czapiewski, Ewings, German, Grey, Hackett, Hodgetts, Leaver, Lodge, Loudoun, Palethorpe, Penberthy, Rodger, Thomas, Towill, Tyerman and Wright.

Independent Members: Barry Jones (Devon) and Caroline Jones (Cornwall).

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 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 21 November 2025.

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 democraticservices@plymouth.gov.uk

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

5. Proposed Precept, Budget and Medium Term Financial Strategy (MTFS) 2026/27 - 2029/30:	(Pages 11 - 88)
6. Commissioner's Update Report: January 2026:	(Pages 89 - 114)
7. Police & Crime Plan Performance Monitoring:	(Pages 115 - 156)
8. Non-criminal Complaints Against the Police and Crime Commissioner:	(Pages 157 - 158)
9. Action Log:	(Pages 159 - 168)
10. Work Programme:	(Pages 169 - 172)

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Devon and Cornwall Police and Crime Panel**Friday 21 November 2025****PRESENT:**

Councillor Haydon, in the Chair.

Councillor Chopak, Vice Chair.

Councillors Czapiewski, Ewings, German, Grey (Substituting for Cllr Ashton), Hackett, Hodgetts, Leaver, Loudoun, Penberthy, Thomas, Towill and Wright.

Independent Members: Barry Jones (Independent Member for Devon) and Caroline Jones (Independent Member for Cornwall).

Apologies for absence: Councillors Ashton, Lodge, Palethorpe, Rodger and Tyerman.

Also in attendance: Nicola Allen (Treasurer, OPCC), Jonathan Back (Head of Performance and Scrutiny, OPCC), Alison Hernandez (Police and Crime Commissioner), Frances Hughes (Chief Executive, OPCC), Jake Metcalfe (Democratic Advisor), James Vaughan (Chief Constable), and Ben Woolvin (Head of Communications and Public Affairs, OPCC).

The meeting started at 10.30 am and finished at 12.30 pm.

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.

40. MinutesThe minutes of the meeting that took place on 12 September 2025 were agreed as a true and accurate record.**41. Declarations of Interest**

There were no declarations of interest.

42. Public Questions

There were no public questions.

43. Police and Crime Commissioner's Update Report

James Vaughan (Chief Constable) presented an update on progress since the force exited special measures and outlined the objectives of Operation Resolve.

- a) 11 months ago, the force was in a period of instability following the suspension of both the Chief Constable and Acting Chief Constable, and was

subject to enhanced monitoring by HMICFRS and the Chief Constable's initial priorities were:

- i. Restoring stability in the leadership team;
- ii. Improving performance sufficiently to exit special measures;
- iii. Setting a strategic course for future resilience, including workforce and budget planning aligned to the Police and Crime Plan;

b) The force successfully exited enhanced monitoring in July 2025. The Chief Constable confirmed that leadership stability had been achieved, with the Deputy Chief Constable reinstated and a strong senior team in place;

c) Operation Resolve was launched in August 2025 to restore frontline patrol and neighbourhood policing to design strength by the end of 2025. Key elements included:

- i. Returning 121 officers to uniformed roles by 01 April 2026, with 71 redeployed by Christmas 2025;
- ii. Additional ring-fenced funding of £4.7m for neighbourhood policing, enabling recruitment of 50 neighbourhood police officers, 50 PCSOs and 20 Special Constables;
- iii. A rank review to reduce senior officer numbers and reinvest savings into frontline roles. It was reported that one Assistant Chief Constable, two Chief Superintendents, seven Superintendents and over ten Inspectors had been removed, with further reductions planned among Sergeants;

d) Recruitment remained challenging with applications per vacancy having fallen from 16:1 three years ago to significantly lower ratios. Multiple entry routes were available, including:

- i. Direct entry as a Detective;
- ii. Degree apprenticeships;
- iii. Graduate programmes;
- iv. Standard entry without degree requirement, to attract candidates with relevant experience;

In response to questions raised it was reported that:

e) The Chief Constable emphasised the importance of PCSOs for visible, community-focused policing. PCSOs were valued for problem-solving and reassurance, and were less likely to be diverted to other duties compared to Police Constables;

- f) The Chief Constable confirmed that firearms officers were considered specialist roles and were not part of the frontline uplift, but essential for public protection. A review of authorised firearms officer numbers was underway to ensure alignment with threat levels;
- g) On assaults against emergency workers, the Chief Constable stated that CPS was not downgrading cases. Crown Court judges had indicated that too many cases were being elected for trial rather than remaining in Magistrates' Courts, where sufficient sentencing powers existed;
- h) Hotspot policing had been delivered using central grant funding and was recognised as evidence-based in reducing violence and antisocial behaviour. The force was a national exemplar in deploying Community Safety Accreditation Scheme (CSAS) powers. Continuation of hotspot policing would depend on future funding settlements; if funding ceased, the force would seek to mainstream the approach within neighbourhood policing;
- i) It was reiterated that where people damage or deface public property, the Police would investigate the complaint and could bring people to justice for it. The issue of flags on public lampposts and flyovers was a matter for the owners of that roadside furniture to remove. If local authorities had made a decision to remove flags from street furniture, the Police would support local authorities in their lawful activity against those who seek to disrupt local authorities lawful and legitimate right to remove flags;
- j) The Chief Constable addressed concerns regarding potential disbandment of the Diverse Communities Team and advised the Panel that no decision had been made and all options remained under review. Any changes would seek to embed capability within neighbourhood teams;
- k) The Chief Constable confirmed that decisions on custody provision had not yet been made. A review was underway to assess whether the six custody centres could be consolidated to reduce costs and reinvest savings into frontline policing. Any proposals would be subject to stakeholder engagement, evaluation and consultation. The Commissioner emphasised that operational risk and arrest rates would be key considerations;
- l) The Chief Constable reiterated that recruitment was ongoing and encouraged applications for the roles of Police Officer, PCSO and Detention Officer roles, highlighting policing as a secure and rewarding career.

Actions:

1. The Commissioner to confirm completion of an Equality Impact Assessment for Operation Resolve and report back to the Panel.
2. Commissioner to ensure stakeholder engagement and evaluation strategy for custody review.

3. Commissioner to provide clarity on future decisions regarding the Diverse Communities Team.

The Panel agreed to note the report.

44. **Community Cohesion**

The report was noted as read and the Panel moved to questions:

- a) Feedback from Plymouth communities suggested a disconnect between stated commitments and lived experience. Specific issues included:
 - i. The absence of an up-to-date Public Sector Equality Duty Statement on the Police and Crime Commissioners website. The only visible document was an Equality and Diversity Policy dated 2014;
 - ii. The last published Equality Duty Statement on the police website was from 2022, with a 2024 report referenced but not accessible;
 - iii. Third Party Reporting Centres felt sidelined since the move to online reporting, as there was no dropdown option to identify reports originating from these centres. This prevented proper tracking and management;
 - iv. Rising hate crime rates in the area, which were increasing faster than overall crime, causing significant concern;
 - v. A perception among communities that the police were closing down equalities and diverse communities teams, leading to mistrust and feelings of exclusion;
 - vi. The report's framing of transgender people as a "problem" rather than recognising them as a protected characteristic.
- b) Councillor Penberthy requested that the report be rewritten to reflect the lived experience of communities across the patch and address these concerns. The Commissioner acknowledged the concerns. The Commissioner apologised for the outdated website, noting that a major data breach six months ago had resulted in the loss of historical documents. A new Head of Communications had been appointed to resolve issues;
- c) The Commissioner confirmed willingness to engage directly with Third Party Reporting Centres and review issues around online reporting. She explained that the online reporting system was a national platform used by all police forces, which limited local flexibility;
- d) The Commissioner highlighted the work of the Community Scrutiny Panel, led by Reverend Nathan Kiyagi, which scrutinised stop and search and other policing practices. The panel was described as diverse and representative,

with hundreds of members and a transparent website. Members were encouraged to engage with this panel and its published work;

- e) The Commissioner clarified that the offer around restorative justice was to fund a service delivering restorative justice for those arrested, not direct funding to the Council. It was confirmed that meetings and email exchanges had taken place but the proposal was not progressed. The Chair requested evidence of this dialogue and agreed to resolve the matter outside of the meeting;
- f) The Commissioner advised that spikes in hate crime reporting often coincided with national debates or media coverage of contentious issues. She emphasised the importance of language and local efforts to ease community tensions;
- g) The Commissioner reassured Members that all hate crimes were treated seriously and explained the distinction between hate crimes and non-crime hate incidents, which continued to be recorded as early indicators of community tensions;
- h) The Commissioner agreed to consider hate crime as a priority and confirmed that legal oversight ensured equality impact assessments were undertaken, though she could not confirm specifics;
- i) The Commissioner highlighted the Councillor Advocate Scheme, which provided direct access to local inspectors and her office, and noted that while some areas managed this well, improvements could be made where necessary.

Actions:

1. Commissioner to provide evidence of restorative justice funding discussions with Plymouth City Council to Councillor Haydon (Chair);
2. Commissioner to review concerns regarding third party reporting centres and explore improvements to online reporting processes;
3. Commissioner to confirm whether Equality Impact Assessments had been completed for operational changes;
4. That engagement between ward members, community safety partnerships, and local policing teams be strengthened, with particular attention to intelligence sharing on community events and protests;
5. The Community Scrutiny Panel website would be shared to all Panel members.

The Board agreed to note the report.

45. Firearms Briefing Note

The report was taken as read and in response to questions raised it was reported that:

- a) The Commissioner confirmed that 88% of firearms licence renewals were completed within the statutory timeframe, which was considered satisfactory given the higher risk associated with renewals as those individuals already owned firearms;
- b) It was noted that only 55% of new firearm grant applications were processed within the statutory timeframe. The Commissioner acknowledged that this was an area of concern but assured the Panel that measures were being taken to improve performance;
- c) The Commissioner highlighted a significant change in practice: the issuing of temporary licences had ceased entirely. Previously, hundreds of temporary licences had been issued to mitigate delays, but this was no longer the case, representing a major improvement in compliance and safety;
- d) The Commissioner advised that the firearms licensing process had become more complex due to additional requirements, such as obtaining letters from GPs and implementing new guidance. Of the 71 guidance changes introduced nationally, 46 had already been implemented in Devon and Cornwall;
- e) The Commissioner indicated that firearms licensing may become a national service in the future, following government reforms and recommendations from the Prevention of Future Deaths report after the Keyham inquest;
- f) Sir Geoffrey Cox MP had not contacted the Commissioners office regarding firearms licensing issues raised during the election period;
- g) Panel members expressed concern about the cost of processing firearms licence applications. Councillor Penberthy reiterated that the Panel had requested cost data to support lobbying efforts for full cost recovery. The Commissioner apologised for the omission and provided indicative figures: 43% of the total cost of the Firearms and Explosives Licensing Unit was covered by income from fees, leaving 57% unfunded. The department's staffing costs were approximately £2.3 million, excluding opportunity costs of police officers working within the unit;
- h) The Commissioner noted that while fee increases had been achieved following previous lobbying efforts, full cost recovery was challenging due to inefficiencies within the department compared to other forces. She cautioned against setting fees based on current costs without addressing efficiency concerns;
- i) Panel members suggested exploring a tiered fee structure to differentiate between licences for agricultural use and those for leisure activities, ensuring fairness and reducing the burden on farmers;

- j) The Commissioner thanked the Panel for its previous lobbying efforts, acknowledging the difficulty of advocating for increased costs in rural areas. She agreed that further lobbying may be required but emphasised the need for efficiency improvements before pursuing full cost recovery.

Actions:

1. Commissioner to provide a detailed cost analysis of processing firearms license applications, including comparison of income versus expenditure, to support lobbying efforts;
2. Commissioner to update the Panel on the progress towards implementing all 71 guidance changes;
3. Commissioner to consider a revised fee structure which could be tiered differentiating between farmers and leisure;

The Panel agreed to note the report.

46. Police and Crime Commissioner's Performance Report

The Police and Crime Commissioner presented the performance report and in response to questions raised it was reported that:

- a) Achieving the 95% confidence target for crime data integrity was a complex and resource-intensive process. Whilst it might appear straightforward, crime recording standards required rigorous compliance and regular auditing;
- b) The Commissioner confirmed that Devon and Cornwall Police conducted regular deep-dive audits of crime data integrity, overseen by an independent Crime Data Registrar reporting to the Deputy Chief Constable. These audits identified and corrected unrecorded crimes, particularly in serious cases such as antisocial behaviour and violent crime;
- c) Crimes previously recorded as inquiries would not be reviewed and the Commissioner stated that this was an operational matter and outside her remit. She emphasised that the current approach, endorsed by HMICFRS, involved continuous auditing and officer training to improve accuracy;
- d) The Commissioner highlighted challenges faced by frontline officers, such as recording multiple offenses disclosed during a single interaction, including historic crimes. Training was being provided to ensure officers recorded all relevant information accurately;
- e) The Commissioner acknowledged that the report did not clearly identify the offenses recorded as ASB and agreed that greater clarity was required in future reports;
- f) Hotspot policing remained a priority but noted that its integration into business-as-usual had been delayed due to additional funding for overtime. She explained that future challenges would include embedding hotspot

policing into core operations and evaluating its effectiveness. While academic evidence suggested it should reduce crime, under-reporting in high-crime areas remained a significant issue;

- g) The Commissioner agreed that improved reporting would enhance public confidence and help build better intelligence and noted that community safety partnerships currently managed combined data from councils and police under statutory duties. However, she acknowledged the absence of a Peninsula Strategic Assessment due to resource constraints and suggested that reinstating strategic analysis capacity could be a future recommendation;
- h) Stabilising neighbourhood and patrol staffing through Operation Resolve was critical to maintaining hotspot policing and preventing abstraction of resources;
- i) The Commissioner confirmed that there was no threshold for serious crimes and invited members to raise any specific concerns directly with her office if reports of serious crimes, including modern slavery were not being investigated;

Actions:

1. The Commissioner to review the presentation of ASB data in future reports to provide greater detail on offense categories.
2. The Commissioner to consider reinstating strategic analytical capacity to improve integrated data reporting.
3. Commissioner to ensure clarity on reporting processes for serious concerns such as modern slavery and confirm that no threshold applied.

The Panel agreed to note the report.

47. Non-criminal Complaints Against the Police and Crime Commissioner

Frances Hughes (Chief Executive, Office of the Police and Crime Commissioner) advised the Panel that there were no new complaints since the last meeting of the Panel.

The Panel agreed to note the report.

48. Action Log

The Chair introduced the item and invited comments from members regarding the Action Log and agenda-setting process.

- a) Action 8: Regarding the Commissioner's update on the delivery of the Safer Streets programme: The Commissioner clarified that no separate document existed, as the programme was managed through quarterly returns to government. Details had been included in previous update reports, and the Commissioner agreed to reference this in the Action Log;

- b) Action 15: was being progressed and the accessible version would be available on the Office of the Police and Crime Commissioners website;
- c) Action 35: Firearms licensing costs would remain open to allow for further discussion following the Commissioner's commitment to write to MPs regarding full cost recovery;
- d) Action 8: Draft plan for Safer Streets. This information was contained within the Commissioner's Update report;
- e) Action added for the Commissioner to attend Bideford or provide a date for such a visit, due to concerns around shoplifting and its impact on local businesses;
- f) Action 17: Creation of an annual report accessible to young people and schools. The Commissioner confirmed that engagement with schools was ongoing and that AI tools were being explored to simplify language. However, it was noted that uncertainty about future commitments due to the government's announcement on abolishing the PCC role.

The Panel agreed to note the progress of the action log.

49. **Work Programme**

The Panel agreed to add the following to the work programme:

- a) Enhanced antisocial behaviour (ASB) report and hotspot analytics;
- b) Custody suites, noting that local councils could provide input prior to any final decisions;
- c) Vision Zero and Community Speedwatch.

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THE OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR DEVON, CORNWALL AND THE ISLES OF SCILLY

Report and appendices – **OPEN**

SAFE, RESILIENT AND CONNECTED COMMUNITIES

Police and Crime Panel Meeting
Friday 30th January 2026
Report of the Police and Crime Commissioner

Proposed Precept, Budget and Medium Term Financial Strategy (MTFS) 2026/27 – 2029/30

1. Summary

- 1.1. This report considers the future four-year financial position for the Police and Crime Commissioner (the Commissioner) and the Chief Constable in delivering a sustainable budget for Devon and Cornwall Police. It presents the Commissioner's council tax precept recommendation for 2026/27 for consideration by the Police and Crime Panel.
- 1.2. My proposal is for a total precept increase of £15.00 for this year which equates to a council tax Band D of £303.20. This represents an increase of 5.20% in the Band D equivalent for the police element of the council tax for the 2026/27 financial year. Currently Band D households pay £28.82 a month over 10 months (if paid monthly) this will rise to £30.32, an increase of £1.50 per month.
- 1.3. Items for the Police and Crime Panel to note:
 - The Strategic Investment Plan attached as Appendix 3.
 - The Reserves Strategy, Treasury Management Strategy and the Capital Strategy are published online to ensure transparency.
 - The Chief Constable's resources summary letter detailing his operational policing requirements for the coming year as Appendix 2.

- 1.4. The ongoing challenging national economic picture is impacting on policing with significant increases in areas such as nationally agreed pay awards and inflation rates, although now falling, continue to be above the government target of 2%. This has been recognised by the government who have given all Police and Crime Commissioners the flexibility to increase the council tax precept by up to a maximum of £15 for the coming year. By way of example some local councils can increase their precepts up to 4.99% for 2026/27. The Home Office expectation is that the combination of the increase in grant funding and the increased flexibility provided for the precept will cover the inflationary increases to the overall budget requirement. The increase in funding that I intend to make available to the Chief Constable through the precept (as outlined in the MTFS) is specifically to protect policing services, the police officer uplift programme and enable it to be sustained for the long term and ensure that victims and those individuals in the care of policing are appropriately supported. This increase will also allow for some modest investment in services with a focus on improving public confidence. I know from the public feedback I receive that the visibility of policing and public confidence in policing is vitally important and this budget proposal will focus on this element. The letter from the Chief Constable (attached as Appendix 2) sets his proposals for the coming year.
- 1.5. I have not requested the full amount of the council tax increase every year. Since my first budget in 2017/18, and including my current proposals, I have maximised the increase six out of ten times. As a major preceptor, when approached by billing authorities, I was also happy to agree the changes proposed to the additional support being provided to families and individuals.
- 1.6. The Police and Crime Plan is a requirement of the Police Reform and Social Responsibility Act 2011 (PRSR). The new Police and Crime Plan was brought to the panel for feedback in November 2024 and with the inclusion of the recommendations from this Panel has now been published. The Plan has four priority crime areas: anti-social behaviour, alcohol and drugs, theft, and serious violence. In addition, there is a focus on police performance and victim care. The strategy used to produce this MTFS is my Police and Crime Plan for 2025-2029 which provides continuity from my previous approach 'Safe, resilient, connected communities where everyone plays their part'.
- 1.7. This report has been produced in consultation with the Chief Constable, Mr James Vaughan QPM.

2. Recommendation

- 2.1. That the Police and Crime Panel accept the council tax precept proposal and do not exercise a veto.

EXECUTIVE OVERVIEW BY THE POLICE AND CRIME COMMISSIONER

3. Introduction

- 3.1. This is the second budget of my current term of office having been elected by the people of Devon, Cornwall and the Isles of Scilly for a third consecutive term. This budget has been developed in consultation with the Chief Constable and his operating requirements along with my declared priorities in my new Police and Crime Plan in the challenging circumstances details above.
- 3.2. As the voice of the public in policing I am acutely aware of the vital role that policing plays to keep our communities safe and the confidence the public expect to have to give the police their legitimacy. Policing is a universal service, but threats often come from outside the UK and are felt locally in our communities, often manifesting as community tensions in some areas due to divided views. There are system wide challenges in providing communities with the level of service that they deserve. Delays across criminal justice agencies are significant and our prisons are overcrowded so new and innovative solutions to prevent crime and reduce reoffending are more important than ever.
- 3.3. Police Officer numbers remain at their highest number ever at 3,610. However, this level of increase and grant requirements from the government on managing these numbers brings huge challenges as well as huge opportunities. Over a third of police officers in Devon and Cornwall Police now have less than three years' service and it will still take time to reestablish the skills and capabilities on the front line which have been eroded. However, this investment has enabled the Chief Constable to return 121 experienced officers to front line duties through Op Resolve which this Panel was briefed on in November 2025.
- 3.4. The new government's announcement on an ambitious programme of reform to policing was unveiled by the Home Secretary in November 2024. Little was made public until November 2025 when a further promise of a White Paper was announced by the new Home Secretary. The way in which the government announced the abolition of all Police and Crime Commissioners in favour of Mayoral models was unexpected and professionally discourteous. This announcement was entirely politically driven, and I wish to put on record my thanks to the OPCC team of staff who reacted so professionally to being told this news with less than an hours' notice of a public announcement in the House of Commons.

4. Strong and stable leadership and governance leading to success in 2025/26

- 4.1 Mr Vaughan's appointment as Chief Constable in December 2024 has brought strong, stable and consistent leadership to Devon and Cornwall Police.
- 4.2 As previously reported to this Panel, Devon and Cornwall Police's call handling has significantly improved over the past 18 months and sustained performance continues to be evident. In the 12 months to November 2025, Devon and Cornwall Police placed 32nd of all police forces in the 999 national league table, with 90.4% of all emergency calls answered in the 10-second target. The average wait time for a 101 call was 3 minutes and 52 seconds and 87.7% of calls were answered within 10 minutes. 101 call abandonment has decreased significantly, currently at 11.2% (12 months to November 2025) compared to 17.8% the previous year.

4.3 Over the last year the following successes have been achieved:

- Value for money green light from our external auditors.
- The force has been removed from the enhanced monitoring process known as “engage”.
- The planned savings of £2.2 Million have been achieved through a variety of workforce mix initiatives and a further £2.8M has been found from non-pay budgets as a result of changes to contracts, better procurement and spend control.
- Phase 1 of intense budget scrutiny through Priority Based Budgeting process has been completed and overall benefit efficiencies to Devon and Cornwall of £6.6 Million have been identified.
- Costs of the previously unfunded nationally agreed pay award have been absorbed – this exceeded the 2.8% predicted in the MTFS as a 4.2% increase was agreed.
- Investment has been made in PIP2 investigators, Professional Standards Department and legal services.
- The capital programme has identified the compliance works necessary for custody centres and completion of improvement schemes in Cambourne, Bodmin, Ilfracombe, Torquay, Exeter (Middlemoor) and Exmouth.
- This year we opened a further three Police Enquiry Offices at Liskeard, Ivybridge and Tavistock. Unfortunately, we were unable to open Exeter City Centre in the council building. There are no new openings of PEOs planned for 2026/27.

4.4 Mid-year the former Chief Constable Will Kerr retired from Devon and Cornwall Police, but the misconduct investigations continue by the IOPC. I am unable to confirm how long these will continue as these matters are outside of my control. I have again written to the IOPC urging a resolution to this matter.

4.5 Chief Constable Vaughan's letter at Appendix 2 is clear that a precept increase of £15 is the required threshold for his operational policing budget and included in this letter is a more detailed breakdown of where this money will be allocated. These proposals are essential to maintain policing services to our public and prevent a decline. As you will see that regardless of prudence and robust budget management in previous years there are unavoidable cost pressures, including the nationally agreed pay awards of the MTFS period, incremental costs for police officers in their first few years of service; unfunded costs arising from central funding not covering the full costs of the required activity (including the full year impact of the Neighbourhood Policing Grant and unfunded pay awards); contractual inflation, business rate increase and interest rate changes. The proposals do not include investment but matters which are essential to stabilise the current policing. I have worked with the Chief Constable to explore all alternative options to the maximum increase and at this stage I cannot find any.

4.6 Although we have welcomed additional government funding under the Neighbourhood Policing Grant which has enabled 49 police officers and 51 new PCSOs to be funded this is short term funding with a complex formula of penalties attached which could drive perverse behaviours. To mitigate this and ensure that as many warranted officers are returned to the front line as possible the Chief Constable has embarked on a challenging programme called Op Resolve which this Panel were briefed on at their November meeting.

4.7 At a Police and Crime Panel meeting in July 2025 I prepared a report detailing the costs of

the Office of the Police and Crime Commissioner and the target set for the costs to be no more than 0.65% of the Policing Budget. At the time there were costs slightly in excess of this target due to unfunded additional burdens created by the new police misconduct processes set out by government guidance. I am pleased to be able to inform this panel that these have now been realigned and the costs of my office are back to the 0.64% target and that there has been an overall reduction in headcount to 31FTE. This includes not recruiting a Deputy Police and Crime Commissioner. In addition, the budget for providing services through policing to communities has been reviewed and adjusted bringing an overall reduction of a further £973k costs to the OPCC. In addition, where appropriate services have been transferred to the force from the OPCC, these include the Victim Care Unit, ASB lawyers and the Police Museum Grant.

- 4.8 Last year Devon and Cornwall Police benefited from an uplift in funding from second homes council tax charged levied on second homes. Prudent estimates were made then, which now mean that policing continues to benefit from this additional finance and this has been already factored into the calculations.
- 4.9 Other successes of previous years have been highlighted to you in detail in my annual reports (most recently in July 2025).

5 Victim Services

- 5.1 The government has confirmed the amount of victims funding that my office receives to support Devon and Cornwall victims. This has been confirmed for two years with a 2% uplift; however, this is against the backdrop of previous cuts in this budget. So much uncertainty has prompted a different approach for 2026/27 and beyond from my office with an ongoing review of all our financial commitments underway and a move away from a Commissioning Intentions Plan towards a Strategic Investment Plan. There were also consequential issues from the bringing back of a victim's contract in house during the summer due to overall underperformance compared to expectations. Whilst this has resulted in a saving it also had positive implications for how the multiplicity of grant funding is now managed.

6 Ring Fenced Grants Received

- 6.1 I have also delivered an additional 12 month hotspot patrol programme to target antisocial behaviour (ASB) and Serious Violence through a £1m investment from the Home Office. The funding criteria allowed for force areas to use the full range of uniformed visible presence available in their area to conduct patrols in hotspots, for example, police officers, Police Community Support Officers (PCSOs), local authority community safety wardens, Business Improvement District (BID) patrol staff, and street marshals.
- 6.2 The funding came with strict criteria to ensure the hotspot activity was maximised to have the greatest impact in local areas and achieve tangible reductions in ASB and Serious Violence, and positive outcomes for those communities that were experiencing the most harm.
- 6.3 This Home Office funding was supplemented by a further investment of £300,000 from my own budget to maximise the number of partner patrols through street marshals across Devon and Cornwall, in addition to the extra police patrol hours.
- 6.4 Devon and Cornwall communities have benefited from Hotspot Policing which is now being delivered in 15 towns and cities across Devon and Cornwall. Police and street marshals are working together to tackle antisocial behaviour (ASB) and serious violence. This Panel received a detailed report on the benefits of this approach in Autumn 2024. These targeted patrols have had a real impact particularly on police visibility.

6.5 The road safety partnership, Vision Zero South West, is a partnership across Devon, Cornwall and the Isles of Scilly. The OPCC serves as the lead financial entity for the collaboration. The main funding generated relates to the income from Speed Awareness Courses. This net income, after the costs of administration of the speeding courses and penalties have been deducted, must be used on road safety. Any unspent net income is transferred to a ringfenced reserve and used for road safety purposes e.g. replacement cameras, prevention initiatives etc.

A board oversees the work of the partnership and receives regular financial updates and approves the business plan. For 2026/27 the estimated plan is shown in the table below.

Vision Zero South West	
	2026/27 £k
Income	9,600
Staffing	5,476
Running Costs	1,481
Core Costs	1,518
Surplus	1,125
Reserve	
Opening Balance	1,535
Surplus	1,125
Expenditure	- 1,859
Closing Balance	801

The main elements of the expenditure from the reserves covers vehicle investment, replacement and upgrades to the camera equipment, education and training activities, awareness campaigns and future initiatives.

7 Police and Crime Plan priorities

7.1 I keep members of this panel updated on progress against the Police and Crime Plan through regular updates and performance reports. However, the following are a few highlights of the past year which have been pivotal in moving on these agenda and in particular addressing incidents of reducing repeat victims, repeat offenders and repeat locations.

7.2 Anti-social behaviour: Street Focus Camborne

Street Focus is a partnership initiative led by the Office of the Police and Crime Commissioner in collaboration with Devon & Cornwall Police, local authorities and other partners to improve safety and address issues such as antisocial behaviour in town and city centres. It started in Torquay in July 2024, and the focus is now Camborne to support work already underway to improve safety in the town. The Torquay Street Focus programme has been nominated for a national ASB award.

In August 2025, I met with police and local leaders in Camborne to observe the ongoing collaborative work which can be built on during the next stage of the Street Focus project. The visit highlighted key initiatives tackling antisocial behaviour such as the PubWatch scheme, which enables hospitality services to work together to reduce problems in and around their premises.

My office and Camborne Town Council have jointly funded a local ASB officer, who holds Community Safety Accreditation Scheme (CSAS) accreditation and intervenes early in emerging cases of antisocial behaviour including street drinking. Camborne is entering its second year as one of the areas receiving additional funding to support high-visibility hotspot policing patrols and is also an area where Street Marshals are part funded by the Commissioner's office.

The police station's £6m investment to upgrade has been completed and a newly refurbished PEO is now open.

7.3 ASB/Theft

Night Buses

Due to the success of the pilot schemes of Night Buses across the two counties during 2025/26, these will continue and be expanded for 2026/27. I will be funding the continuation of the Saturday night buses, to run throughout 2026 until 31st March 2027 including New Year's Eve, and a total of 9 services will be operational from midnight to 4am in the following areas:

- 2 Barnstaple services – Bideford and Ilfracombe
- 4 Exeter services – Cullompton/Tiverton, Crediton, Exmouth and a new service in Cranbrook replacing the Dawlish service
- 2 Plymouth services – Tavistock and Saltash
- 1 Torquay service – Paignton/Brixham

A new Cranbrook service has started in January 2026 and replace the Dawlish night bus which consistently had low passenger numbers throughout 2025. Passengers will be able to access the night bus for just £3 per journey.

A new Cornwall night bus scheme is currently being explored as the previous transport provider First Bus has recently decided to stop operating a bus service in Cornwall.

Business Crime Reporting Tool

The OPCC office continues to support the roll-out of UKPAC as an easy way for businesses to work in partnership with the police to reduce retail crime, ASB and theft. The Commissioner is funding the first year of membership to UKPAC (or to PARC in Plymouth) to encourage take up of the scheme. In November, the Commissioner and team attended a UKPAC meeting in Newton Abbot to inform local business of the benefits of the reporting system. The response was enthusiastic, and it is hoped the introduction of UKPAC will make a real difference in the town. Over 300 businesses across the force area, including in Torquay, Paignton, Brixham, North Devon, and Cornwall have already signed up with 8 prolific offenders being convicted. The online portal, also available as a smartphone app, enables traders to easily report crimes and share intelligence, empowering communities to work together against persistent and repeat offenders. Police can instantly access the information to build stronger evidence files, increasing the chances of successful prosecutions and reducing crime on the high street. I have funded the first year of the membership free for any business who want to sign up.

7.4 Serious Violence including violence against women and girls

In July 2025 I hosted a disruptive Violence Against Women and Girls (VAWG) event which invited practitioners and other interested parties to share their ideas with me about how they could do

more to disrupt and combat violence against women and girls. I also opened up this call for ideas to the public. Since that time, we have been capturing and refining those ideas and those of the public to determine which of the opportunities present us with the greatest opportunity for change across Devon, Cornwall and the Isles of Scilly.

There are two “big ideas” which are progressing – male allyship and a business accreditation scheme. Within both of these we are making connections between similar and associated schemes to formulate our final approach.

- 7.5 As you know every year the Commissioner sponsors the Combating Violence Against Women and Girls Award as part of the Westcountry Women’s Awards, and we were overwhelmed with entries in this category this year. There were so many worthy nominees, and we had a challenging time narrowing this down to four finalists. This year’s winner however was Becca Hewitt Strategy and Policy Manager and chair of South Devon and Dartmoor Community Safety Partnership (CSP) for all her commitment to introducing innovative approaches to protect women and girls.
- 7.6 In 2026/27 I am allocating a further £300k to address these issues and progress the disruptive approach.

7.7 **Drugs and Alcohol**

Operation Scorpion remains a key programme of coordinated delivery in the fight against drugs in Devon and Cornwall, and across the South West, through the persistent combined efforts of Police and Crime Commissioners and police forces in unity with vital partners.

I have always been clear that drugs will not be tolerated in our region and issues can only be tackled by disrupting organised criminal groups, reducing supply and addicts, delivering effective treatment, and protecting young people from exploitation.

Over the last year three weeks of coordinated activities under the Op Scorpion approach will have been delivered with suspected drug dealers apprehended, drugs and weapons seized, along with cash, and vulnerable people, including children being safeguarded.

In the most recent activities, all five police forces and Police and Crime Commissioners worked together with British Transport Police and South West Regional Organised Crime Unit (SW ROCU) to eradicate drugs. This included a focus on child criminal exploitation with an awareness campaign on TikTok and Snapchat to specifically target young people and educate them about how to spot the signs and where to get help and support.

8 Scrutiny

- 8.1 A core part of my role is holding the Chief Constable to account and although there are many ways in which this occurs one of those ways is through a formal scrutiny process. This year I introduced a new formal approach to scrutiny in the form of the Commissioners Accountability Board (CAB). This formal monthly meeting allows detailed discussions about policing performance where I formally record and publicise whether or not I am assured by the information I am provided with. All these outcome reports are available on the OPCC website.
- 8.2 In addition formal scrutiny has also been undertaken. This year there have been numerous scrutiny reports.

- Welfare and legal services in custody centres
- Assault on emergency workers (adults)
- File quality and timeliness
- Adult out of court scrutiny – domestic abuse
- Adult out of court scrutiny – stalking and harassment
- Adult out of court scrutiny – criminal damage
- Child out of court scrutiny – sexual offences
- Child out of court scrutiny – domestic abuse
- Child out of court scrutiny – drugs
- Victim Codes of Practice – stalking and harassment
- Victim Codes of Practice – assault on emergency workers
- Victim Codes of Practice – child victims of child offenders

8.3 I also continue to operate my Independent Custody Visitors Scheme. Their support is a very valuable insight into to detainees' welfare whilst they are detained in one of our six custody centres across Devon and Cornwall. A recent recruitment exercise has doubled the number of ICVs available to 30 across the two counties. Further information on this scheme is available in my annual report.

8.4 Police misconduct process are an integral part of maintaining public confidence and legitimacy in policing. For the year 2025/19 misconduct panels have been held, and my team have provided the coordination of Legally Qualified Chairs (LQCs) and (Independent Panel Members (IPM) to all these panels. The changes to the processes have seen a significant increase in the number of misconduct processes which are now required resulting in an increase in cost both to the Force and to the OPCC compared to two years ago. These additional costs have been built into the budget.

9 Reserves

9.1 Earmarked reserves have reduced over my time in office from £54.1m to an estimated balance at the end of 2025/26 of £16.3m (excluding the partnership reserve for Vision Zero South West). It was, and remains, my conscious decision to use those reserves to maximise funding to policing. For this MTFS we may be using reserves to smooth the phasing of the savings required to maintain a balanced budget. Full details of the reserves are contained in Appendix 1.

9.2 The MTFS has been produced covering a four-year period to provide assurance that my proposals are robust and sustainable. To limit the amount of technical detail within this report, the appendices contain more information on the budget requirement; the proposed savings to be made; the reserves; and detailed council tax changes within bands.

Alison Hernandez
Police and Crime Commissioner
Devon, Cornwall and the Isles of Scilly
January 2026

MEDIUM TERM FINANCIAL STRATEGY (MTFS) AND PRECEPT PROPOSALS

1. Introduction

- 1.1. This report will cover the revenue and capital budgets for 2026/27 together with the projections for 2027/28 to 2029/30. The specific areas that will be covered are the:
 - National context.
 - Local and regional context and funding levels.
 - Council tax levels and assumptions.
 - Revenue expenditure.
 - Capital programme.
 - Reserves.
 - Risks.

2. National Context

- 2.1. On 11th June 2025 the Chancellor of the Exchequer announced the outcome of the Spending Review 2025 (SR2025). The SR2025 sets out revenue funding allocations for each Government department over the next three years (2026/27 to 2028/29). According to SR2025, police spending power will increase by an average of 2.3% per year (2023/24 to 2028/29), in real terms over the SR period. This funding will be used to support frontline policing levels and help restore public confidence. This reflects the Government's "Plan for Change" commitment to put an additional 13,000 police officers, PCSOs and special constables in neighbourhood policing roles.
- 2.2. The Bank of England base rate is currently 3.75%, a decrease of 1.00% since this time last year when rates were 4.75%. It is anticipated that this will decrease further during 2026.
- 2.3. The provisional Police Settlement was published on 18th December 2025. Only minimal detail was given with only the total level of grant and the total anticipated income from council tax being provided. For Police and Crime Commissioners in England the council tax referendum threshold will be £15 for a band D property. The assumptions on the council tax income are based on a council tax base growth of 0.9% and the maximum council tax increase being utilised by all Commissioners. Additionally, the government states that they will consider requests for limited flexibility on the police precept referendum principles where the Police and Crime Commissioners view is that the additional increase is critical to maintaining their financial sustainability of the organisation. Requests will be considered on a case-by-case basis. The deadline for this submission was 6th January 2026. The Commissioner has not pursued a request for this additional flexibility.
- 2.4. On 16th January the Home Office confirmed that a further £50m would be made available to support the neighbourhood policing objectives. This funding is to enable 4,750 additional policing roles in neighbourhood by 31st March 2027. The detail of the grant criteria and conditions will not be available until late January.

2.5. The Government is set to publish a Police Reform White Paper in early 2026 which will set out a vision to bring policing into the modern age with technology, innovation and structure needed to ensure policing can focus on the crimes that matter to the public and to drive out waste and inefficiency. It is not known whether funding will be provided to support any additional requirements of the White Paper.

2.6. The overall funding package provides additional funding of £796.1m for 2026/27. This includes additional government grant of £432.1m and increased council tax income of £364m. This level of investment assumes that all Commissioners will maximise the stated council tax flexibility of £15. The provisional settlement data only includes territorial policing funding and the total level of grant and anticipated council tax income and provides no detail of the breakdown of the overall policing allocation. The further breakdown required, and still outstanding, is outlined below:-

- The breakdown between core grant and specific grant. This will ensure we can correctly calculate the Net Revenue Expenditure (NRE). This will also provide detail on what grants remain specific and therefore are only based on a one year funding allocation.
- The impact of any grant moved from specific to core. The impact will be the difference in funding based on an allocation by (for example) police officer numbers or an allocation based on the funding formula percentages. This could have a significant impact.
- The top-slice of the police funding to support wider national issues.
- Notification of the support for initiatives which include Hotspot Policing etc.
- Further breakdown was received on 16th January 2026 regarding the Neighbourhood Policing Grant. Responses were invited by 20th January 2026. An additional £50m has been provided for the second year to increase neighbourhood officers (both police officers and PCSO's) by a further 1,750. Taking the growth to 4,750 fte by the end of March 2027. There is no detail on the criteria or grant conditions.

2.7. The settlement represents an average cash increase in total funding for England and Wales of 4.5% between 2025/26 and 2026/27. This settlement is based on national data which includes a council tax base increase of 0.9% and the maximum increase of £15 for a Band D equivalent property. The summary shows that the majority percentage increase is assumed to be from the council tax precept and therefore funded by local taxation not by central government.

Table 1: National Impact of Provisional Settlement

	2025/26 £m	2026/27 £m	Variation	
			£m	%
Grant (includes core and specific)	11,507.8	11,939.9	432.1	3.8%
Precept	6,057.6	6,421.6	364.0	6.0%
Overall Provisional Settlement Increase	17,565.4	18,361.5	796.1	4.5%

2.8. As in previous years the overall funding available to the police will be top sliced for central initiatives. However, this information has not been provided in the provisional settlement. The amount top-sliced in 2025/26 was £914.3m, 4.7% of the total funding (including precept assumptions) available to policing.

2.9. Planning for 2026/27 and beyond is therefore challenging. There is significant activity which will impact on this planning:

- Policing Reform and the recent announcement to abolish Police and Crime Commissioners from May 2028.
- The impact of the Policing Reform White Paper due to be published early in 2026.
- The economic impact of the inflationary changes. Inflation is not reducing as quickly as expected with the Bank of England base rate also staying at a higher level than was expected this time last year.
- The uncertainty of whether the anticipated review of the funding formula will progress. The work in this area has paused since the election of the current government.
- The long-term funding plans for the uplift in police officers as they progress through incremental scale.
- Centrally driven ICT programmes such as the replacement of Airwave and the Police National Computer.

2.10. There are areas, outside the level of central government grant, that are sensitive to changes in the wider economy. These are:

- The impact of the higher than anticipated inflation rates currently being experienced especially regarding pay related costs.
- The impact of supply chain problems and delays.
- The interest earned on the reserves which is linked to the bank base rate. These budgeted income levels have been reduced for 2026/27 to reflect the decrease in the bank base rate and the investment interest to be earned on the balances and reserves.
- The change in the value of sterling against the Euro and the Dollar can lead to some additional inflationary costs. As nearly 85% of the MTFS budget costs are employment related these costs are relatively protected from this variable. The most significant impact is likely to be on fuel and computer products.

3. Local and Regional Context and Funding Levels

3.1. The local impact of the provisional settlement will provide increased funding for Devon and Cornwall and is shown in Table 2 below. This shows that overall, based on the provisional settlement data, the level of funding has increased by 4.2%, which is below the national average of 4.5%. The overall grant has increased by 2.8%, which is 1% lower than the national average of 3.8%. Due to the lack of data, it is unclear why the overall grant is nearly a third less than the national average.

Table 2: Local Impact of Provisional Settlement

	2025/26 £m	2026/27 £m	Variation	
			£m	%
Grant (includes core and specific)	271.9	279.4	7.5	2.8%
Precept	192.2	204.1	11.9	6.2%
Overall Provisional Settlement Increase	464.1	483.5	19.4	4.2%

3.2. The level of funding to support the net revenue budget is shown in Table 3 below and is adjusted for the local data on council tax. There is limited data relating to the split between core grant and specific grant so to prepare a MTFS it has been assumed that those specific grants not outlined have remained the same as in 2025/26. This shows a slightly worse overall increase in funding of 4.1% when adjusted for the local council tax impact.

Table 3: Local Funding

	2025/26 £m	2026/27 £m	Variation	
			£m	%
Core Grant	238.2	255.0		
Specific Grant	33.7	24.4		
	271.9	279.4	7.5	2.8%
Council Tax	192.2	204.7		
Council Tax Surplus	2.6	1.8		
	194.8	206.5	11.7	6.0%
Overall Funding	466.7	485.9	19.2	4.1%

3.3. In 2025/26 a pay award of 4.2% was nationally agreed for police officers and police staff. However, the pay award for senior staff and officers, and Police and Crime Commissioners has still yet to be agreed. Additional funding was provided by the Home Office to support 1.4% of this increase for the period 1st September 2025 to 31 March 2026. This additional grant was allocated based on the proportions of the funding formula. Allocation based on this method is detrimental to Devon and Cornwall as it sees the amount allocated being 2.35% rather than 2.6% if the net revenue budget data were used. However, this was one off funding and has not been provided for in the provisional settlement, therefore an additional increase in the pay budget of 1.4% is required from 1st April 2026 before any pay award is agreed for 1st September 2026.

3.4. There are various aspects of the council tax funding that impact on the revenue available to the Commissioner.

- The Council Tax Base

This covers the number of chargeable Band D equivalent properties. For 2026/27 this is the second year that all collecting authorities across Devon, Cornwall and the Isles of Scilly have opted to charge 200% of the council tax charge for second homes. Devon, Cornwall and the Isles of Scilly are one of the most significantly impacted by this change. The impact of the number of second homes for 2026/27 across the whole area has not significantly reduced overall. This effectively increases the council

tax base and provides additional revenue for all precepting authorities across the area.

- The increase in the council tax base is 1.22%, raising an additional £2.5m which is £1.5m higher than anticipated.
- The change in the council tax base is a combination of increased properties, the increase from the inclusion of second homes at 200% and any change in the number of council tax payers requiring support with their bills. Various collecting authorities consulted all major preceptors regarding a change to the council tax support being provided to individual bill payers. The changes mean that those cohorts in some authorities will be able to claim an increased level of support for the council tax liability. The level of support will depend on the individual circumstances. The Commissioner confirmed support for the changes.
- The payments received in 2025/26 for council tax has been higher than anticipated. Due to the potential volatility with the first year of the additional second homes charge, it was estimated there would be no surplus to be returned to the Commissioner. However, it is anticipated that this will now be a surplus of £1.8m. However, this is £778k lower than the surplus for 2025/26. The surplus or deficit for each council area is calculated and set by the individual collecting authorities.
- The proposed increase to the Band D precept by £15.00 for policing equates to an increase of 5.20% on the council tax. This increase generates funding of £10.0m and when combined with the changes to the council tax base and overall surplus/deficit it is anticipated to increase council tax funding for policing by £11.7m.

3.5. At the time of writing this report the allocations to individual Commissioners for the funding for counter-terrorism policing have not been announced. However, based on previous years we are not anticipating there will be any impact on the Net Revenue Budget of the funding for Devon and Cornwall.

3.6. The pay award is the most significant inflationary pressure on the budget with the overall pay budgets being 87% of gross expenditure for 2026/27. The pay award is nationally agreed and for 2025/26 saw an increase of 4.2%, this was significantly higher than the estimate of 2.8%. Additional funding of 1.4% was provided by the Home Office to partially cover the gap between local estimates and the nationally agreed pay award. However, this funding was a “one-off” and not provided in 2026/27. An assumption of 3% has been included for 2026/27 which is comparable across England and Wales.

3.7. Any changes to the revenue generated from the final declared council tax surpluses or council tax base changes will be dealt with by way of a transfer either to or from reserves.

3.8. The overall level of funding, including increases to specific grants, is set to increase by 4.1%. The table below shows the major changes to the budgets outlining the pressures and additional funding available.

3.9. The main aspects affecting the budget changes relates to pay increases. The underlying increase in the pay award for 2025/26 is 1.4%, the pay award assumption for 2025/26 is 3% from 1st September 2026 (annual equivalent for 2026/27 of 1.75%) and the cost of increments equate to an annual increase of 1.4%. When compared to an overall funding increase of 3.8% this immediately indicates a 0.75% gap for the year.

Table 4: Summary of the Use of Additional Funding

Summary	2026/27	
	£m	£m
Additional Funding		
Core Grant and Council Tax	19.2	
Specific Grant	-	19.2
Increases		
Additional Investments	3.1	
Regional Growth	0.7	3.8
Unavoidable Changes		
Pay Award Inflation	15.8	
Incremental increases	6.0	
Other Pay Changes	1.5	
Staff Pension Fund Triennial revaluation impact	-	3.2
Neighbourhood Policing - additional	0.5	
Inflation	2.2	
Non Pay Costs	1.4	
Capital Funding	1.4	25.6
Investment		
Change in the use of Reserves		- 0.7
Investment Interest		0.6
Increased Income		- 0.2
Savings		- 9.9
		0.0

3.10. The key financial information relating to the four-year budget requirement and the precept increase is shown in Appendix 1. The level of council tax funding equates to 42.5% of the net revenue budget (inc specific grants) for 2026/27 which is a 0.8% increase compared with 2025/26 figure of 41.7%.

4. Setting the Council Tax

4.1. Government guidelines have set the maximum amount that the council tax can be increased, without triggering a referendum, at £15 (5.20%) for a band D equivalent property. This is an additional £1 above our original assumption. The proposed increase from the Commissioner will utilise the full flexibility assumed by the government. The budget forecasts contained in this report are based on this assumption. The impact on the Band D council tax is shown in the table below.

Table 5: Council Tax Bands

Valuation Band	2025/26 £	2026/27 £	Increase £	Increase %	Increase per day £	Increase per week £	Increase per month £	Increase per month (10 months) £
A	192.13	202.13	10.00	5.20%	0.03	0.19	0.83	1.00
B	224.16	235.82	11.67	5.20%	0.03	0.22	0.97	1.17
C	256.18	269.51	13.33	5.20%	0.04	0.26	1.11	1.33
D	288.20	303.20	15.00	5.20%	0.04	0.29	1.25	1.50
E	352.24	370.58	18.33	5.20%	0.05	0.35	1.53	1.83
F	416.29	437.96	21.67	5.20%	0.06	0.42	1.81	2.17
G	480.33	505.33	25.00	5.20%	0.07	0.48	2.08	2.50
H	576.40	606.40	30.00	5.20%	0.08	0.58	2.50	3.00

5. Detailed Total Budget Requirement

5.1. The overall revenue position for 2025/26 indicates an overspend position of approximately £2m. A review of 2025/26 expenditure has been undertaken in preparing the budget to ensure that any underlying pressures or savings have been appropriately reflected in future years' budget assumptions. The main overspend relates to the costs of major operations which are difficult to predict.

Financial Planning Assumptions

5.2. A list of budget assumptions is attached in Appendix 1. Key assumptions are covered below.

5.3. General Inflation – Actual CPI for November 2025 was 3.2%, compared to 2.6% in November 2024. Inflation has only been applied to budgets that are subject to inflationary pressures. Electricity and Gas contracts are based on market energy prices. Future years increases have been assumed in line with treasury predictions.

5.4. Pay Awards – The MTFS assumes that a 3% pay award will be applied on 1st September 2025, 2.5% 1st September 2026 and each year thereafter for police officers and police staff.

5.5. Council Tax Base - The council tax base which consists of the total value of properties by band D has increased by 1.22% for 2026/27. A cautious approach has been taken for 2027/28 onwards to ensure any reduction in the level of second home is affordable in the longer terms. From 2027/28 an increase of 1% increase in the taxbase has been assumed.

5.6. Staff Pension Contributions – The Police Officer pension contribution rates are set by central government and remain at 35.3% in 2026/27. The police staff pension contributions rates are set by the pension provider (Peninsula Pensions hosted by Devon County Council) and have been subject to a revaluation. The employer contribution rate has reduced from 18.9% to 16% due to the triennial revaluation. The reduction in the employer contribution rate is consistent across the country.

6. The Overall Budget Preparation

6.1. The budget process for 2026/27 has been undertaken on a similar basis to that of the previous year. This is shown in Appendix 1 and includes consideration of the following areas:

- Unavoidable changes in costs arising from the budget assumptions and other factors for example changes to second homes precept income, external income and specific grants.
- Priority spending areas that are essential to delivery of the Police and Crime Plan and to improving the long-term efficiency of policing.
- Savings and efficiencies required.
- Effective management of risk.

Savings Plans

- 6.2. A combination of a grant increase below the level of increases being experienced coupled with increases due to inflation means that ongoing efficiency savings, above existing planned ones, will be essential to balancing the budget over the next four years.
- 6.3. To continue to further drive productivity and value for money, the Chief Constable will continue to challenge costs of operational business areas across the force, to seek financial and time savings not only for this coming year but also the future. The first Priority Based Budgeting intervention was undertaken on Strategic Alliance functions during the autumn of 2025. This identified cashable savings of £4.7m and non-cashable savings of £1.9m. A second phase will be undertaken in February/March 2026. This will look at all areas of the spend and identify priorities areas within Devon and Cornwall only services. It will also identify how things are done and look to improve processes and procedures. Further detail is included in the letter from the Chief Constable attached to this report.
- 6.4. The overall level of savings required to balance this proposed budget is approximately £9.9m, some of which have already been identified. This will require focus and persistence to ensure achievement.
- 6.5. Due to the level of uncertainty, the approach that has been taken following the announcement of the provisional police funding settlement on 18th December is to increase the level of savings to be achieved by the reduced funding announced until more detail is provided. Once clarity is obtained the Commissioner and Chief Constable will be in a position finalise the savings plans and restate the MTFS.

Management of Risk

- 6.6. These proposals are not without risk. A risk register is attached as Appendix 4. Due to the changing economic climate, the significant lack of detail and a one-year settlement, there is increased risk compared to previous years due to:
 - The increase in the underlying grant funding being less than anticipated.
 - The uncertainty around the announcement of the abolishment of the Police and Crime Commissioner role from May 2028. Along with the overall yet unknown policing reform announcements.
 - The lack of detail around the specific grants and any future funding. This includes areas such as Hotspot Policing and the detailed criteria and grant conditions for the second year of the Neighbourhood Policing Grant.
 - The pay award assumptions which are nationally agreed. The proportion of the total budget which is attributable to pay is 87%. This makes the budget particularly volatile

to changes in the assumed pay award. This coupled with the underlying gap in the pay budget due to one off funding in 2025/26 to support the pay award given in that year.

- Inflation still being above the national recommended rate of 2% and remaining at higher levels than was anticipated at this time last year.
- The implementation of the amended funding formula remains a significant future risk. Work has paused on any changes to the formula at the moment.

6.7. Financial resilience is extremely important during periods of economic volatility. The last year has continued to see local government bodies, and now one policing area, in financial difficulty with some of those bodies issuing section 114 notices. A section 114 notice is issued by the Chief Financial Officer when it is considered that expenditure of the authority incurred in a financial year is likely to exceed the resources available.

6.8. A Value for Money Assessment is undertaken by our external auditors as part of the final accounts audit. This assessment covers financial sustainability, governance and improving efficiency and effectiveness. Our assessment undertaken during 2025 to support the final accounts for 2024/25 identified the following:-

- Financial Sustainability – all areas were graded green (no significant weaknesses or improvement recommendations).
- Governance – all areas were graded green (no significant weaknesses or improvement recommendations).
- Improving economy, efficiency and effectiveness – three of the four areas were graded green (no significant weaknesses or improvement recommendations. With one area graded amber (no significant weakness, improvement recommendations made). The recommendation was that the Chief Constable maintains focus on fully addressing the remaining causes of concern and other areas for improvement identified by HMICFRS.

The Main Budget Components

6.9. The total budget requirement is built up of three main areas:

- The Chief Constable's Budget.
- The OPCC Office Budget and Strategic Investment Budget.
- The Capital Budget.

The Chief Constable's Budget

6.10. The Commissioner owns the overall police budget and is responsible for all income and sets the overall expenditure envelope. During the financial year the Commissioner delegates financial control of the Chief Constable's Budget to the Chief Constable who monitors and manages its day-to-day spending. The overall level of the 2026/27 Chief Constable's budget is £454.7m. The detailed allocations are shown in Appendix 1. A letter from the Chief Constable is attached as Appendix 2 to this report which covers, in more detail, the operational impact, risks and opportunities within this MTFS.

6.11. The Chief Constable is operationally independent under law and is responsible for the deployment of police officers and staff to keep the public safe and deliver policing in Devon and Cornwall.

6.12. Delivering the Police and Crime Plan and the force mission relies on longer term planning than a single year. As in previous years the Chief Constable's Budget is presented in the context of the future four-year MTFS to ensure that any potential funding risks can be mitigated by operational savings within the timescale required. This ensures that proposals are sustainable longer term. The respective Chief Finance Officers have worked together and agree on the inflation and other assumptions built into the budget proposals.

6.13. The government's commitment to increased police officers by 20,000 headcount for England and Wales has now been relaxed. Devon and Cornwall exceeded their uplift target, due to a combination of planned additional recruitment of 90 extra officers, and the successful recruitment, training and retention strategies put in place by the Force. Not all policing areas were successful in achieving their targets so as part of the 2024/25 settlement the Government reallocated base funding between force areas to take this into account. This has meant additional funding for Devon and Cornwall to fund an additional agreed 95 officers (Batch 1 – 71 officers and Batch 2 – 24 officers). These additional officers have been included within the overall budgeted number of 3,610 FTE.

6.14. The Batch 2 additional recruitment of 24 officers had previously been funded via an unconditional specific grant.

6.15. There is risk to the uplift grant for the additional officers (Batch 1 and 2). If it is put into the core grant this would see all those areas that have recruited the additional requirement penalised due to the allocation method i.e. allocated across all areas under the formula funding or allocated based on the numbers being recruited. The second risk is more relevant for Devon, Cornwall and the Isles of Scilly due to the high number of additional officers recruited. In 2025/26 our proportion of the additional recruitment grant was 4.7% which appears to have been moved into the core grant changing our proportion to 2.35%, a 50% loss equating to £2.5m.

6.16. The estimate of officer numbers considers the anticipated leavers and the recruitment needed to maintain numbers. Although, the recruitment of officers can be flexed, any increase in leavers above planning assumptions could prove challenging.

6.17. It has now been clarified that the provisional settlement includes the first year (2025/26) of the Neighbourhood Policing grant of £4.7m and a second year of £1.2m to deliver the Government's neighbourhood policing commitment. This will seek to put a total of 4,750 neighbourhood officers (police officers and PCSOs) by 31st March 2027. Further detail should be provided at the end of January relating to the criteria and grant conditions.

6.18. The budget includes investment as part of the Police and Crime Plan priorities. The focus of the increase in expenditure relates to the pressures arising from the following items:

- Nationally agreed pay awards.
- Inflationary pressures.
- Forensic capacity.

OPCC Office Budget and Commissioning Budget

6.19. The Office of the Police and Crime Commissioner (OPCC) budget is split into two parts. The cost of delivering the statutory duties of the OPCC and funds that are used for commissioning essential services for the public.

6.20. The OPCC office costs budget is proposed to be set at £2.95m for 2026/27 along with a commissioning budget of £3.87m. Producing a total net budget of £6.82m. This is a reduction of £1.71m compared to 2025/26. The reduction in the overall commissioning budget comprises two elements. An amount of £858k has been transferred to the force. This includes £585k for the provision of the Victim Care Unit which is provided directly by the force. Along with the transfer of funds to support the ASB lawyers which were piloted by the OPCC and have been very successful, and the grant provided to the Police Museum.

- 6.21. The funds previously received from the government for the Serious Violence Duty cease at the end of March 2026.
- 6.22. The remaining decrease in the commissioning budget is a saving and relates to one off funds used in 2025/26 for CCTV, contract savings and community grants.
- 6.23. In addition, the Commissioner is using £300k from reserves to fund a disruptive approach to violence against women and girls approach.
- 6.24. Income in the form of grant funding of £3.74m had been confirmed by the Ministry of Justice (MoJ) to support services for victims and witnesses. This is an increase of £73k with this grant being confirmed for the next two years. The table below outlines the movement between years.

Table 6: Investment in services for Communities

	2025/26	2026/27	Variation	
	£000's	£000's	£000's	%
Police and Crime Commissioner Allocation	4,578	3,181	- 1,397	-31%
MoJ - Victims and Witness Grant	3,666	3,739	73	2%
Strategic Interventions	1,000	694	- 306	-31%
Vision Zero South West Funding	100	-	100	-100%
	9,344	7,614	- 1,730	-19%
Police and Crime Commissioner Reserve		300	300	
	9,344	7,914	- 1,430	-15%

6.25. The OPCC office budget is £2.95m which is anticipated will represent 0.64% of the net revenue budget. The FTE has decreased from 34 to 31. This is a cash decrease of £7k and includes assumptions for 3% nationally agreed pay award. The OPCC costs are shown in table 7 below and cover the following items:-

- The Independent Audit Committee
- Legally Qualified Members and Independent Panel Members for Police misconduct panels
- Local Criminal Justice Board
- Prevention of Serious Violence Duty
- The Police Complaint Review process
- External and Internal Audit Fees
- Independent Custody Visiting scheme.

Table 7: OPCC Office Costs

	2025/26 £k	2026/27 £k	Increase/ (Decrease) £k	% Variation
Staffing	2,219	2,148	- 71	-3%
Office running costs	134	218	84	63%
Consultation and engagement	136	154	18	13%
Audit Costs	160	162	2	1%
Legal and Support	80	75	- 5	-6%
Council Tax Support Scheme	4	3	- 1	-25%
Independent custody visitor scheme	13	18	5	38%
Misconduct Panels	211	172	- 39	-18%
Total	2,957	2,950	- 7	0%
Proportion of Net Revenue Budget (TBC)	0.68%	0.64%		

6.26. The Strategic Investment Plan, which supersedes the Commissioning Intentions Plan, is attached as Appendix 3 to this report. The plan includes support for the following priority areas and reflects the current Police and Crime Plan:

- Anti-social behaviour
- Alcohol and drugs
- Serious Violence
- Theft
- Victims

6.27. As part of the Commissioning Spend the Commissioner identifies a theme for the Property Act funds recovered from seized goods or property which cannot be returned. The theme for this will be reducing ASB in line with the feedback from the community survey.

6.28. Although the announcement to abolish Police and Crime Commissioners would see a significant change part way through this four year MTFS, the costs of the OPCC have remained in the plan to ensure that any future structure to support policing governance would be affordable.

The Capital Budget

6.29. The Commissioner is also required to publish a capital strategy.

6.30. The Capital Programme indicates a total spend of £115.1m over the four years. The detail of the capital programme is attached in Appendix 1. The most significant projects within the capital programme are:

- A vehicle replacement programme.
- An allocation for new provision – North Devon and Exmouth.
- An allocation to provide efficiency changes and capital minor works in the buildings.
- An allocation for investment into our custody provision.
- A comprehensive programme of ICT work across the organisation.

- Essential operational equipment to the frontline.

6.31. The annual revenue costs associated with this programme are contained within the budget. The level of capital financing cost equates to £6.9m and as a percentage of net revenue expenditure is 1.5%. The funding policy of the Commissioner is to ensure that short life assets are funded by capital grant/receipts or revenue contributions. The revenue contribution to capital outlay (RCCO) is £7.9m to support the programme. The RCCO will increase across the life of the MTFS to ensure the capital programme is robust and sustainable in the longer term. The financing plan aims to make the maximum use of temporary internal borrowing from revenue reserves until they are used in the budget plan.

6.32. The main sources of funding for the capital programme are:

- Reserves – which are planned to reduce over this MTFS.
- Capital Receipts – which have a finite level and are only used once realised.
- Capital Grant – there is no longer a capital allocation from the Home Office so this is now only available via bidding processes for specific projects that may come up from time to time.
- Revenue Contributions to Capital – which are being increased.
- Borrowing – which needs to be affordable in the longer term.

6.33. In addition, funding via s106 planning obligations and Community Infrastructure Level (CIL) is now actively being pursued with local planning authorities. However, this funding can only cover items such as infrastructure, uniforms and equipment.

7. Reserves

7.1. The Reserves Strategy is published annually and can be found on the OPCC website. The Strategy is reviewed annually and includes a risk assessment of the general balance. The Strategy is taken to the Independent Audit Committee for review and comment prior to approval by the Commissioner.

7.2. The Commissioner's Reserve Strategy has the following key principles:

- The reserves policy will be seeking to maintain general balances at no more than 5% and no less than 3% of overall funding levels each year.
- The requirement for the reserves will be reviewed at least annually. Those reserves no longer required for their intended purpose will be identified and made available for other defined priorities.
- Reserves will be assessed annually to ensure adequacy.
- Risk assumptions used when assessing reserves will be reviewed annually.
- A long-term view will be used when assessing the use of reserves to ensure all assets that support policing are maintained.
- General balances cover the general financial risks. This will include unexpected or unavoidable additional costs, such as a major operation, riot compensation, uninsured liabilities, or treasury management risks.

- 7.3. The current level of general balances predicted at the end of 2025/26 indicate that they will stand at 3.4% of the net revenue budget for 2026/27. This is compliant with the Reserves Strategy which is in line with best practice.
- 7.4. As of 31st March 2026, the forecast of the total amount of reserves held is £33.3m (earmarked reserves of £17.8m and general reserves of £15.5m). This is forecast to reduce to £23.1m by the end of 2029/30. The Commissioner considers the level of reserves and their planned reduction when considering the proposals for the level of council tax increases each year. The reserves include £1.6m relating to Vision Zero South West which is a partnership fund with Cornwall Council, Devon County Council, Plymouth City Council and Torbay Council. The Vision Zero South West reserve will fund road safety initiatives. This is not funded by council tax precept.
- 7.5. The planned use of the reserves is in line with the Home Office drive to reduce the level of reserves being held by Commissioners.

8. Conclusion for the Police and Crime Panel

- 8.1. In considering the increase of £15 (per Band D equivalent) in council tax funding, the Commissioner has considered this year's funding settlement and seeks to ensure that funding for the force keeps pace with inflation. The budget is looking to deliver improved public confidence through better policing. With the limited detail provided by the government at this time there is no option but to increase the precept by £15 to be able to deliver policing services across Devon, Cornwall and the Isles of Scilly. Even at this level savings of £9.9m are still required.
- 8.2. There are always new and different demands being placed upon policing and resources need to reflect these. With 2026/27 being a one-year settlement with very little detail this increases the risk to the future funding assumptions across the MTFS. Many new areas of policing require investment in new technology before any operational savings can be generated or operational benefits fully realised and therefore take time. The autumn budget announcement and the provisional settlement highlighted the importance of neighbourhood policing and this aligns to the Chief Constable's delivery of Op Resolve to return as many police officer as possible back to the frontline.
- 8.3. The Commissioner has consulted the Chief Constable about the proposal to increase the council tax, and the Chief Constable has confirmed that these proposals will ensure a robust and sustainable budget to deliver operational policing and have due regard to the Police and Crime Plan.

Alison Hernandez
Police and Crime Commissioner

Nicola Allen
Treasurer

Attached:-

- Appendix 1 – Medium Term Financial Strategy 2026/27 to 2029/30
- Appendix 2 – Letter from the Chief Constable
- Appendix 3 – Strategic Investment Plan 2026/27
- Appendix 4 – Risk Assessment
- Appendix 5 – “Your Safety, Your Say” survey results summary
- Appendix 6 – Glossary of Terms

Medium Term Financial Strategy 2026/27 to 2029/30

Annual Budget 2026/27

“Community Policing delivered with
competence, compassion and a
common sense approach”

**(To be restated following the confirmed
final funding settlement)**



The Medium Term Financial Strategy:

2026/27 to 2029/30

	Page
1. Police and Crime Plan	3
2. Revenue Strategy	
a. Funding Forecast	5
b. Main Components of the Revenue Budget	6
c. Schedule of Key Budget Assumptions	7
d. Reconciliation of 2026/27 Revenue Budget to 2025/26 Budget	8
e. Income from Sales, Fees, Charges and Rents	9
f. Staffing Analysis	10
3. Reserves and Balances	11
4. Council Tax Information and Precept	12
5. Capital Programme	13

1. POLICE AND CRIME PLAN

The Police and Crime Commissioner (Commissioner) has a statutory duty to produce a Police and Crime Plan (The Plan). The Plan must set out the priorities for policing and community safety in Devon, Cornwall and the Isles of Scilly along with the resources that will be provided to the Chief Constable and others in order to meet those objectives. The Plan must be kept under regular review to ensure it remains appropriate to the needs of local people, the police and partners. The strategy used to produce this MTFS is my Police and Crime Plan for 2025-2029 which provides continuity from my previous approach 'Safe, resilient, connected communities'.

The Police and Crime Plan can be found at:

[Police-and-Crime-Plan-2025-FINAL.pdf](#)

The Medium Term Financial Strategy (MTFS) is created to support delivery of the Police and Crime Plan. It sets out both the funding available, and the forecast spending required to deliver the Plan priorities. The MTFS for 2026/27 and beyond has been prepared within a backdrop of a difficult economic climate and a new government. The provisional settlement announced on 18th December 2025 had minimal detail and therefore this MTFS may need restating once further detail is available. It is unclear whether the mandated maintenance of the police uplift programme will still be required.

The Police and Crime Plan

The Police and Crime Plan was created in November 2024 and will be used to inform the Peninsula Strategic Assessment. The new Plan will run until 2029 and sets out the Commissioner's priorities for Devon, Cornwall and the Isles of Scilly, including:

- ❖ Antisocial behaviour
- ❖ Alcohol and Drugs
- ❖ Theft
- ❖ Serious Violence
- ❖ Victims

The Commissioner will work closely with the Chief Constable and colleagues across the Peninsula to drive forward progress against these priorities.

During 2025/26 an announcement was made to abolish the role of Police and Crime Commissioners from May 2028. There is very little detail on the impact of this decision. The Bank of England base rate continued to decrease, with inflation ranging from 3.2% to 3.8% which is still higher than the government target of 2%. However, there was a decrease in the rate of employers pension rates which has mitigated some increased costs.

This MTFS includes the impact for Devon, Cornwall and the Isles of Scilly on the national uplift in officer numbers. An element of the government grant (£8.2m) has been ringfenced and is subject to the maintenance of these numbers.

The Police and Crime Plan places a strong emphasis on protecting the vulnerable in our society. There has been progress, but the work continues to encourage the reporting of crime and encouraging victims to come forward and seek justice and to ensuring that they receive a high-quality service when they do come forward.

The focus of the 2026/27 budget process is specifically on maintaining "business as usual", enabling it to be sustained for the long term. This will enable Devon and Cornwall Police to

strengthen, stabilise and sustain their current position. Visibility of policing and public confidence in policing is vitally important, and this budget will endeavour to keep police officer numbers at the highest ever seen. However, this will be dependent on the additional detail around the funding settlement. Neighbourhood policing is also a focus for the year both locally and nationally.

Delivery & accountability

The Police and Crime Plan will be delivered by the Commissioner with close co-operation from the Chief Constable and partners.

The Plan details how strategic measures and indicators (including qualitative surveys) will be used to monitor its implementation and successful achievement. Regular progress reports will be published on the OPCC website.

The Commissioner is required to report regularly to the Police and Crime Panel.

Slavery and Human Trafficking compliance statement

The Police and Crime Commissioner and the Chief Constable are committed to eliminating discrimination and exploitation in all its forms from the workplace and will not knowingly or otherwise be complicit in human rights infringements.

Slavery, servitude, forced or compulsory labour, including child labour and human trafficking and other human rights offences must be identified, tackled and prevented for the future.

The Office of the Police and Crime Commissioner and the Devon and Cornwall Constabulary embrace the obligations placed on organisations under section 54(1) of the Modern Slavery Act 2015 and understands they are vital in tackling and preventing modern slavery and human trafficking.

2. REVENUE STRATEGY

a. FUNDING FORECAST

The funding forecast provides a prediction of the level of funding across the timeframe of the MTFS.

2025/26		2026/27	2027/28	2028/29	2029/30
<u>Grant Funding</u>					
142,206	Core settlement	255,044	257,838	260,660	263,511
80,443	DCLG Formula				
15,461	Legacy CT Grants				
238,109		255,044	257,838	260,660	263,511
<u>Council Tax</u>					
192,241	Precept income	204,707	216,983	229,483	242,212
2,562	Surplus	1,784	1,000	1,000	1,000
194,804		206,491	217,983	230,483	243,212
432,913	Total Funding	461,535	475,820	491,143	506,723
667,041	Tax base	675,155	681,906	688,725	695,612
4.65%	Tax base Increase	1.22%	1.00%	1.00%	1.00%
288.20	Band D	303.20	318.20	333.20	348.20
4.99%	Council Tax Increase %	5.20%	4.95%	4.71%	4.50%
£13.70	Council Tax Increase £	£15.00	£15.00	£15.00	£15.00

b. MAIN COMPONENTS OF THE REVENUE BUDGET

25/26 MTFS Plan			26/27 MTFS Plan	27/28 MTFS Plan	28/29 MTFS Plan	29/30 MTFS Plan
£000's	Category	Description	£000's	£000's	£000's	£000's
263,684	Pay & Employment Costs	Police Officer Costs	282,359	292,990	300,242	311,494
123,680		Police Staff Costs	134,792	138,768	142,663	145,968
2,341		Restructure, Training & Conference Costs	2,168	2,050	1,963	1,965
1,193		Other Employee Expenses	1,268	1,289	1,315	1,342
390,898	Pay & Employment Costs Total		420,588	435,097	446,184	460,769
16,815	Overheads	Premises Related Expenditure	17,237	16,725	16,697	16,709
19,933		Supplies and Services	22,256	21,393	21,567	21,868
19,488		Communications and Computing	20,253	20,912	21,737	22,275
6,175		Transport Related Expenditure	6,811	6,919	7,035	7,140
17,873		Third Party Payments	17,697	18,152	18,568	19,080
80,284	Overheads Total		84,254	84,101	85,605	87,072
(35,671)	Grant, Trading & Reimbursement Income	Government & Overseas Funding	(29,792)	(29,869)	(29,945)	(29,452)
(1,405)		Interest/ Investment Income	(961)	(1,046)	(1,049)	(1,040)
0		Local Government Specific/Partnership Funding	0	0	0	0
(672)		Reimbursed Services - Other	(677)	(688)	(697)	(704)
(1,532)		Reimbursed Services - Other Police Forces	(1,130)	(1,132)	(1,134)	(1,132)
(9,457)		Reimbursed Services - Other Public Bodies	(11,075)	(11,219)	(11,205)	(11,371)
(10,808)		Sales, Fees, Charges and Rents	(11,387)	(11,750)	(12,505)	(12,406)
(429)		Special Police Services	(459)	(459)	(459)	(459)
(59,973)	Grant, Trading & Reimbursement Income Total		(55,481)	(56,162)	(56,994)	(56,564)
1,640	Capital Financing and Contributions	Loan Charges	1,539	2,366	2,771	2,915
5,000		Minimum Revenue Provision	5,342	5,577	6,579	7,974
6,547		Revenue Contribution to Capital	7,856	8,964	9,012	10,089
13,188	Capital Financing and Contributions Total		14,737	16,908	18,362	20,978
(18)	Transfers to / (from) Specific Reserves		(927)	1,770	1,813	1,887
(18)	Transfers to / (from) Reserves Total		(927)	1,770	1,813	1,887
424,378	Sub-Total Force		463,171	481,714	494,970	514,141
0	Savings Programme (PBB)		(5,350)	(8,675)	(9,375)	(10,375)
	Savings to be identified		(3,111)	(4,142)	(1,472)	(4,170)
424,379	Total Force		454,710	468,898	484,123	499,596
2,957	Office of the PCC		2,950	3,047	3,146	3,252
5,578	PCC Commissioning		3,875	3,875	3,875	3,875
8,535	Total OPCC		6,825	6,922	7,021	7,127
432,913	Net Revenue Expenditure		461,535	475,820	491,143	506,723
432,913	Funding		461,535	475,820	491,143	506,723

c. SCHEDULE OF KEY BUDGET ASSUMPTIONS

This schedule identifies the key assumptions used in the ongoing calculation of the 2026/27 budget and Medium Term Financial Strategy.

- This budget reflects the first year of the recent comprehensive spending review. The provisional settlement covered one only 2026/27 and provided very little detail.
- Core Government Police Grant funding will increase by 2.3% in 2026/27. Future years assume a 1% grant increase for each year thereafter.
- There is minimal detail on the specific grants and therefore it has been assumed that these will remain the same for 2025/26. There is no detail on any grant criteria or conditions.
- This MTFS assumes Council Tax for a Band D property will increase by £15 in 2026/27 and each year thereafter.
- The 2026/27 figures for tax base and Council Tax surplus along with future years assumptions are shown below. The previous year figures are included for context.

	2025/26	2026/27	2027/28	2028/29	2029/30
Annual increase in tax base	4.65%	1.20%	1.00%	1.00%	1.00%
Annual surplus/deficit on Council Tax collection funds	£2.7m	£1.6m	£1m	£1m	£1m

- Turnover on police officers assumes officers leaving at their usual pension date, plus an estimate for ill health retirements, transfers out and resignations.
- A 4.2% pay award was agreed for police officers and police staff from 1st September 2025. The MTFS assumes that a 3% pay award will be applied on 1st September 2026, and 2.5% 1st September each year thereafter for police officers and police staff.
- Inflation has been applied only to budgets that are subject to inflationary pressures. Actual CPI for November 2025 was 3.2% compared to 2.6% in November 2024.
- The Devon Pension Fund employer's contribution to the police staff pension scheme, plus agreed contributions to the deficit, is as set out below. The scheme was revalued from 1st April 2026.

	25/26	26/27	27/28	28/29	29/30
LGPS Base Contribution	18.90%	16.00%	16.00%	16.00%	16.00%
Plus Repayment of LGPS Deficit (cash lump sum)	£0.677m	£0.000m	£0.000m	£0.000m	£0.000m
Estimated Total Cash Contribution	£17.7m	£17.0m	£17.7m	£17.8m	£18.2m
% of Staff Pay Budgets	19.27%	16.83%	17.43%	17.15%	17.25%

**d. ANALYSIS OF CHANGES IN THE REVENUE BUDGET
BETWEEN 2029/30 AND 2025/26**

	26/27 MTFS Plan £000's	27/28 MTFS Plan £000's	28/29 MTFS Plan £000's	29/30 MTFS Plan £000's
2025/26 Budget	432,913	432,913	432,913	432,913
<u>Savings</u>				
Savings Delivered - OPCC	(973)	(973)	(973)	(973)
Savings Programme (Priority Based Budgeting)	(5,000)	(8,325)	(9,025)	(10,025)
Savings Required - Balancing Figure	(3,111)	(4,142)	(1,472)	(4,170)
<u>Planned Budget Reductions: -</u>				
Rent Reductions	0	(510)	(630)	(750)
ICT related reductions	(604)	(699)	(699)	(699)
Other budget efficiencies	(228)	(548)	(626)	(626)
<u>Pay related increases</u>				
Pay Award	15,852	26,143	36,156	46,409
Increments (Officer & Staff)	6,019	12,178	18,686	25,601
Police Officer Pay Changes	(372)	(1,810)	(7,461)	(9,398)
Overtime	1,078	578	600	0
Other Pay Changes	815	690	667	612
LGPS Changes	(3,206)	(3,535)	(3,666)	(3,767)
Increase to Neighbourhood policing	5,248	5,265	5,278	5,292
<u>Non Pay related Increases</u>				
Inflationary changes	2,170	3,597	4,894	6,261
Other Contractual Changes	956	525	584	762
Other unavoidable increases	519	540	543	546
Regional Budgets	679	1,012	1,427	1,831
<u>Changes in Income</u>				
Investment Interest	444	359	356	365
Changes to Income	146	166	(158)	173
<u>Grant Changes</u>				
Neighbourhood Policing Grant	(8,591)	(8,591)	(8,591)	(8,591)
Uplift Grant	13,222	13,222	13,222	13,222
Other Grant Changes	(249)	(249)	(249)	(249)
<u>Capital Financing</u>				
RCCO	1,309	2,417	2,465	3,542
MRP	209	1,074	2,040	3,400
Interest Paid	(102)	370	810	989
Transfer to/from reserves	(723)	1,948	1,948	1,948
Growth	3,114	2,204	2,104	2,104
Total 26/27 MTFS	461,535	475,820	491,143	506,723

e. INCOME FROM SALES, FEES, CHARGES AND RENTS

This analysis details the level of external income generated from sales, fees, charges and rents. The level of income generated is continually reviewed to ensure that all opportunities are optimised.

25/26 Budget £000's	26/27 Budget £000's	27/28 Budget £000's	28/29 Budget £000's	29/30 Budget £000's
(7,694) National Driver Offender Retraining Scheme	(7,610)	(7,838)	(8,074)	(8,316)
(482) Firearms Certificates	(645)	(608)	(900)	(687)
(525) Rents & Lettings	(548)	(548)	(548)	(548)
(310) Accident Reports	(436)	(445)	(454)	(464)
(140) Driver Improvement Income	(565)	(582)	(600)	(618)
(110) Sale of Vehicles	(110)	(110)	(110)	(110)
(1) Vehicle Recovery	(1)	(1)	(1)	(1)
(59) Radio Masts and Equipment Hire	(59)	(59)	(59)	(59)
(4) Stores External Income	(4)	(4)	(4)	(4)
(69) Provision of Vehicle Services	(69)	(69)	(69)	(69)
(1,414) Other Sales, Fees, Charges and Rents	(1,341)	(1,486)	(1,687)	(1,531)
(10,808) Grand Total	(11,387)	(11,750)	(12,505)	(12,406)

f. STAFFING ANALYSIS

	2025/26 (FTE)	2026/27 (FTE)	2027/28 (FTE)	2028/29 (FTE)	2029/30 (FTE)
<u>Police Officers</u>					
Opening Balance at 1st April	3,610	3,610	3,610	3,610	3,610
Closing Balance at 31st March	3,610	3,610	3,610	3,610	3,610
 <u>Police Community Support</u>					
PCSO	150	199	199	199	199
PCSO Uplift	49				
Blue Light	26	26	26	26	26
Total	225	225	225	225	225
 <u>Police Staff (Force)</u>					
Opening Balance at 1st April	2,200	2,281	2,183	2,129	2,129
Change	81	-98	-54	0	-30
Closing Balance at 31st March	2,281	2,183	2,129	2,129	2,099
 <u>Police Staff (OPCC)</u>					
Opening Balance at 1st April	34	34	31	31	31
Change	0	-3	0	0	0
Closing Balance at 31st March	34	31	31	31	31
 <u>Police Staff (Road Safety - Vision Zero South West)</u>					
Opening Balance at 1st April	113	132	132	132	132
Change	19	0	0	0	0
Closing Balance at 31st March	132	132	132	132	132
 <i>All staffing figures will be updated once the final settlement has been received.</i>					

3. RESERVES AND BALANCES SUMMARY

	Forecast Balance 31/3/2026 £000's	Forecast Balance 31/3/2027 £000's	Forecast Balance 31/3/2028 £000's	Forecast Balance 31/3/2029 £000's	Forecast Balance 31/3/2030 £000's
Revenue Reserves					
Capital Financing Reserve	6,528	5,680	4,830	3,080	809
ESN Capital Reserve	4,101	4,101	3,265	0	0
VZSW (Ringfenced)	1,558	695	703	1,110	1,388
Improvement Reserve	200	200	200	200	200
Budget Management Fund	3,210	568	568	568	568
Police and Crime Plan Reserve	931	931	931	931	931
Total Revenue Reserves	16,527	12,173	10,495	5,888	3,895
Capital Reserves					
Capital Grant	360	360	360	360	360
Capital Receipts	977	977	977	977	977
Total Capital Reserves	1,337	1,337	1,337	1,337	1,337
General Balances	15,469	14,869	15,869	16,869	17,869
Total Reserves and Balances	33,333	28,379	27,701	24,094	23,101

4. COUNCIL TAX INFORMATION AND PRECEPT

Council Tax Information and Precept

	2026/27	2025/26
	£	£
Police Budget to be met from Council Tax	206,491,250	194,803,217
Less net surplus on council tax collection from previous years	(1,784,375)	(2,561,983)
Total precept payable by Billing Authorities	204,706,875	192,241,234

Tax base, collection variations and precepts					
	Tax Base declared by Councils	Total Precept collected by Councils	2025/26 Surplus (Deficit) on collection fund	Amount due from Councils	% share collected by Councils
					2026/27
		£	£	£	%
East Devon	65,733.46	19,930,385.07	232,884.27	20,163,269.34	9.76%
Exeter	40,186.00	12,184,395.20	128,435.52	12,312,830.72	5.96%
Mid Devon	31,180.16	9,453,824.51	109,124.49	9,562,949.00	4.63%
North Devon	37,751.61	11,446,288.15	222,545.03	11,668,833.18	5.65%
Plymouth	76,887.00	23,312,138.40	80,212.00	23,392,350.40	11.33%
South Hams	46,083.87	13,972,629.38	521,000.00	14,493,629.38	7.02%
Teignbridge	52,653.00	15,964,389.60	458,765.00	16,423,154.60	7.95%
Torbay	49,488.48	15,004,907.14	147,030.00	15,151,937.14	7.34%
Torridge	26,477.64	8,028,020.45	38,789.00	8,066,809.45	3.91%
West Devon	22,623.50	6,859,445.20	157,000.00	7,016,445.20	3.40%
Cornwall	224,697.68	68,128,336.58	-291,701.00	67,836,635.58	32.85%
Isles of Scilly	1,392.20	422,115.04	-19,709.00	402,406.04	0.19%
	675,154.60	204,706,874.72	1,784,375.31	206,491,250.03	100.0%

Police element of Council Tax due for each Property Valuation Band						
Valuation band	Government multiplier		Council Tax by band		Increase per week	% 5.20%
A	6 / 9	0.667	£202.13	£192.13	+ 19.2 p	
B	7 / 9	0.778	£235.82	£224.16	+ 22.4 p	
C	8 / 9	0.889	£269.51	£256.18	+ 25.6 p	
D	1	1.000	£303.20	£288.20	+ 28.8 p	
E	11 / 9	1.222	£370.58	£352.24	+ 35.3 p	
F	13 / 9	1.444	£437.96	£416.29	+ 41.7 p	
G	15 / 9	1.667	£505.33	£480.33	+ 48.1 p	
H	18 / 9	2.000	£606.40	£576.40	+ 57.7 p	

5. CAPITAL PROGRAMME

Capital Programme	Revised 25-26 £'000	MTFS 26-27 £'000	MTFS 27-28 £'000	MTFS 28-29 £'000	MTFS 29-30 £'000
Fleet	2,571	4,510	4,586	3,629	3,661
Estates Minor Building Works	3,204	1,500	4,100	3,250	3,250
Barnstaple North Walk Mitigation	0	0	656	0	0
Bodmin Roof	400	0	0	0	0
Camborne Phase III	1,527	0	0	0	0
Comms Roof/Windows HQ	1,150	1,269	0	0	0
EV Infrastructure Upgrade	500	500	1,000	1,500	1,500
Exmouth	0	500	1,500	3,214	0
HQ Firing Range	0	500	1,500	1,000	1,000
North Devon Provision	0	2,000	2,000	2,000	3,000
Relocation of Staff to HQ	515	1,110	0	0	0
Sustainability	850	500	1,120	1,120	1,000
South Devon Provision	1,120	540	0	0	0
SARC	0	0	600	0	0
Estates Contingency	0	0	2,000	4,000	4,000
Estates Major Building Works	6,062	6,919	10,376	12,834	10,500
Strategic Change	485	1,256	597	500	1,000
National Projects	55	173	134	202	0
ESN	0	0	836	3,265	5,362
ICT Infrastructure	3,447	5,482	6,666	7,257	5,557
Operational Equipment	2,632	1,809	1,133	513	560
Regional Collaboration	657	771	449	899	451
Other Capital	376	550	223	150	150
Total Programme	19,489	22,970	29,100	32,499	30,491
Capital Financing					
Borrowing	9,251	12,894	17,477	17,327	17,381
Capital Financing Reserve	3,223	1,598	1,600	2,500	3,021
Revenue Funding (RCCO)	6,562	7,856	8,964	9,012	10,089
Funding from Other Forces (Forensics)	120	72	0	395	0
Vision Zero Reserve	333	550	223	0	0
ESN Reserve	0	0	836	3,265	0
Total	19,489	22,970	29,100	32,499	30,491

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PCC Alison Hernandez
 The Office of the Police and Crime Commissioner for
 Devon, Cornwall and the Isles of Scilly
 Alderson Drive
 Exeter
 EX2 7RP

15 January 2026

CC/DW/SDB

Dear Commissioner

Budget Proposal 2026/2027

1. Introduction

I write to outline my operational budget requirement for the following four years. This incorporates the limited and incomplete government funding settlement announcement in December 2025 and has regard to the new Police and Crime Plan 2025-2029, the Force's Strategic Roadmap, the Force Management Risk Register and Force Management Statement. The budget calculation has been undertaken in discussion with your Chief Financial Officer.

This letter outlines unavoidable savings and necessary investments, and estimates for future years' budgets, and considers the robustness of the 2026/2027 budget. It is deeply disappointing that the government has only provided a partial and limited funding settlement, consisting of a high-level total government grant figure. In previous years I would have expected to receive a detailed breakdown of this figure into direct and indirect grants, as well as clarity around any restrictions or ring-fencing of grants.

In the absence of this information, which is expected in late January 2026, I am unable to finalise my budget proposals to you as I do not have the full information. I am, however, clear that the settlement has left a funding gap even after the implementation of our extensive savings and efficiency proposals. This letter therefore has been written based on what little information is available and there are unavoidably some areas that will need to be clarified when the full funding settlement detail is published. As such, the medium-term financial strategy (MTFS) will need to be restated after the council tax setting.

It is also necessary to have due regard to the medium-term policy landscape. The Police Reform White Paper expected in January 2026 is likely to propose changes to

police structures and the governance model for policing beyond 2028 is unclear. This single year, incomplete and late funding settlement has made effective financial planning materially more difficult against an uncertain policy outlook. As such, in balancing the need for investment to keep the Force moving on a positive and upwards trajectory, my budget proposal also recognises the need to stabilize and maintain effective services through a period of significant uncertainty and change.

In the twelve months I have been Chief Constable this Force has made considerable improvements. Most notably, we have been removed from HMICFRS's enhanced level of monitoring, known as Engage. HMICFRS was able to see improvements in how the Force performance is understood and overseen, as well as the progress made on the two remaining causes of concern relating to crime recording standards and quality of investigations. Whilst the two remaining causes of concern remain, the Force is going through a full PEEL inspection in January 2026, and I hope that the evidence we can present at that opportunity will go some way to closing these. I am grateful to my officers and staff who have worked tirelessly to improve services and get the Force out of Engage whilst also responding to high levels of operational demand and managing financial constraints.

This year has been exceptionally challenging due to several large and complex criminal investigations which diverted resources; higher demand for service over the summer period; a larger than normal number of protests; and challenges to our plans for recruitment of police officers and PCSOs. Furthermore, the Home Office has announced its plans to change police governance model with the ceasing of Police and Crime Commissioners after May 2028 with further radical reform expected in the new White Paper. Despite this, the Force has maintained excellent performance in responding to the public. Current data shows that 96% of 999 calls were answered in ten seconds or less, compared to 94% this time last year, stabilising the performance for another year. In addition, the average 101 waiting time reduced to 1 minute and 20 seconds, with a 4.6% abandonment rate.

Devon and Cornwall Police's purpose is to deliver community policing with competence, compassion and a common-sense approach. As the Force moves forward following our exit from Engage, I have structured my priorities for investment around four areas of focus: **Public Service, Performance, Planning, and People.**

My 2026/2027 budget requirement is balanced at this stage only if a 2026/2027 council tax increase of £15 (5.2%) is agreed and with the inclusion of a manageable element of risk relating to £3.3m of savings that are as yet unspecified and may need to be achieved when the full settlement detail is known. I am comfortable that this is a proportionate approach in the circumstances given the Force's strong track record of good financial management and achieving savings, combined with the unspecified savings being less than 1% of the overall budget. The full details of my budget proposals are included in the MTFS, which is attached.

2. Efficiency and Savings Plans

Last year's MTFS set a challenging savings requirement of £13.3m over the four-year period, with £10.8m to be delivered for the 2026/2027 budget. Whilst the previous approach of targeted reviews to improve efficiency, effectiveness and

productivity has served the Force well in the past, I have introduced a more rigorous, transparent and structured approach to efficiency and productivity through the implementation of Priority Based Budgeting (PBB). A first phase covering the services we share in our alliance with Dorset Police was completed in September 2025, and a second phase covering the remaining Force areas will commence in February 2026. PBB is transforming the Force's approach to financial and business planning and will be the main vehicle for identifying and delivering the savings required within the MTFS.

During the year, good progress has been made achieving the savings required in the MTFS through a review of the police officer rank structure to ensure we maximise the staff in our frontline roles rather than leadership positions. I have now agreed on a new senior rank structure which has an ambition to remove sixty senior ranks to put sixty constables back on the frontline. This has reduced the number of leadership roles by 22 (one assistant chief constable, two chief superintendents, seven superintendents, two chief inspectors and ten inspectors) with further work ongoing to ensure our sergeant numbers are at the right level and in the right places. This review will save around £2m in police officer pay costs without reducing officer numbers.

I have aligned the rank review with Operation Resolve, which has the objective of moving officers from non-front-line roles to patrol and neighbourhood teams. By the end of December 2025, 71 officers have joined our patrol teams, with a further 50 joining by the end of March 2026. This will return patrol to a full complement, made up of a balanced mix of internal officers, officers transferring from other Forces, and new student officers beginning their service.

Based on the funding assumptions and economic outlook, the MTFS will require savings of £16m to be found over the four-year period to 2029/2030. £9.9m of budget savings are included in the proposed budget for 2026/2027, £3.1m of which relate to the uncertainty caused by the delayed funding settlement. The remaining amount will come from the savings programme in 2026/2027 and later years of the strategy. This level of reduction will have an impact on the Force, but it is necessary to offset the unavoidable cost increases and likely funding levels to ensure the Force has a sustainable medium term financial position.

3. Robustness of the Calculation

As is usual I want to take this opportunity to assure you of the robustness of the budget calculation and to highlight any inherent risks.

3.1 Pay Award, Pensions and Inflation

Last year's MTFS built in an assumption for the pay award in 2025/2026 of 3%. Given that staffing costs make up around 85% of my budget, pay awards remain the biggest unknown variable to the budget and therefore the biggest financial risk we face in predicting expenditure. In 2025/2026, the pay award was 4.2%, and whilst the government provided additional funding to cover the gap between 3.0% and 4.2%, this did not fully cover the cost of the higher pay award due to the allocation being based on the police funding formula rather than cost. The unfunded cost to

the Force is £0.5m. The budget proposals in this year's MTFS are based on a pay award in 2026 of 3%, followed by 2.5% in the following years. The total cost increase in pay costs between 2025/2026 and 2026/2027 is £18.5m. The total increase in the government's assessment of grant and council tax funding is £18.4m. This means that there is no allowance for wider inflation, other unavoidable costs or growth, all of which need to be found from making savings and reductions elsewhere in the Devon and Cornwall budget.

The triennial Local Government Pension Scheme valuation has been undertaken in 2025 and as a result the employer's costs of police staff pension contributions will reduce from 18.9% to 16% for three years from 2026/2027. In total, the changes will save around £3.7m without impacting police staff members in any way. These changes do not apply to the Police Pension Scheme which has contribution rates set nationally and is managed through a separate accounting arrangement.

Inflationary price increases have generally been more stable over the last year, however, there has been cost pressure on IT contracts with above inflation increases impacting on licencing and software costs, as well as significant unfunded increases in the costs of national arrangements, such as Police National Computer (PNC) and National Police Aviation Service (NPAS). The risk of volatile general inflation is lower than last year; however, the general economic outlook is such that this needs to be carefully monitored over the MTFS.

3.2 Police Officer Uplift Grants and Police Officer Numbers

The December 2025 funding settlement did not include any detail in relation to the 2026/2027 funding or conditions of Police Uplift Grants. My budget proposal assumes a continuation of 3,610 full time equivalent officers, our highest ever number. However, this will need to be reviewed when the funding settlement is published to ensure it is affordable and compliant with any grant conditions.

3.3 Neighbourhood Policing Grant

The December 2025 funding settlement did not include any detail in relation to the 2026/2027 funding or conditions of Neighbourhood Policing Grant. My budget proposal assumes a continuation of the posts that have been added during 2025/2026, this will need to be reviewed when the funding settlement is published to ensure it is affordable and compliant with any grant conditions.

3.4 Funding Requirements in Future Years

The December 2025 funding settlement announced dealt with high level allocations for 2026/2027 only, and as such we have no detail of funding levels beyond this year. We have made prudent assumptions around council tax increases and grant increases for the last three years of the plan, as detailed in the attached MTFS. Budget requirement figures, especially for police pay, have been calculated forwards in detail. Naturally, the further into the future a projection is made, especially in the absence of funding information beyond 2026/2027, the less it can be relied on.

4. Investments to Maintain Services

As highlighted in my introduction, the 2026/2027 budget builds on last year's MTFS, and introduces a shift in focus for the Force around my four key priority areas:

Public Service, Performance, Planning, and People. I set out below areas where I need to allocate additional resources to maintain services and address additional demand.

4.1 Public Service

During 2026/2027 I expect the community to see the benefits of Operation Resolve. This ambitious programme has worked to ensure front line functions of patrol and neighbourhood policing are fully staffed so we can deliver the best service to communities and avoid placing unreasonable demands on my officers to cover gaps in resources.

Ensuring my officers demonstrate the highest possible standards of behaviour and conduct is crucially important to retaining public trust, and there are robust procedures in place where accusations that this has not been the case come forward. My budget proposal includes £310k to fund the third and final year of a planned investment strategy into the Professional Standards Department and also external chairs of misconduct panels to ensure we can fairly deal with misconduct cases in an appropriate way.

Stabilising our approach to out of court resolutions will improve the efficiency and effectiveness of decision making and delivery, which will support the development of a streamlined process that will improve quality and consistency across the Force. A modest investment of £224k will create a stable infrastructure to meet the legislative requirements of cautions with conditions, whilst enabling the Force to expand deferred prosecution and out of court resolution. This enables us to meet new demands that the government's sentencing review recommendations potentially place on policing. Specifically, the need to provide meaningful and evidenced-based alternatives to short custodial sentences, which will not be met with commensurate increases in resources for probation services.

Following a successful pilot of introducing ASB lawyers funded by the Office of Police and Crime Commissioner, I have agreed to mainstream this capability and built the cost into the Force budget for 2026/2027. The ASB lawyers have been working across Exeter and Torquay and have had many significant results since being embedded in the neighbourhood teams in 2024. These include obtaining 54 closure orders to temporarily shut down premises which are linked to serious, persistent anti-social behaviour, including one notable period in September 2025 when nine closure orders were obtained in the period of a week. In the period prior to their arrival from 2020-2024 only twelve orders were obtained, which demonstrates the value they bring.

4.2 Performance

Significant progress has been made over the last year to continue the improvement journey around criminal investigations, supported in part by the agreed additional

funding for two years from general balances. However, there remains an organisational challenge in the recruitment and retention of PIP2 investigators (detectives), who are essential to maintain and sustain the improvements I am seeking in this area.

We have discussed this position and agreed that this MTFS should include proposals to build into the base budget funding for 35 police staff investigators (civilian detectives) to ensure I can retain and develop the skills and capacity needed. In 2026/2027, this cost is £1.8m and this has been built into the base budget from 2027/2028.

4.3 Planning

As mentioned earlier, I am extending the use of priority-based budgeting to critically review all areas of the Force. Whilst this exercise requires external consultancy support of £550k, the return on investment from phase 1 and the expected return on phase 2 more than cover this cost. The results have been extensive; financially to support the savings requirement and also in terms of enhancing the Force's approach to productivity and business planning.

Aligned to the capital programme, I have agreed with you to relocate the Victim Care Unit from Hawkins House to the HQ at Middlemoor. This will create fit for purpose and modern accommodation for key victim services at the centre of the police estate and provide a saving to the revenue budget from not renewing the current leaseholds. Work has commenced and will be complete before the end of 2026/2027.

4.4 People

Over the last few years, the Force has benefitted from additional police officers because of our ability to recruit above the initial targets set by the Home Office, and we have been able to retain our police officer numbers at 3,610. However, during 2025/2026 the Force has found the recruitment market for police officers more challenging to achieve the level of new recruits necessary to maintain officer numbers.

To ensure I can keep officer numbers at our highest ever level, it is necessary to amend our recruitment strategy and invest in a larger number of officers transferring from other Forces as opposed to new recruits. Changing our recruitment approach to aim for 135 transferees in 2026/2027 costs £2m in total. We have traditionally been an attractive option for transferees and have a strong pipeline of experienced officers wanting to join the Force. Whilst the cost of an experienced transferee officer is higher than a recruit, there are significant operational advantages in that transferees come with acquired skills and experience.

4.5 Capital Investment

The capital budget for 2026/2027 includes investment in creating infrastructure for the transition of the fleet to electric vehicles over the MTFS period. Furthermore, estates investments in Exmouth, North Devon, South Devon and Middlemoor HQ.

There are also investments in new contact centre software, body worn video, drones and network resilience.

5. A Balanced Budget

Whilst we are not in a position to accurately forecast future years' grant funding ahead of a spending review, it is important that we can demonstrate sound finance and value for money to HMICFRS and other external stakeholders. It is important for police officers and staff because it provides reassurance on their employer's financial position. Most importantly, the public can be assured their police service is sustainable in the medium term. This has recently been confirmed through the external auditor's positive value for money assessment.

The 2026/2027 budget requirement (including the investments and savings plans as outlined above) is balanced by a combination of government funding as announced in December 2025, a council tax of £15 and a manageable element of £3.1m of savings to be specified when the detail of the funding settlement is known. The following years – which include prudent grant estimates and council tax increases – still show areas where detailed savings strategies need to be worked through, and these will be developed through the PBB programme.

My Chief Finance Officer informs me that they consider the four-year MTFS is robust because:

- It is materially balanced in 2026/2027, albeit with a manageable element of as yet unidentified savings to be identified.
- The assumptions in spend, grant and council tax for future years are prudent.
- There are a range of feasible plans in place that will balance the budgets in 2027/2028 onward.
- The unspecified gaps that remain across the MTFS are proportionately small – around 1% of budget each year.

6. Conclusion

The 2026/2027 budget will only balance at a council tax precept increase of £15 (5.2%) with unspecified savings of £3.1m. This is the maximum council tax increase announced by the Home Office as part of the settlement and was the figure assumed by the government in its calculations. Obviously, the final decision on council tax levels remains entirely one for you and I know you are acutely aware of the impact of tax increases on the public.

Nevertheless, I recommend that you support my budget request as outlined in this report. The proposal ensures:

- Subject to clarification of grants, officer numbers will be maintained where possible.
- Police officers will not be placed into inappropriate vacant police staff posts.
- Improved performance in priority areas is sustained.

- The risk and uncertainty created by the late funding settlement is manageable. Not taking the full council tax increase would increase the unspecified savings to be identified, adding additional risk and uncertainty.
- There is a sound financial basis for the next four years.

I look forward to developing these opportunities with you. It is my belief that Devon and Cornwall Police is in a strong position with regards to both our financial planning and our improving performance. We are, at some pace now, becoming a Force with a much greater sense of purpose and pride in the service we deliver. We are also becoming much less tolerant of some of the poor performance in our recent past. I believe with this budget proposal we will have the resources we need to continue that improvement. In closing, and with your continued support, I am confident that this Force is in a very good place to deliver competent, compassionate and common-sense policing to the communities of Devon, Cornwall and the Isles of Scilly over the coming years.

Yours sincerely

A handwritten signature in black ink, appearing to read "J. Vaughan".

James Vaughan QPM MSt (Cantab)
Chief Constable

Strategic Investment Plan 2026/27

**How we spend money to
prevent crime, help victims
recover and support the
policing of our communities**



Police and Crime Commissioners

Strategic Investments for 2026/27

Introduction

This document outlines how the Police and Crime Commissioner will invest the funding available to her to support victims of crime and reduce offending behaviours to make communities safer. It supports the priorities in the Police and Crime Plan and covers a range of interventions across policing, crime, criminal justice and community safety. In previous years this type of investment has been detailed in a Commissioning Intentions Plan, and this document supersedes that approach, and focuses on the types of investment rather than the process by which it is achieved.

The Police and Crime Commissioner is responsible for the totality of policing across Devon, Cornwall and the Isles of Scilly and therefore the £461m annual police budget requirement, 42.5% of which is paid for by the communities of our two counties and islands through the council tax precept. Of this budget, the Commissioner is retaining 0.64% to fund the statutory duties of her office along with 0.84% for the Strategic Investments outlined in this plan. The remaining 98.52% is given to the Chief Constable for operational policing and the budget requirements of running the largest geographical police force in England.

In addition, the Commissioner is responsible for all the income generated by policing. This includes one off grants from the government, such as the funding which support Hot Spot Policing interventions, the Ministry of Justice Grant for Victims Services, income from some road traffic offences and fees and charges.

The Commissioner does not have a legal general power of competence and therefore we can only invest in interventions which directly contribute to our core purpose of policing and crime.

This document describes the intended approach to investment for the coming year. If there are deviations from this to identified needs, and whenever this occurs, a separate decision notice will be published on our website for transparency.

Where does our funding come from?

There are six main sources of funding:

1. Annual policing settlement from the government;
2. Council Tax precept;
3. Ministry of Justice Victim Support Grant;
4. A partial element of road traffic fines;
5. Fees and charges;
6. Police Property Act Funds.

1. Annual policing settlement from the government

This is the annual settlement received from the government. Further details on how this mechanism works are detailed annually in the reports to Police and Crime Panel when the council tax precept is set. This includes both core grant and one off grants received to cover a specific purpose. These are commonly known as “specific grants”.

2. Council Tax precept

The government sets the upper limit of the precept which the Commissioner can charge annually before a referendum is required. This year it is £15. The government assumes that Police and Crime Commissioner will set this at the maximum level when it agrees the funding settlement.

3. Ministry of Justice Victim Support Grant

For the first time the MoJ have confirmed their grant to Commissioners for 2026/27 and 2027/28 in advance. This is allocated based on a national formula and is effectively the distribution of the victims’ surcharge to local policing bodies.

In recent years the MoJ have also topped up this grant with specific funding, which has influenced the way in which the money is spent at a local level with very strict grant criteria. This has focused mainly on domestic abuse and sexual violence funding and therapeutic services in this space.

4. Partial element of the road safety fines

The Commissioner convenes and chairs a road safety partnership known as Vision Zero South West to work collaboratively with local councils, Highways England and a range of other partners to take steps to reduce road deaths and casualties on our roads. Devon and Cornwall have the largest road network in England, with the majority being rural roads. This Partnership overseeing how the income granted from speeding fines is allocated as it can only be used for

road safety. Vision Zero collectively decide the way in which road safety is delivered and how the funding mechanisms work. However, the level of fine and speeding thresholds that trigger a fine is a matter for the Chief Constable. The education course fee is determined locally.

5. Fees and charges

The fees and charges income is outlined in the MTFS. The main sources of income are the road safety fines outlined above, along with firearms certificates. Devon and Cornwall are an outlier for the number of firearms licences administered with over 30,000. The income generated covers approximately 43% of the cost of administration of the licencing process.

6. Police Property Act Funds

This funding is as a result of the disposal of seized or found items that cannot be returned to the owner due to either the owner not coming forward or unable to be found. A small element is donated to the Chief Constables Charity with the remainder being distributed by both the Devon Community Foundation and the Cornwall Community Foundation. Each year the Commissioner announces a theme for this grant and for 2026/27. The theme is in line with the top issue outlined in the budget survey, which is the reduction in antisocial behaviour.

Balancing competing priorities

The Commissioners own budget and short term grant funding from a variety of government funding streams is grouped into two main areas – the funding that is required to run the Office of the Police and Crime Commissioner and the funding which provides services to victims and to deliver services required under the Police and Crime Plan.

It is important to note that any investment from the Commissioners own budget is funding which is being diverted away from policing and there needs to be a strong justification for doing so. The Commissioner consults with the Chief Constable before making final decisions.

The Commissioner therefore invests funds into services from her own budget, to minimise the risk of volatility and to provide further local flexibility to deliver the Police and Crime Plan objectives.

To specifically support victims the approach is therefore based on an ecosystem of services which support victims at all stages across the CJ system.

In reaching any funding decisions the Commissioner is mindful of any convening powers that she has and allocates funding to support and maintain additional strategic partnership support. The Commissioner will prioritise her funding to further these objectives with allocations reflective of the level of integration and collaboration being achieved between the Commissioner and other partners wherever possible.

The Strategic Investment Plan aims to:

- Compliment investments in police improvement.
- set out the range of areas where the Commissioner will invest in services over the coming financial year aligned to the Police and Crime Plan priorities of tackling anti-social behaviour; drugs and alcohol; reducing serious violence and theft
- identify the range of mechanisms through which the Commissioner invests in improvements that focus on reducing repeat victims, repeat offenders and repeat locations of crime.
- achieve value for money from all support services ensuing that they are closely aligned to policing and criminal justice services.

The objectives to be achieved are:

- To achieve long term advantages in supporting victims and reducing repeat victims, offenders and locations to support delivery of the Police and Crime Plan and enhance productivity and efficiency of policing.

- To provide a framework for decision making for all financial intentions against the five priorities of: anti-social behaviour; drugs and alcohol; serious violence, theft and services for victims.
- Make best use of limited OPCC funding and capacity and ensure that it adds value to the delivery of policing services.

The mechanism by which funding is allocated

The way in which the Commissioner achieves the stated objectives needs to be flexible to meet the variety of circumstances across both counties and islands. The Commissioners funding is not for the exclusive use for commissioning services externally and may be used to spot purchase services or provide additional capacity into policing depending on circumstances. The mechanism used to allocate funding are broadly categorised as:

- Commissioning - only where market certainty is required and services are required across both counties and a contractual arrangement is required. Most of this activity is through pooled funding with partners and the OPCC will only act as lead commissioner where there is no viable alternative.
- Community Safety Grants – for specialist services, which will be for a maximum of two years, and based on identified needs. This limit is due to the uncertainty of the future of the Office of the Police and Crime Commissioner after 2028. Grant giving is not a strategy in and of itself. The OPCC will give grants where it furthers the ambitions of the police and crime plan and our statutory duties. However, we are not an organisation of sufficient size and scale to grant fund organisations indefinitely. We will generally give grants where:
 - There is a gap in the market, and we can stimulate a response with short term funding.
 - Where short term seed funding may facilitate a funding response from other interested parties.
 - Where there is a specialist provider within the Criminal Justice system which would have a consequential impact on policing if the service was not provided.
 - Where we are trying to build an evidence base and test a new approach.
 - Where the benefits of grant funding result in a reduction to requiring police to act.
- Spot purchases – to provide additional capacity into policing or the community and voluntary sector in response to specific needs.
- Pooled budgets – where the OPCC is not a big enough organisation to lead; only with organisations that have longevity i.e. other public sector bodies. We wish to seek stability in the provision of services in Devon and Cornwall and will wherever possible seek to pool budgets for contracted services wherever possible. However, we do not aim to be the lead commissioner of services as we are not best placed to do this. We will contribute expertise, data, funding and knowledge of the systems locally to support others to lead at scale.

Visibility of Services

One of the challenges of operating in pooled budget arrangements over such a complex geographical area with multiple partners is that the end recipient of a service funded in part of the Office of the Police and Crime Commissioner is not always obvious. For example, in 2025/26 the Commissioner invested £1.9m in services administered in localities by upper tier local authorities. The recognition of individual funding streams is not provided to the end service user or provided back to the Commissioner with a granular level of outcome for the investment. This makes funding decisions complex particularly when the Commissioner is only a small investor in such services. This is not a sustainable position for the OPCC given the challenging to policing budgets. This is partly what has led to a lack of understanding of the role of the Police and Crime Commissioner and its impact.

The OPCC will not financially invest in bodies outside of policing where those other bodies have the statutory duties and responsibilities to provide those services as it is not the Commissioners responsibility to do this.

The way funding is allocated is a mixture of:

- **Commissioned Services and Pooled Budgets**

In order to secure stability of funding for victims service these will tend to be services which have long term contracts associated with them. These will generally be services which are sourced in partnership with other public sector bodies including the NHS and local authorities as a mechanism to pool resources and are based on a needs assessment.

- **Community Safety Grants**

Community Safety grants can be issued by the commissioner to any organisation to further the priorities in the police and crime plan and will vary from year to year.

- **Investments into policing (over an above the budget set)**

The Commissioner may provide additional funding to policing throughout the year from her own budget to assist in the delivery of specific programmes of work which further the delivery of the efficient and effective policing.

- **Support for national policing infrastructure**

There are a number of national agreements which the all the Commissioners are signatory which receive regular funding against a formula.

- **Levering in new funding into policing from national sources**

There are a variety of opportunities which present themselves nationally either from central government or other funders within a budget year which the Police and Crime Commissioner may secure for specific areas of work.

- **Decommissioning Services**

From time to time, services will be decommissioned where there is no longer an unidentified need, or alternative funding streams available to continue with the service, or best practice required a change in service direction.

Evaluation of the Services Provided

Service User Voices and the Publics Voice

One of the roles of the Police and Crime Commissioner is to seek the views of the public and amplify these voices into improving services for those who come into contact with policing and criminal justice services. The voices of the public including lived experience and expertise of communities are heard through a wide variety of OPCC engagement activity and are core to this investment plan. There is no single approach to hearing to and responding to this voice but there are a wide variety of mechanisms through which these voices are heard both directly to the OPCC but also within policing.

Examples of this type of activity are detailed in the Police and Crime Commissioners Annual Report and on the OPCC website.

Monitoring of effectiveness

The OPCC will require all those who are recipients of funding to be accountable for the way in which they spend the allocated funds, regardless of whether this is a contractual arrangement or under a grant agreement. The level of accountability will be proportionate to the funding allocated on a risk based approach. Generally, the OPCC will act with the principles of a “thin client” with the expectation of service accountability on the recipient of the funding through pre-determined performance indicators.

Risk appetite

As a small organisation the OPCC can rarely be the lead commissioner for complex services and multi-year contracts but will use its convening powers to bring partners together to join up services and reduce inconsistencies in service provision across its geographic area wherever possible. Where services are purchased which directly interface with the operation of policing services, the OPCC will ensure that all services meet the operational needs of the Chief Constable and there are clear pathways for referral to services.

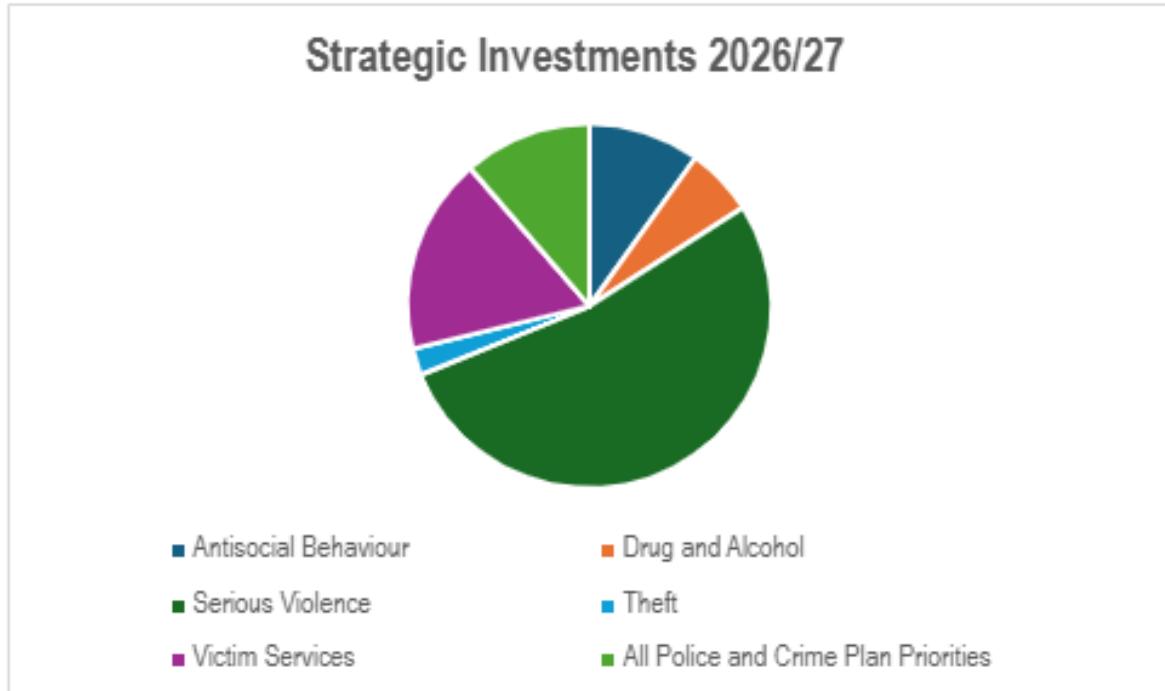
Summary of Current Provision

Currently the OPCC spend £7.9m on services for victims and offenders. The majority of this investment is for victims of domestic abuse and sexual violence, in line with the volume crime profile across our two counties and islands.

Where appropriate spend has been transferred to the force. In 2026/27 there are three areas where the spend in 2025/26 was embedded within the force. Further areas identified will be considered and transferred to the force if appropriate

- The Victim Care Unit 585k – this service is provided in the force. We will provide scrutiny on this areas part of holding the Chief Constable to account.
- ASB Lawyers £113.3k – this pilot was started by the Commissioner in 2024/25. This has been extremely successful so has transferred to the force as business as usual.
- The Police Museum Grant £160k – this was transferred to the Commissioner in 2024/25 but with the abolition of the Commissioner role in 2028 it is appropriate for this to now be managed by the force.

The pie chart below shows the spending by category:



The detailed list of spend is shown below:

	2026/27
	£
Antisocial Behaviour	
ASB Youth Outreach	187,500
Safe Buses	20,000
Night Buses	100,000
Street Focus/Marshalls	360,000
ASB Mediation	15,000
Premier League Police Partnership Pilot	100,000
	<u>782,500</u>
Drug and Alcohol	
Funding for drug treatment services for CJ Cohort	340,000
Complex Needs Service for Young Adults	48,000
Drug and Alcohol intelligence	90,000
	<u>478,000</u>
Serious Violence	
Specialist Domestic Abuse Services for victims	909,265
Specialist Sexual Violence Services for victims	1,020,000
Independent Sexual Violence Advisor Service	348,886
SARC Services	354,479
Additional MoJ funding for Domestic Abuse/Sexual Violence	1,094,410
Reduce reoffending - Sexual Violence and Domestic Abuse	160,584
Disruptive approach Violence Against Women and Girls	300,000
	<u>4,187,624</u>
Theft	
Crimestoppers Capacity	22,000
Neighbourhood Watch Capacity	40,000
Theft and business crime	124,000
National Rural Crime Network	2,500
	<u>188,500</u>
Victim Services	
Victim Services (multi crime)	442,499
Restorative Justice Service	306,745
Children and Young Person/Family Victims Services	326,692
Child Exploitation Service	204,000
Support for Third Party victims of crime	20,000
Protected Characteristics Grants for victims of crime	80,000
	<u>1,379,936</u>

All Police and Crime Plan Priorities	
National Police Services	3,724
Youth Justice Services	525,735
Support for Offenders whilst attending court	60,000
Crimestoppers anti-corruption line	8,692
Emerging Priorities	300,000
	898,151
	<u>7,914,711</u>

Value for Money

We undertake an annual value for money review of all of the services we invest in. This review includes (but is not limited to): service need, number of referrals, cost per referrals, number of police referrals to services, transparency of services to the public and how public money is being spent, partners transparency on how our funding will be used.

All spend covered by the MoJ grant is rigorously audited each year including the performance data.

Regular review and in year changes

Value for Money reviews often change our approach. For example, in 2025/26 we brought one of our victims' contracts back in house and saved £230k per annum.

Our scrutiny of how the police refer into our services has also identified that these referrals are inconsistent, and work is underway with the Chief Constable to improve this approach. Funding may change to reflect this, as we cannot underwrite service indefinitely and new glide paths to service improvement need to be put in place.

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APPENDIX 4

Budget Risk Assessment 2026/27

	Annual Budget	Detail	Mitigation
Provisional Settlement	£485.9m	The provisional settlement was announced on 18 th December 2025. There was minimal detail around what was core grant and what was specific grant. Devon, Cornwall and the Isles of Scilly have seen an overall increase of 4.2% (based on HO Assumptions). The grant element has increased by an average of 3.8%, however, the D&C increase is 2.8%. With so little detail is it hard to assess why this is the case. Further detail is expected before the end of January.	Ongoing dialogue with the Home Office. Prudent assumptions.
Funding Formula	£279.4m (Home Office grant funding)	The review of the funding formula has been paused. The review of the funding formula will look at the way in which the grant is distributed. In a previous attempt to review the formula D&C were significantly adversely affected.	Active engagement in the consultation process. Comprehensive submissions to HO covering sparsity and seasonality. Influencing of central government.
PCC Reform	£?	Following the announcement of the abolition of the role of the Police and Crime very little detail is available around the local structures for all the functions under the current legislation. The cost of this decision is unknown. This could overlap with police reform and local government reorganisation.	Publication of the White Paper to provide additional detail. Early engagement with the Home Office and working with the national teams to understand the full detail. Provision of a dedicated resource to support the change process.
Police Reform	£?	Following announcements of police reform from the Home Office, changes are likely to be made to the national, regional and local structures. This will overlap with PCC reform and local government reorganisation. The detail of any changes have not yet been provided.	Publication of the White Paper to provide additional detail. Early engagement with the Home Office.
Local Government Reorganisation	Not expecting additional cost for policing	Following the publication of the English Devolution White Paper in December 2024 it is uncertain of the detailed impact on Devon and Cornwall Police. This could have significant implications. It is not expected that this would incur additional cost but coupled with the PCC reform and Police Reform this will put more uncertainty and change into the system.	Involvement with LA's on their plans. A watching brief at this stage on the local government landscape in Devon and Cornwall.
Council Tax Funding	£206.5m	The cost of living crisis may have an impact on the level of council tax paid and/or increase in the number of council tax payers requiring Council Tax Support.	Active engagement with the collecting authorities to ensure early sight of issues and problems.
Council Tax Assumptions	£206.5m	The assumptions of the level of council tax, tax base increases and surpluses are considered carefully. The tax base is based on proposed house building levels and surpluses are based on historical trends. The inclusion is subject to a separate risk below.	The level of council tax, tax base increases and surpluses are reviewed annually. The tax base and surpluses are also tested at intervals during the financial year.
Council Tax assumptions for second homes	Between £6m and £10m (approx.)	2025/26 was the first year for the inclusion of a 200% charge for second homes. All collecting authorities in the area agreed the change. There are approximately 30,000 properties classified as second homes in Devon, Cornwall and the Isles of Scilly. Areas in Wales saw a drop off in future years of the number of second homes.	2026/27 have remained reasonable robust and have exceeded the prudent assumptions made. For future years a cautious approach will still be taken on any increase to the council tax base and any surplus/deficit used in the assumptions.

Increase in pay award above assumptions	1% increase in pay award equates to £4m p.a.	The level of pay award cannot be guaranteed as it is agreed nationally. This is an area of concern as 87% of the overall budget relates to staffing. The pay award for 2025/26 was agreed at 4.2% with one off funding from the Home Office in 2025/26 to support 1.4% of the pay award. This funding will not be repeated for 2026/27.	The agreed pay award comes into effect part way through a financial year. Therefore, the immediate effect is reduced and provides time to build in the permanent increase into the MTFS. The inherent deficit of 1.4% for 2025/26 will require additional savings. In prior years the Home Office have provided additional support a proportion of the pay award, however, this cannot be guaranteed.
Inflation (non pay)	£2.2m	Inflation levels have reduced significantly since the peak in October 2022 of 11.7%. However, they continue to be above the government target of 2%. The increase in the employer rates for supplies will also impact in this area.	Continual review of inflation and national projections.
Pension Revaluations	Police Officers and Police staff	The Police Officer and Police Staff pension schemes are subject to triennial valuations. The employer rate can change depending on this valuation. These revaluations are especially susceptible to increases due to the increased pension remedy costs as a result of the McCloud judgement. There are no revaluations due in 2026/27. The triennial valuation of the police staff pension fund saw a drop in the employer rate.	The police officer pension and the Police Staff pension are due to be revalued during the life of this MTFS. Progress on this will be carefully monitored.
Future Capital funding		The Home Office grant allocation for capital schemes has ceased. Once the ability to generate capital receipts reduces this will mean insufficient funds are available and the capital programme will be mainly reliant on contributions from Revenue and borrowing.	A proactive development approach to the disposal of assets to maximise capital receipts. Increasing the level of revenue contribution to capital by £1m per year over the life of the MTFS.
Grant Income	Unknown	Grant income is available to the OPCC and the Force on a regular basis. This can come from a variety of funding streams. The grant will be subject to a grant agreement.	The approval of a grant must be authorised by either the OPCC Chief Executive or the OPCC Treasurer. This assures that any grant conditions are not onerous on the organisation. Particular attention is paid to the exit strategy.
Major operations	Unknown	An annual allocation is included in revenue for the cost of major operations. This is expected to be sufficient in most years. However, in the event of a particularly significant, high profile operation costs could easily exceed the revenue allocation, which has occurred in 2025/26.	Revenue funding. Potential access to Government grant for expenditure in excess of 1% of force budgets, although this cannot be guaranteed. General balances are available for additional costs. The Reserves Strategy does assess the adequacy of general balances with this issue forming part of that assessment.
Uninsured Liabilities and claims	Unknown	The key uninsured liabilities would be those resulting from employment tribunals or other legal challenges. While often low level, these can have the potential to be significant.	Proactive assessment of risk, legal/HR involvement at an early stage. Risk assessed as part of the level of general balances.
Treasury Management	Unknown	Devon and Cornwall Police and Crime Commissioner routinely invest funds to optimise return. Such investments will always carry a degree of risk, which is expected to be manageable within the parameters of the Treasury Management Strategy.	Adherence to, and annual review of the Treasury Management Strategy.
Other unexpected expenditure/ Working Capital	Unknown	Throughout the year it is usual for expenditure plans to be revised and change, which is all manageable through the usual budget monitoring process. It is equally possible for unplanned requirement to surface outside those already covered e.g., a higher than anticipated number of officers could retire on ill health grounds with associated costs.	Close, accurate budget monitoring throughout the year. Highlighting potential variances as soon as possible.

Your Safety, Your Say

SURVEY RESULTS

2026

**Safe, resilient,
connected communities**
where everyone plays their part

Your voice in policing



PCC
Office of the Police and
Crime Commissioner
Devon and Cornwall

FOIA Open

About the survey

The 'Your Safety, Your Say' survey was launched in December 2025 on the Commonplace Community Engagement Platform.

The launch was featured on BBC Spotlight, BBC News Online, BBC Local Radio and various other news websites.

The survey has been promoted in multiple posts on social media.

In-person public engagement events promoting the survey have been held at venues across Devon and Cornwall, including at youth groups in Bodmin and Plymouth, in shopping areas in Exeter and East Devon, and at colleges and cultural centres in West Cornwall and North Devon.



Sample Size

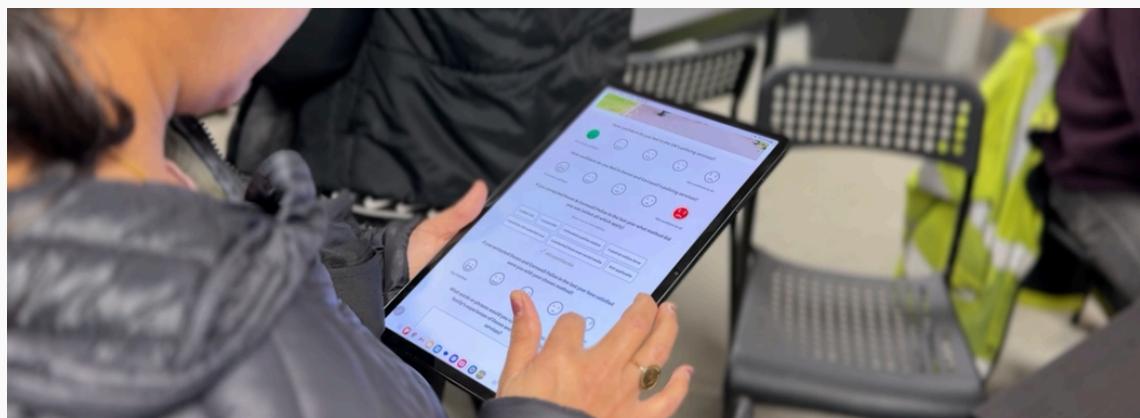
The survey results included in this report cover the period 11 December 2025 to 12 January 2026.

A total of 1,533 people responded to the survey in this period.

This is an 18% increase on the figure of 1,297 responses received in the same period last year.

Based on population figures from the 2021 census a sample size of 385 participants was required to give statistically significant results with a margin of error of +/- 5%.

It is important to note that the people who responded were self-selecting and their views may not always be representative of the general population.

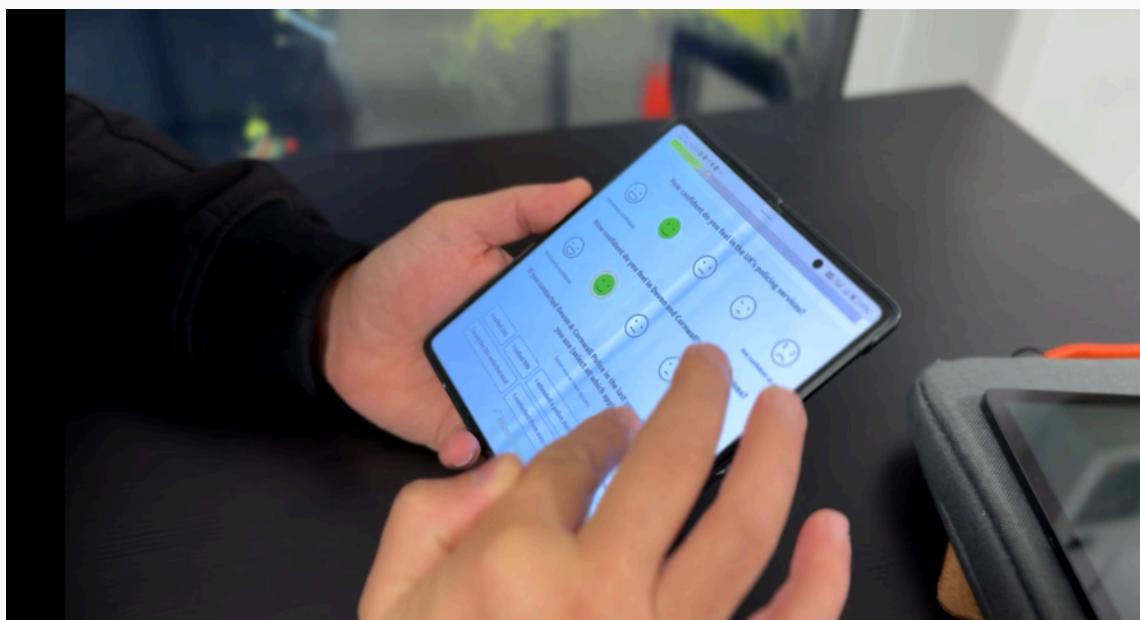


Questions

As in previous years, the survey asked about confidence in policing and policing priorities.

New for this survey were questions about:

- Investment in tackling violence against women and girls
- Community cohesion
- The replacement of police and crime commissioners and police force mergers



Confidence in Policing

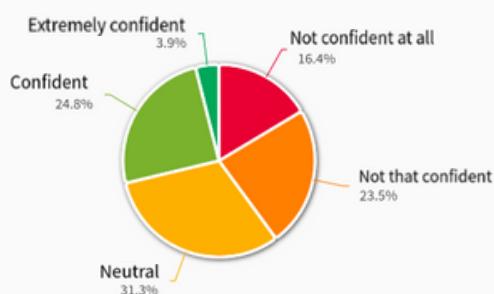
How confident do you feel in Devon and Cornwall's policing services?



- People continue to feel more confident about Devon and Cornwall Police than they do about police across the whole of the UK
- The proportion of people saying they feel 'confident' or 'extremely confident' in the police has increased by 3 points year-on-year both in Devon and Cornwall Police and in police across the UK
- There has been a slight increase in the proportion of people saying they are 'not confident at all' in Devon and Cornwall Police – up by 2.2 points year-on-year (from 16.4% to 18.6%)

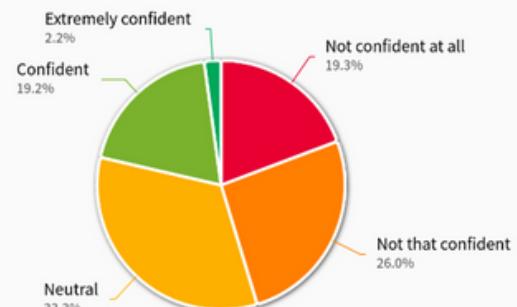
2025 Results

How confident do you feel in Devon and Cornwall's policing services?



All numbers and percentages are calculated on the total number of answers to the question.

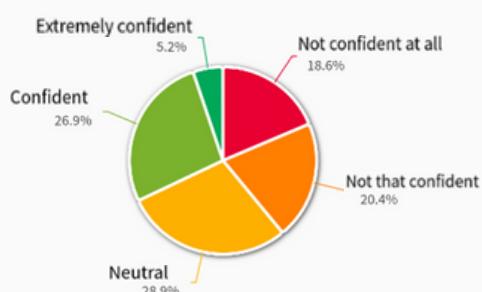
How confident do you feel in the UK's policing services?



All numbers and percentages are calculated on the total number of answers to the question.

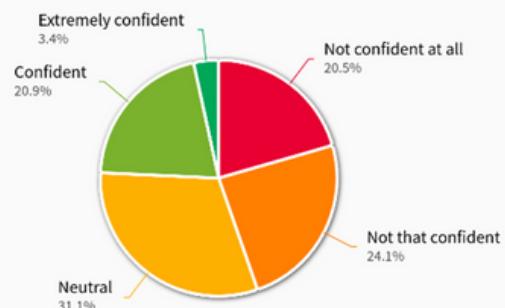
2026 Results

How confident do you feel in Devon and Cornwall's policing services?



All numbers and percentages are calculated on the total number of answers to the question.

How confident do you feel in the UK's policing services?



All numbers and percentages are calculated on the total number of answers to the question.

People selecting 'confident' or 'extremely confident'

Devon and Cornwall 32% (29% last year)
UK 24% (21% last year)

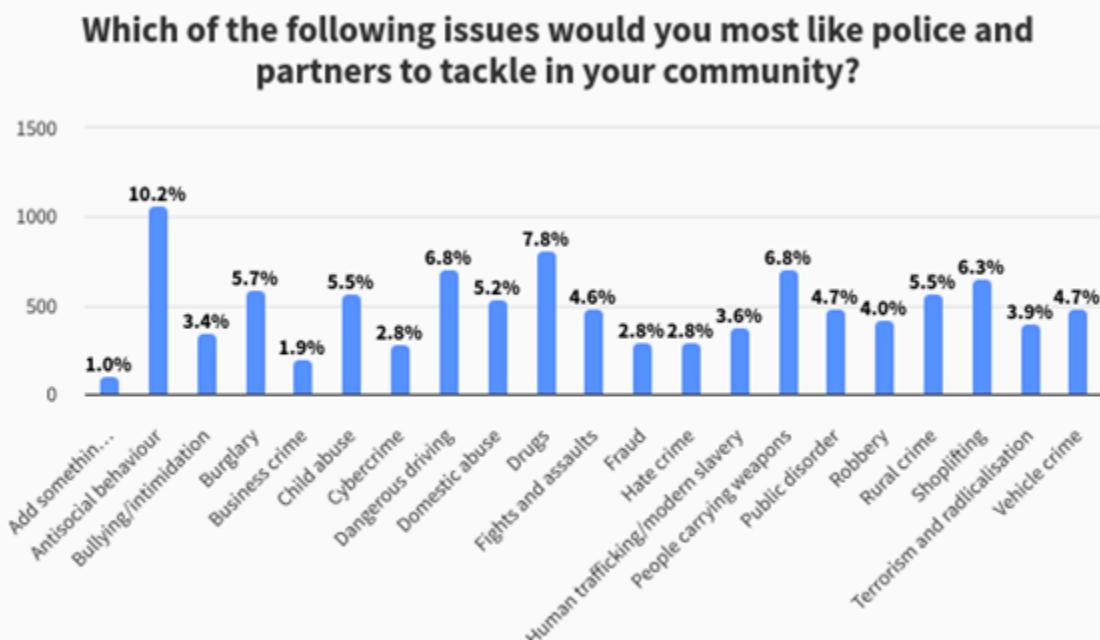
People selecting 'not that confident' or 'not confident at all'

Devon and Cornwall 39% (40% last year)
UK 45% (45% last year)

Policing Priorities

- When people were asked which issue they would most like the police to tackle they selected 'anti-social behaviour' more than any other crime-type
- After antisocial behaviour, the next four most frequently selected issues were 'drugs', 'people carrying weapons', 'dangerous driving' and 'shoplifting'
- The top five most frequently selected concerns were the same this year as last year

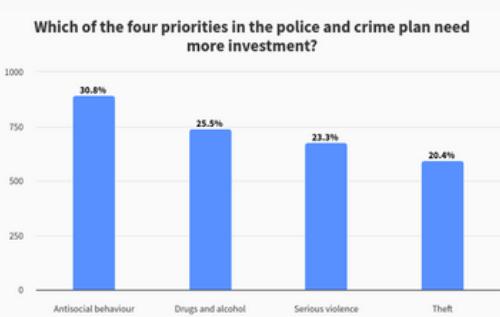
2026 Results



All numbers and percentages are calculated on the total number of answers to the question.

Top five most frequently selected concerns

- 1: ASB 10.2% (9.6% last year)
- 2: Drugs 7.8% (7.4% last year)
- 3: People Carrying weapons 6.8% (7.0% last year)
- 4: Dangerous driving 6.8% (6.9% last year)
- 5: Shoplifting 6.3% (6.2% last year)



All numbers and percentages are calculated on the total number of answers to the question.

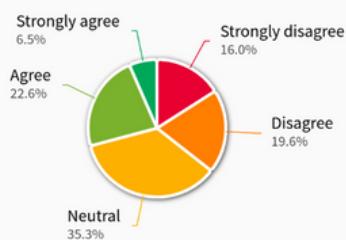
- When people were asked which of the priorities in the Commissioner's Police and Crime Plan needed more investment 'anti-social behaviour' was the most frequently selected answer

Investment in Policing

- The proportion of people who agree they get 'value for money' from the police part of their council tax has stayed the same year-on-year
- 29.1% of people selected 'agree' or 'strongly agree' when asked if the police part of the council tax represented value for money last year, compared with 29.2% this year

2025 Results

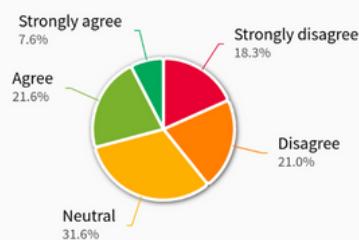
The table below shows the amount paid by Devon and Cornwall households this year, via their council tax bills, for policing (the precept). Do you agree it represents value for money?



All numbers and percentages are calculated on the total number of answers to the question.

2026 Results

The table below shows the amount paid by Devon and Cornwall households this year, via their council tax bills, for policing (the precept). Do you agree it represents value for money?

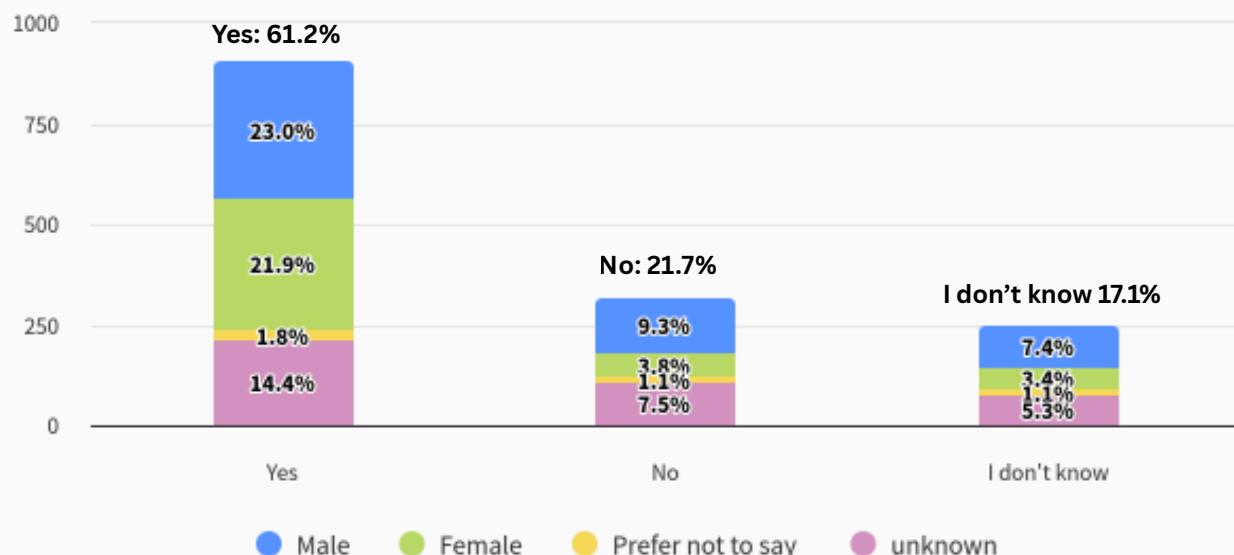


All numbers and percentages are calculated on the total number of answers to the question.

Funding to tackle violence against women and girls

- 61% of people said they would like the Commissioner to spend more money on tackling Violence Against Women and Girls
- Most of the people who said 'yes' were male (23%)

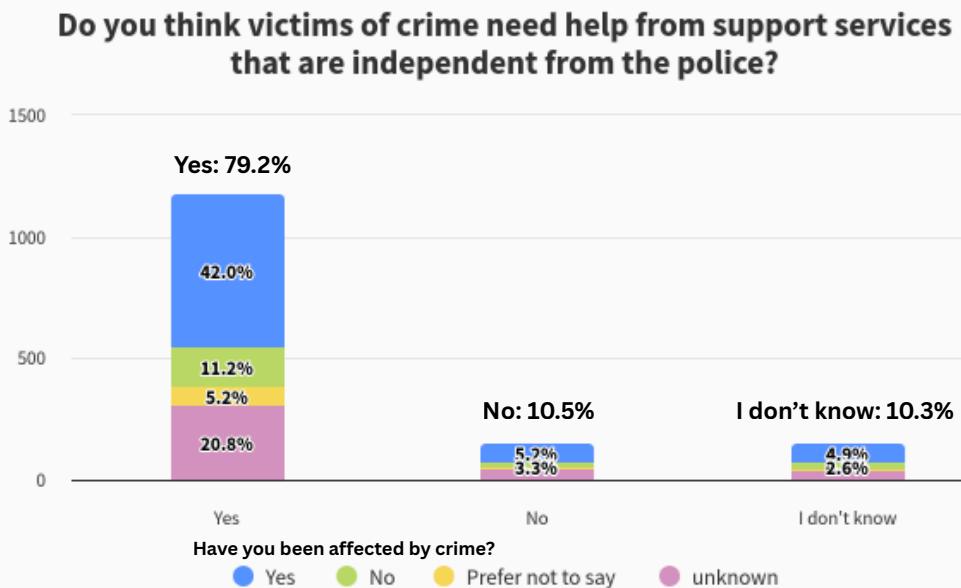
The Government wants to halve violence against women and girls. Would you like the Commissioner to invest more money to help achieve this?



All numbers and percentages are calculated on the total number of answers to the question.

Funding for victim services

- 79% of people said victims need support from services “that are independent from the police”
- Most of the people who said ‘yes’ had been affected by crime (42%)

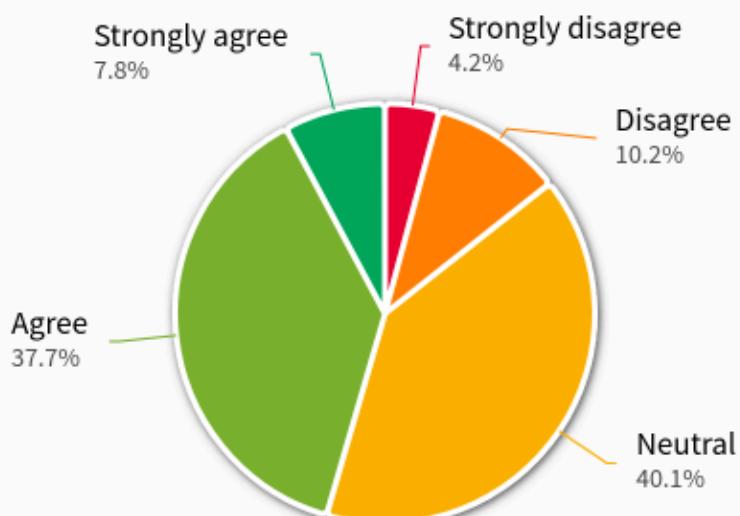


All numbers and percentages are calculated on the total number of answers to the question.

Community Cohesion

- When asked if their area is a place “where people from different backgrounds get on together” 45.5% of people selected ‘agree’ or ‘strongly agree’

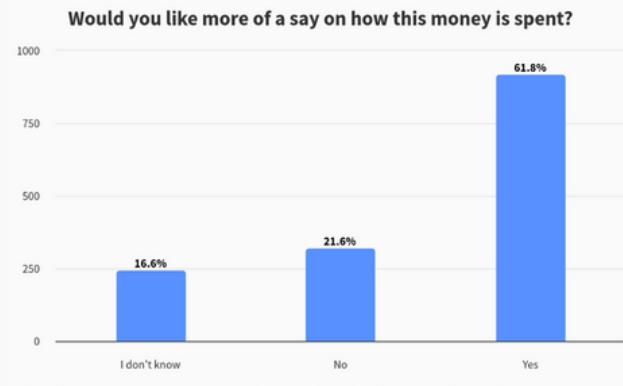
My local area is a place where people from different backgrounds get on well together.



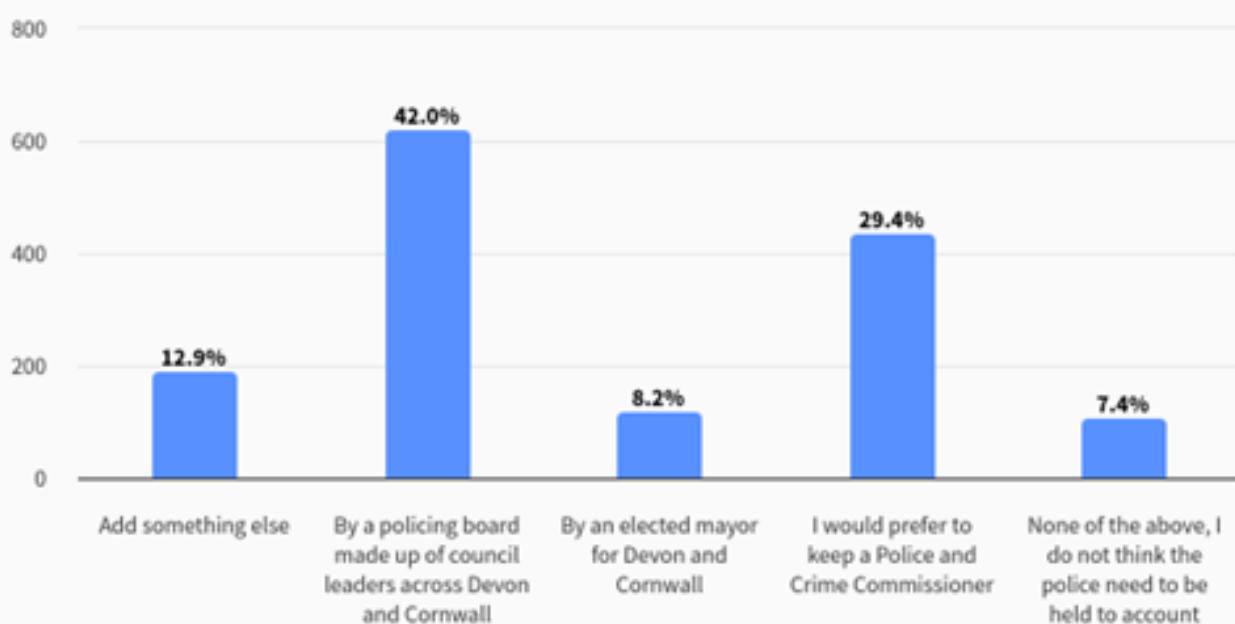
All numbers and percentages are calculated on the total number of answers to the question.

Police Commissioner Replacement

- 62% of people said they would like “more of a say” on how the police part of the council tax is spent
- Most people said they would like police and crime commissioners to be replaced by a policing board made up of council leaders across Devon and Cornwall (42%)



How do you think the police should to be held to account in future?



All numbers and percentages are calculated on the total number of answers to the question.

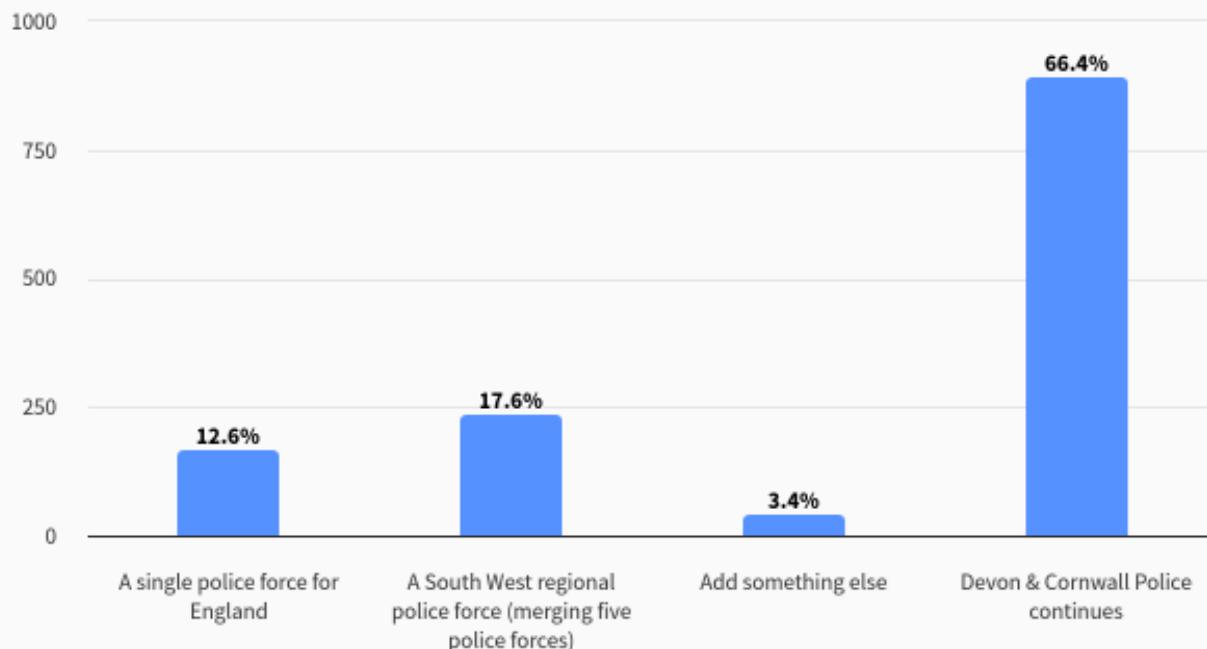
Summary of comments made by the 12.9% of people who chose to ‘add something else’ in response to this question:

- “Elected mayor for Cornwall”
- “By a policing board made up of lay people”
- “By a board of ex police officers who actually know the job”
- “Independent ombudsman type board”
- “A wide range of responsible people sit on a board”
- “An independent body”
- “Young people have a unanimous consensus”
- “I advocate Fifth Nation Status and devolved powers over police and crime prevention for Kernow. Meur ras hag oll an gwella. [Cornish for “Best wishes to everyone”]”

Police Force Mergers

- When asked about the possibility of police force mergers, 66% of people said they would like Devon and Cornwall police to continue
- 1.5% of people expressed a preference for a separate police force for Cornwall

Which of the following would give you most confidence:



All numbers and percentages are calculated on the total number of answers to the question.

Summary of comments made by the 3.4% of people who chose to 'add something else' in response to this question:

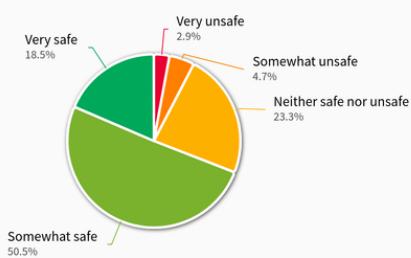
"Cornwall police force answering to Cornwall"
 "Cornwall and Devon should have separate police forces"
 "A separate force for Cornwall, recognising our minority status and unique challenges"
 "Back to Cornwall and Devon separately. Cornwall isn't England. Never has been never will be"
 "Devon, Cornwall and Somerset"
 "Devon, Cornwall and Dorset"
 "A UK Police Force will be more cost effective, have no border issues, will have better national IT systems and have common agreed standards."
 "None of the above would help sort out the problems with the police"
 "None of them give me confidence"
 "I think the administrative/organisation structure is immaterial, what matters is the quality of service delivery"

Young voices

- 173 young people completed our 'Young Voices in Policing' survey between April 2025 and January 2026 (compared with 325 the previous year)
- 60% of young people said they felt safe or very safe in Devon & Cornwall (compared with 67% the previous year)
- 42% said they were either confident or very confident in Devon and Cornwall Police (compared with 54% the previous year)
- Young people said 'threats or intimidation' was the crime they had experienced most, and this was the same last year

April 2024 - Jan 2025

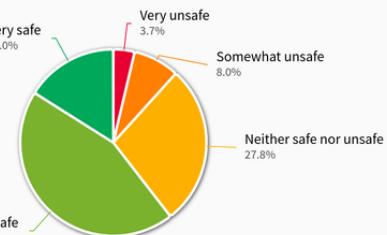
How safe do you feel in Devon and Cornwall?



All numbers and percentages are calculated on the total number of answers to the question.

April 2025 - Jan 2026

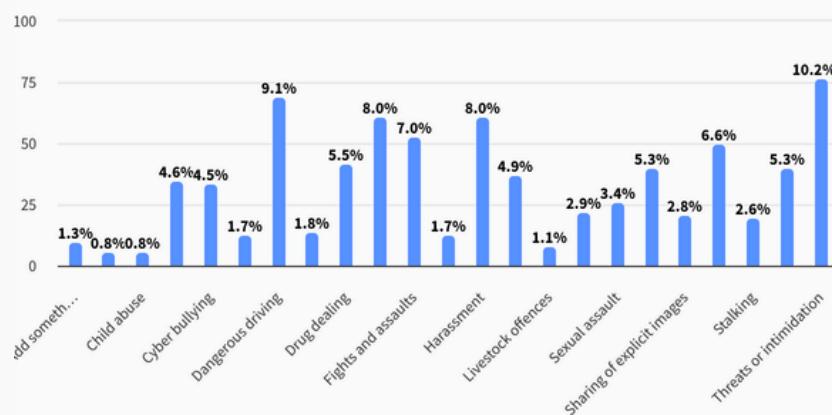
How safe do you feel in Devon and Cornwall?



All numbers and percentages are calculated on the total number of answers to the question.

April 2024 - Jan 2025

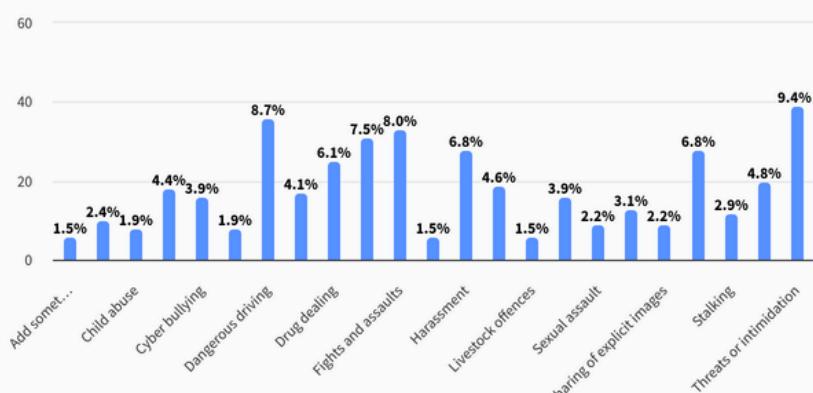
Which of the following crimes have you personally experienced or witnessed in the past 18 months?



All numbers and percentages are calculated on the total number of answers to the question.

April 2025 - Jan 2026

Which of the following crimes have you personally experienced or witnessed in the past 18 months?



All numbers and percentages are calculated on the total number of answers to the question.

Demographics

Sex

- 54% of the people who completed our surveys this year said they were male
- 41% said they were female

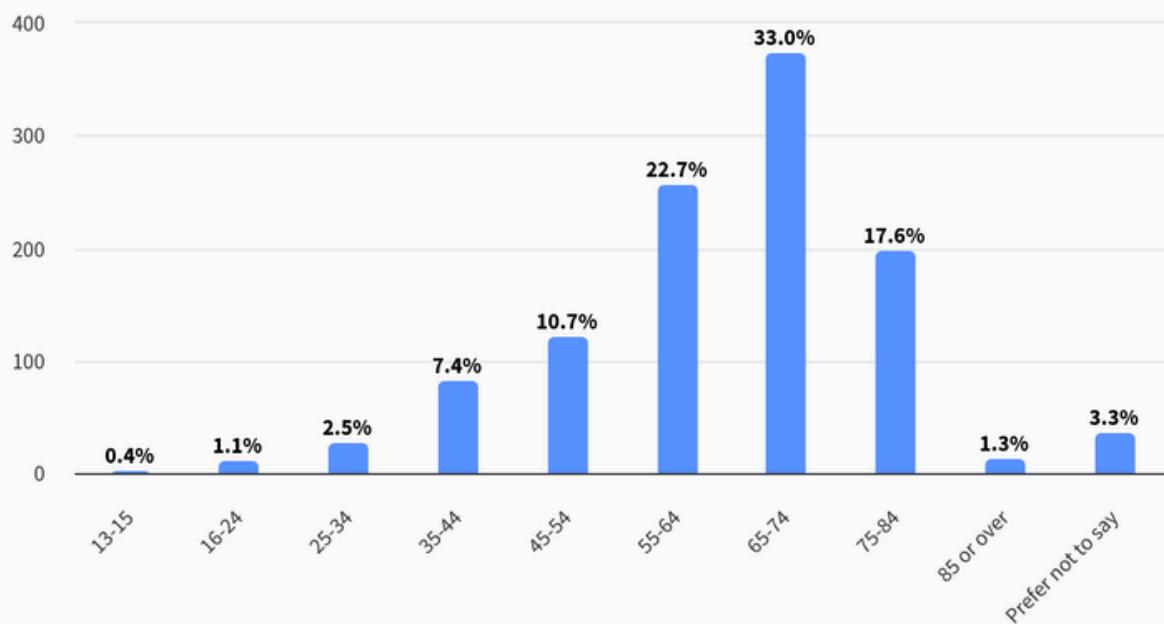
Ethnicity

- 86% of the people who completed our surveys this year described themselves as 'White English/Welsh/Scottish'
- 5% wrote 'Cornish' when given the option to add an ethnicity not listed

Age

- A third of the people who completed our surveys this year were aged 65-74

What is your age group?



All numbers and percentages are calculated on the total number of answers to the question.

If your ethnicity is not in the list, please specify:

north tawton irrelevant
 police polynesian nag jugoslavian says plymouth newton england
 way european human african proud pale skinned
 it's d&c met românia
 survey south
 saxon abbot
 called british list english camborne
 devonian french europen male
 offensive person havent welsh used
cornish
 white

GLOSSARY OF ACRONYMS

The following definitions of technical terms used in these reports may help the general reader:

ARV	Armed Response Vehicle
ASB	Antisocial Behaviour
BAU	Business As Usual
BIB	Business Improvement District
BWV	Body Worn Video
CDI	Crime Data Integrity
CIL	Community Infrastructure Levy
CIPFA	The Chartered Institute of Public Finance and Accountancy, the professional body that sets accounting standards for the public sector.
CJS	Criminal Justice System
CMA	Competition and Markets Authority
CPI	Consumer Price Index
CSA	Childhood Sexual Abuse
CSE	Childhood Sexual Exploitation
CSP	Community Safety Partnership
CSR	Comprehensive Spending Review
CT	Counter Terrorism
CT	Council Tax
DCP	Devon and Cornwall Police
DBS Income	Disclosure and Barring Service Income – Employee checks
DCLG Formula	Department of Communities of Local Government Funding
FTE	Full Time Equivalent
FMS	Force Management Statement
ERT	Enhanced Records Team
ESN	Emergency Services Network
GDP	Gross Domestic Product

GLOSSARY OF ACRONYMS

The following definitions of technical terms used in these reports may help the general reader:

HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
IOPC	Independent Office for Police Conduct
HO	Home Office
HQ	Head Quarters
ICT	Information Communication Technology
ICV	Independent Custody Visitor
IDVA	Independent Domestic Violence Advisors
IFRS	International Financial Reporting Standards
IPM	Independent Panel Member
ISO	International Organisation for Standardisation
ISD	Integrated Service Delivery
ISVA	Independent Sexual Violence Advisors
LAAP	Local Authority Accounting Panel – which sets accounting rules for the public sector.
LCJB	Local Criminal Justice Board
LGPS	Local Government Pension Scheme
LQA	Legally Qualified Advisor
LQM	Legally Qualified Person
MOJ	Ministry of Justice
MOSOVO	Management of Sexual Offenders and Violent Offenders
MTFS	Medium Term Financial Strategy, this is the financial plan and management of funding, spending and savings over a four year period
MRP	Minimum Revenue Provision
National non-domestic rates (NNDR)	Rates set nationally and paid by local businesses to the Government, then shared by local and police authorities in proportion to their resident population
NAO	National Audit Office
NCA	National Crime Agency
NPAS	National Police Air Service
NPCC	National Police Chiefs' Council
NPG	Neighbourhood Policing Grant
OBR	Office for Budget Responsibility

GLOSSARY OF ACRONYMS

The following definitions of technical terms used in these reports may help the general reader:

OCG	Organised Crime Group
ONS	Office for National Statistics
OPCC	Office of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
PCSO	Police Community Support Officer
Pension scheme (unfunded)	Members pay a standard contribution each year. The employer then pays the cash difference between members' annual contributions and the annual cost of benefits to contributors and their dependants.
PEQF	Policing Education Qualifications Framework
PFI	Private Finance Initiative
PNC	Police National Computer
Precept	A levy collected by District and Unitary Councils from council taxpayers on behalf of the Police and Crime Commissioner.
PRSR	Police Reform and Social Responsibility Act 2011
REFCUS	Revenue Expenditure Funded from Capital Under Statute
RCCO	Revenue Contribution to Capital Outlay
ROCU	Regional Organised Crime Units
SARC	Sexual Assault Referral Centre
SOC	Serious and Organised Crime
SODAIT	Sexual Offences and Domestic Abuse Investigation Team
UNIT	UNIFI Improvement Team
VAWG	Violence Against Women and Girls
VFM	Value for Money
VZSW	Vision Zero South West

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Devon & Cornwall Police and Crime Panel

Commissioner's Update Report: January 2026

Safe, Resilient and Connected Communities, Where Everyone Plays Their Part

The data included in this report covers the period from November 6, 2025, to January 22, 2026, unless otherwise stated.

1. Governance and policing reform

Abolition of PCC role

The Government has announced its intention to abolish the role of Police and Crime Commissioner (PCC), with the change expected to take effect at the end of the current PCC term in 2028, subject to legislation.

I was shocked to learn of this decision through the media, with no prior consultation with any PCCs or my office. The announcement raises significant questions about how local accountability for policing will operate in areas such as Devon and Cornwall, which do not have a directly elected mayor.

The Government has stated that the PCC model has not achieved consistent levels of public engagement and that reforms are intended to simplify governance arrangements and align policing oversight more closely with local leadership structures. Under proposals outlined to date, PCC responsibilities would transfer to elected mayors where they exist, or to alternative local authority-led arrangements in non-mayoral areas. This will also mean that Police and Crime Panels will cease in the new arrangements.

I remain concerned that, without clear details on the proposed governance model, there is a risk that local accountability, public voice and the effective scrutiny of policing could be weakened. I will continue to monitor national developments closely and will update the Police and Crime Panel as further information becomes available, including any implications for governance arrangements in Devon, Cornwall and the Isles of Scilly.

Further details are anticipated in the Policing White Paper.

Policing White Paper

The Government has confirmed that a White Paper setting out widespread policing reform is in development and is anticipated in early 2026.

A key emerging option is the reduction in the number of police forces, through mergers or the creation of larger regional forces. The Government has indicated that the current structure of 43 territorial police forces is overly fragmented and does not consistently provide the capacity or resilience required to tackle serious and organised crime, public disorder and national threats. Any reduction in force numbers would represent a significant structural change and would require primary legislation.



Alongside potential force mergers, the White Paper is expected to focus on strengthening national coordination and performance management, including a clearer role for national bodies in setting standards, intervening where forces are failing, and ensuring consistency in areas such as investigations, contact management and public protection.

The Government has also signalled continued emphasis on neighbourhood policing, including clearer minimum standards, expectations around visibility and responsiveness, and a stronger focus on antisocial behaviour and community confidence. These proposals are intended to sit alongside reforms to improve productivity, reduce bureaucracy and make better use of technology and data.

Further proposals are expected in relation to police standards and misconduct, including speeding up disciplinary processes, strengthening vetting requirements and ensuring forces can act more swiftly where officers fall below expected standards.

As President of the Police and Crime Commissioners Treasurers Society (PACCTs), my office's Treasurer Nicola Allen represents treasurers across England and Wales in policing reform and finance. This puts my office at the forefront of national conversation about the future of policing, and we hope to be able to update you on proposals at a later date.

I will continue to monitor developments closely and will update the Police and Crime Panel as further detail becomes available, particularly where proposals may have implications for force structure, governance or the delivery of policing services locally.

Policing funding settlement 2026-27

During this reporting period, I formally wrote to the Home Secretary and Policing Minister to raise serious concerns about the 2026-27 policing funding settlement and the process by which it was announced (see attached in Annex A).

The partial settlement, published on December 18, 2025, was issued without sufficient detail and outside the usual consultation process. This has created significant uncertainty for my office and the Police and Crime Panel, particularly given the statutory deadlines for setting the police precept. The lack of timely and complete information has made it difficult to provide the level of clarity and assurance that the Panel and the public rightly expect.

Even if the council tax precept were increased to the maximum permitted, the current settlement would still leave Devon & Cornwall Police facing a budget gap of around £3m, placing additional pressure on a force that is otherwise financially stable and already delivering more than £6m in planned efficiencies. This settlement is among the lowest in the country and does not reflect the complexity, scale or rurality of our policing area.

While we have supported national efforts to increase police officer numbers, the removal of baseline funding for those officers now risks undermining our ability to sustain current levels. Maintaining officer numbers at their highest ever levels will be challenging without further clarity and fairness in funding.

I have been clear that it is not appropriate to pass further financial burden onto local taxpayers, who already contribute a disproportionately high share of policing costs. I have urged the government to provide the missing information urgently and to review the police funding formula so that long-standing inequalities are addressed before services are further impacted.



2. Devon & Cornwall Police

HMICFRS report into the effectiveness of integrity arrangements in Devon and Cornwall

On October 29, 2025, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published their report into the effectiveness of integrity arrangements in Devon and Cornwall. The report found that the force requires improvement in all three areas inspected: **vetting police officers and staff, upholding the standards of professional behaviour and tackling potential corruption.**

This outcome is deeply disappointing but did not come as a surprise to me and correlated with my own findings. Over the past year, I have publicly expressed my disappointment about how the police were dealing with complaints from the public, and I have already put in place measures to address these concerns. Although some backlogs remain, this is now an improving picture.

HMICFRS also reported good areas of practice, and, among these, it commended how the force proactively looks for corruption-related intelligence and has an established process for sharing some relevant adverse information between departments.

The measures that I have already put in place to support improvements include an extra **£500,000** investment in 2025 in how the police deal with complaints made by the public, and by putting in place stronger scrutiny and oversight processes. As part of this investment, a new position of Head of Public Service was created earlier this year in force, to lead a better service to members of the public who have felt the need to complain to the police.

The inspectorate will continue to monitor the force's progress, and I will also personally ensure this via weekly updates with the Chief Constable, as well as through my own internal governance processes.

My full response to this report, including more detailed action already taken and planned by the force in relation to the areas for improvement, are publicly available at <https://www.devonandcornwall-pcc.gov.uk>

Op Resolve: Strengthening the frontline

Since September 2025, the Chief Constable has been focused on strengthening frontline resilience, with particular focus on restoring patrol teams to their designated establishment. This work has been informed by feedback from officers and staff, who have been open about the operational pressures experienced over the summer period. The Chief Constable briefed this panel about the progress of Op Resolve in November 2025.

I am clear that we cannot improve without first stabilising and strengthening our frontline. To address patrol vacancies, the Chief Constable has implemented **Operation Resolve**, led by the Deputy Chief Constable, which sets out a clear, phased approach to stabilising, sustaining and strengthening patrol capacity between September 2025 and April 2027.

By the end of December 2025, **71** officers have joined patrol teams, with a further 50 officers expected to join by the end of March 2026. This will return patrol teams to full complement, with a balanced mix of internal officers, transferees from other forces, and student officers beginning independent patrol.



I have also supported changes to the senior rank structure to maximise the number of officers in frontline roles. This includes the removal of approximately 60 senior rank posts, enabling around **60** constables to return to frontline policing. As part of this restructuring, the overall number of leadership roles has been reduced while maintaining appropriate supervision and oversight.

A number of temporary roles that had been drawing officers away from frontline duties have been reduced or removed, enabling the return of **46** officers to core policing roles. Recruitment activity has been rebalanced to increase the number of experienced transferee officers joining the force, with **37** transferees already offered patrol roles and a further **20** expected to receive offers shortly. It is anticipated that these officers will have joined the force by March 2026.

This additional experience will sit alongside **94** student officers expected to achieve independent patrol status by the end of March 2026. Further work is underway to review wider force capabilities and redeploy experienced officers into patrol roles where appropriate, with more than **20** officers expected to move into patrol by the end of January 2026.

I recognise that stabilising patrol numbers is complex and must be managed carefully to ensure that improvements in one area do not create pressures elsewhere. I will continue to monitor progress closely to ensure frontline resilience is strengthened in a sustainable way for officers, staff and the communities they serve.

Police Community Support Officer recruitment

I continue to support Devon & Cornwall Police's recruitment drive to increase the number of Police Community Support Officers (PCSOs) in Devon and Cornwall in 2026, reinforcing the government's Neighbourhood Policing Guarantee and strengthening visible, proactive, local policing.

Devon & Cornwall Police are seeking to recruit an additional 49 PCSOs – 34 in Devon and 15 in Cornwall (see table for locations) – bringing the total force wide PCSO cohort to nearly 200 working in neighbourhood policing teams. These roles are being funded through the Neighbourhood Policing Grant and will support crime prevention, community engagement and tackling antisocial behaviour.

Plymouth	South Devon	Cornwall and Isles of Scilly	Devon
Charles Cross South Sector	Torquay	Newquay	Exeter
Charles Cross Central Sector	Paignton	Penzance	Honiton
Devonport	Newton Abbot	Bodmin	Axminster
Crownhill	Totnes	Truro	Exmouth
	Dartmouth	Falmouth	Ottery St Mary
		Saltash	Tiverton
		Helston	Tavistock
		Launceston	Okehampton
		St Austell	Bideford
		Camborne	Ilfracombe

Successful applicants from the September recruitment round have begun their training this month, with a further intake scheduled in March for which recruitment closed in December. The next round of applications will be advertised on the [Devon & Cornwall Police PCSO recruitment page](#) in due course.



Custody review decision

The Chief Constable has announced that, amid the ongoing review of custody provision in Devon and Cornwall to improve efficiency and effectiveness, he has made the decision that there will be no closure of custody centres at this time, but further work must take place to ensure custody provision remains fit for purpose.

I welcome the decision not to proceed with a temporary pilot closure of Torquay custody and want to personally thank the Chief Constable for doing his own due diligence and taking a personal interest in this situation.

My office had an important role in helping to identify inconsistencies in the decision-making process. Specifically, concerns were raised in relation to the range of stakeholders and service providers that needed to be engaged with, and questions were asked about the extent to which alternative efficiencies had been explored. My office facilitated meetings to discuss these concerns which were attended by stakeholders including a defence solicitor, a union representative, the Legal Aid Agency, and health service providers.

My office has carried out a [scrutiny report](#) into the provision of welfare and legal services in custody centres across Devon and Cornwall.

HMICFRS PEEL inspection

Devon & Cornwall Police is now in the final stages of its Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection for 2025-27, with His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) having undertaken the final evidence gathering phase over two weeks in January 2026.

During the first week, 12 HMICFRS inspectors visited a range of locations across the force area, with single points of contact identified to support this activity. In the second week, eight inspectors continued on-site work including at Plymouth and Exeter control rooms.

The PEEL Strategic Briefing took place in December 2025, attended by HMI Kathryn Stone and FLO Mark Evans. At the conclusion of the briefing, HMI Stone noted that the force was clearly moving in the right direction, with a strong focus on 'doing the basics well', stable leadership, and public service as its guiding 'North Star'. She also highlighted the positive progress being made through the force's three-year investigations transformation plan.

The PEEL moderation process will take place in February 2026, with the final inspection report due to be published in May 2026. I will provide updates to this panel as findings become available.

3. Police and Crime Plan Priority: Antisocial behaviour

Hotspot policing: A visible presence where antisocial behaviour occurs

I continue to work closely with Devon & Cornwall Police, local authorities and community safety partners to deliver a sustained crackdown on antisocial behaviour, particularly in town and city centres. This approach combines targeted enforcement, high-visibility patrols and early intervention to prevent escalations and repeat harm.

Hotspot policing continues to form a core part of the Neighbourhood Policing Guarantee and supports my priorities to increase visibility, public safety and community confidence. Activity is focused on reducing antisocial behaviour, serious violence and knife crime across 15 identified town



and city-centre hotspots across Devon and Cornwall, supported by £1m of Home Office funding and a further £300,000 invested by my office.

Since 2024-25, hotspot patrols delivered more than 42,000 hours of foot patrol by police officers and street marshals. These patrols have generated high levels of engagement with the public and contributed to significant operational outputs. The table below demonstrates the scale of visible policing delivered and the sustained focus on the hotspot locations of **Barnstaple, Bideford, Camborne, Exeter, Exmouth, Newquay, Newton Abbot, Paignton, Penzance, Plymouth, St Austell, Tiverton, Torquay and Truro**.

[This social media reel](#) shares hotspot policing activity in Barnstaple.

Foot Patrol Hours			
	Street Marshals	Police	Annual totals
2024/25	14,976	12,627	27,603
2025/26 (to 30/11)	10,478	4,832	15,310
Annual totals	25,454	17,459	
Project Total		42,913	

Patrol Outputs			
	2024/26	2025/26 (to 30/11)	Project Totals
Interactions with members of the public (we have been stricter with what is classified as an interaction in 25/26)	89,011	47,375	136,386
ASB incidents attended (we did not count Street Marshal ASB in 24/25)	1,500	1,903	3,403
Arrests made	209	172	381
Stop & Searches carried out	306	237	543

Enforcement has also been strengthened using closure orders, backed by the specialist ASB legal advisor funded by my office since October 2024. Local magistrates' courts have granted full and partial closure orders at properties and businesses where persistent antisocial behaviour, drug activity, disorder and violence have impacted communities.

In 2025, several closure orders have been served, including a three-month order which was imposed on a property in **Newton Abbot** to disrupt round-the-clock drug dealing and disorder affecting neighbours.

In October, the first closure order for a hotel was secured in **Torquay** at the former Sherwood Hotel in Belgrave Road, which had become a focus for antisocial behaviour. No related incidents have been reported since the order was enforced. In March, a closure order was issued on a residential address in **Torquay** following reports of drug dealing, and in November, a three-month order was served on the Mini Market in Cowick Street, **Exeter**, after the proprietor continued to sell illegal tobacco despite repeated warnings. In February,



A three-month closure order is in force on The Mini Market in Cowick Street, Exeter (Credit: Devon County Council)



two properties in **Kingsteignton** were subject to closure orders following reports of ASB, violence and general disorder. Tenants affected were supported with referrals to partner agencies to address underlying needs.

These orders, and others across Exeter, Torquay and South Devon, have been effective in disrupting harmful behaviour and providing immediate relief to local communities.

Noise camera

By the end of November, my office had received 29 enquiries about the noise camera enforcement model which is being developed by the force and councils to tackle anti-social (noisy) driving. 20 of those enquiries were from Devon and 9 were from Cornwall. Most of the contact has been from residents, but there has been interest from seven councillors and one police inspector.

I have facilitated the relocation of the camera to Paignton to address persistent, long-term issues and am hopeful that installation will take place soon, pending the replacement of a lighting post.



A noise camera made by the company Jenoptik, pictured during a trial in Exmouth

Street Focus

In 2024, my office introduced the Street Focus initiative in Torquay, bringing together partner agencies, including Devon & Cornwall Police, local authorities and other partners to tackle long-standing antisocial behaviour and criminality in the Castle Circus and town centre area. The project focuses on coordinated enforcement, community engagement, and environmental improvement to address persistent issues and restore public confidence.

Building on the progress made in Torquay, the Street Focus approach has been recently rolled out to **Camborne**, where my office is actively working with the support of the Mayor of Camborne James Ball. At a recent visit to the town, our focus was on engaging with young people at Cornwall College Camborne, with an aim of creating meaningful youth-led conversations to better understand their concerns about safety in the town, whilst building positive long-term relationships between young people, the police and local partners.

While at the college my office promoted our Young Voices in Policing survey. More than 120 students gave their views on policing and crime; while almost two thirds (60%) said they felt safe in Devon and Cornwall, one fifth (21%) said they had contacted police in the past 18 months. The most common crimes experienced or witnessed by respondents in that time were **drug use** (8.2%), **fights and assaults** (7.4%), **threats or intimidation** (7.4%), **dangerous driving** (7.4%), and **shoplifting** (7.1%). Almost half said they were worried about drug use in their age group (42%) and more than half (54%) were worried about alcohol use.

The Street Focus work in **Torquay** has been shortlisted for Best Project at the Resolve UK national ASB Awards, recognising the impact of partnership leadership and community-led activity delivered through the programme. Working with partners including Torbay Council and the police, the project has supported a series of community events designed to revitalise the town centre and strengthen local pride.

One of the key activities was the This is My Circus arts and heritage festival, held in October in Castle Circus. The festival aimed to transform underused spaces into hubs of creativity and participation, bringing together residents, artists and local organisations. A particular highlight was



the creation of a new mural on the side of the Castle pub, designed and painted by local artist Szabotage with participants from Leonard Stocks homeless hostel and Endeavour House. The work has been widely praised for improving the appearance and vibrancy of the area and for strengthening relationships between community partners.

Street Focus work in **Torquay** continues with the rollout of UKPAC (Partners Against Crime) business crime reduction partnership activity and continuation of funding of the Night Bus throughout 2026.

Night Bus

The Saturday night bus routes funded by my office have continued to operate successfully throughout the autumn and winter period, supporting safer nights out and providing reliable late-night transport for people travelling home.

Between May 1 and December 31, 2025, the night bus service carried **16,201 passengers**, averaging around 530 passengers per Saturday night across all routes. This demonstrates continued demand for the service and its value in supporting public safety, reducing vulnerability and helping people get home safely.

Due to the success of this year's night bus, I have committed further funding to ensure the service continues year-round throughout 2026. From January, a new night bus route serving **Cranbrook** has been introduced, reflecting local growth and demand. At the same time, the Dawlish night bus service has been discontinued due to consistently low passenger numbers, ensuring funding is targeted where it is most effective. A [social media reel](#) was shared to promote the new service.

Work is also underway to explore a new night bus scheme for Cornwall in 2026, following the decision by previous transport provider First Bus to cease operating in the county. My office is engaging with partners to identify alternative options that continue to support safe travel in nighttime economies where the need is greatest.

I will continue to review usage data and work with local authorities, transport providers and policing partners to ensure night bus services remain well targeted, deliver value for money, and support my wider priorities around community safety and crime prevention.



The mural on the side of the Castle pub in Castle Circus, Torquay



Key partners involved in the launch of a night bus in Cranbrook



Area	Route	Passenger numbers from 31 st May up to and including 31 st December 2025
Torbay (2 routes)	Torquay	1667
	St Marychurch	1219
Plymouth (2 routes)	Tavistock	1434
	Saltash	1508
Exeter (4 routes)	Cullompton	1385
	Crediton	1109
	Dawlish	762
	Exmouth	1480
North Devon (2 routes)	Ilfracombe	2139
	Bideford	2753
Cornwall (1 route)	Newquay	745
	TOTAL	16,201

CCTV improvements scheme

In September 2025, my office relaunched an initiative to support councils in enhancing their CCTV schemes, with the aim of strengthening community safety and helping the police identify offenders more effectively. CCTV plays an important role in deterring crime and providing vital evidence to support investigations and bring offenders to justice, particularly in areas experiencing persistent antisocial behaviour or repeat offending. I have invested in this area consistently since 2016.

This initiative directly supports my Police and Crime Plan priorities, including tackling antisocial behaviour, drugs and alcohol, serious violence and theft. It is designed to help local communities take proactive steps to address these issues by improving surveillance coverage and supporting local problem-solving activity. Improved CCTV capability also provides reassurance to residents and businesses alongside supporting police investigations.

Due to the high level of demand and the number of applications received, I agreed to more than double the funding available for this scheme, bringing the total investment to almost £300,000. This has enabled more communities to benefit from improved CCTV provision, including **22 locations where no CCTV previous existed**.

In total, **more than 40** towns and parish councils, voluntary sector organisations and other eligible community groups (see table below) have successfully received funding to improve or upgrade CCTV equipment and associated infrastructure. I am encouraged by the level of engagement with this scheme and the clear commitment from local communities to play an active role in improving safety in their areas.



The table below shows areas and organisations that received funding under the CCTV scheme.

Cornwall	Devon	Plymouth	Torbay
Looe	Abbotskerswell	Plymouth Community Homes	Torbay Swisco
Torpoint	Great Torrington	Moments Café and Memory Matters Plymouth	Torbay Council
St Ives	Modbury		Christchurch, Paignton
Redruth	Kingsbridge		
Camborne	Kingsteignton		
Truro	Chumleigh		
Perranzabuloe council	Winkleigh		
Penzance - Morrab gardens	Bradninch		
Wadebridge	Chudleigh		
St Stephen in Brannel	Sidmouth		
Weeks St Mary	Cranbrook		
Chacewater Parish	Axminster		
St Columb Major Town Council	Honiton		
Hayle	Okehampton		
St Austell	Kingskerswell		
Liskeard	Bovey Tracey		
Roche	Wembury		
Biscovey Youth Football Club	St Giles		
Par track	Ottery St Mary		
Launceston	Ashburton		
Lanteglos by Fowey Parish Council and Polruan Town Trust	Uffculme		
Penzance council	Dawlish		
Delabole	Bishops Clyst		
Saltash Town Council	Bereferrers		
St Stephen Recreation Ground			
Dobwalls			
Madron			
Newquay			
Polperro			

Antisocial behaviour training for force

At the end of 2025, the Chief Constable supported the delivery of **antisocial behaviour training** to neighbourhood policing teams to strengthen a consistent approach to the prevention, response, and investigation of antisocial behaviour.

The training covered current best practice in ASB management, including victim-focused interventions, problem-solving techniques and clear guidance on compliance and accurate recording. This supports both effective operational delivery and regulatory assurance.

Interactive workshops enabled staff to share local insights, explore emerging risks and identify opportunities to strengthen partnership working and community confidence. Learning from this work is now informing the development of future neighbourhood policing arrangements, supporting a more



resilient and community-focused approach to tackling antisocial behaviour across Devon, Cornwall and the Isles of Scilly.

Your Voice in Policing: Tackling antisocial behaviour

My office has launched a new podcast series called Your VIP (Your Voice in Policing) to give residents a greater insight into how policing and community safety issues are being addressed across Devon, Cornwall and the Isles of Scilly, including our work tackling antisocial behaviour.

The first episode was recorded in **Camborne**, where I met with the Mayor James Ball, residents, police representatives and the ASB team to discuss safety in the town centre. The episode highlights the partnership project **Street Focus**, which brings together councils, police, ASB officers, street marshals and community organisations to intensify efforts to reduce crime and antisocial behaviour, support local businesses and invest in opportunities for young people.

Local partners shared examples of positive change over the past 12 to 18 months, including the visible impact of a dedicated ASB officer, funded in part through my office, working alongside the police to engage with street drinkers, address drug-related harm and help secure closure orders on premises associated with ongoing antisocial behaviour.

Mayor Ball shared how his work with young people is helping to address the root causes of issues they are experiencing, including mental health, and encouraging them back into education.

The podcast also provided an opportunity to hear directly from the public about their experiences of antisocial behaviour in the communities and to highlight the importance of collaborative working in delivering public safety. I will continue to use platforms such as this to raise awareness of the practical work being done to reduce antisocial behaviour, and other issues, and encourage further community engagement in our shared efforts to keep our towns and city centres safe.

A [social media reel](#) promoted this pilot episode of the podcast. Further episodes have a focus on safety in the nighttime economy ([page 14](#)) and violence against women and girls ([page 13](#)).

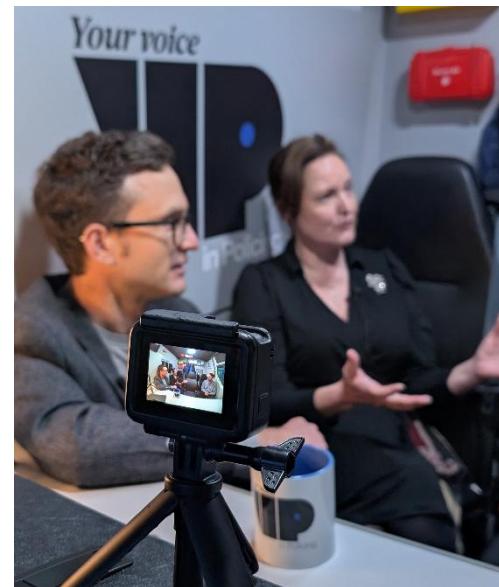
4. Police and Crime Plan Priority: Serious Violence

Disrupting violence against women and girls

As part of my Disrupting Violence Against Women and Girls (VAWG) programme, I have agreed several key areas of work to explore further, building on existing partnership activity and identifying opportunities to strengthen prevention, engagement and cultural change.

This includes exploring the development of a **VAWG business accreditation scheme**, potentially working with national partners and the private sector, and supporting the development of a **male allyship programme**, initially focused on Cornwall, to encourage positive behaviours and shared responsibility in preventing violence against women and girls.

I have also agreed to explore opportunities to support and expand existing **public engagement and education initiatives**, including digital resources and community-based programmes, subject to



The Commissioner with Head of Communications and Public Affairs Ben Woolvin, recording an episode of Your VIP



further discussion and assessment of impact and value. This includes potential one-off community safety grants to support specific projects, subject to full proposals and approval.

Further work will explore how my office can add value to **research and innovation activity**, including work focused on safety for women and girls in public spaces and transport settings, as well as pilot activity addressing coercive and controlling behaviour, subject to the development of robust proposals.

I will continue to work with partners to develop these proposals further and will ensure that any activity taken forward aligns with my Police and Crime Plan priorities and delivers meaningful impact for women and girls across Devon, Cornwall and the Isles of Scilly.

Improving outcomes for sexual violence victims

During this reporting period, my office has progressed the mobilisation of new sexual violence support contracts across Devon, Cornwall and the Isles of Scilly, strengthening the system-wide response for victims and survivors of sexual violence.

This is a joint contract between my office and **Cornwall Council, Devon County Council, Torbay Council and Plymouth City Council** to deliver £5m of support over five years.

The new contracts bring together specialist advocacy and Helping to Heal provision for individuals with more complex needs. This approach is designed to improve access to timely, trauma-informed support while ensuring services are resilient, sustainable and responsive to local need.

Significant work has been undertaken with providers and partners to confirm delivery models, staffing arrangements and safeguarding structures. These new arrangements support my Police and Crime Plan priorities by improving outcomes for victims of sexual violence, strengthening partnership working and ensuring consistent, high-quality provision across Devon and Cornwall.

Final mobilisation activity is underway ahead of services going live as planned from February 1.

Stalking investigation clinics

Devon & Cornwall Police continue to deliver monthly **stalking investigation clinics**, which are now in place to strengthen the force's response to stalking and provide specialist investigative and safeguarding support to officers and staff dealing with these cases.

The clinics are designed to review complex and high-risk stalking cases, promote a victim-centred and suspect-focused approach, and provide practical guidance on investigative strategies. They also support effective risk management, improve access to specialist support services for victims, and enable the sharing of best practice across the organisation.

I welcome the introduction of these clinics and will continue to monitor their impact through my governance and assurance arrangements, ensuring the force maintains a strong focus on protecting victims and improving outcomes in stalking cases across Devon, Cornwall and the Isles of Scilly.

Westcountry Women Awards

I was pleased to again sponsor and present the **Combating Violence Against Women and Girls** (VAWG) award at the West Country Women Awards, recognising women making a significant impact in preventing violence and improving safety for women and girls across our communities.



This year's winner was **Rebecca Hewitt**, Strategy and Policy Manager and Chair of the South Devon and Dartmoor Community Safety Partnership, in recognition of her long-standing work to protect women and girls and drive long-term behavioural change. Her work has focused on joining up partners, improving local responses and tackling behaviour that has become normalised, particularly among young men.

Rebecca has led practical interventions including delivery of a Let's Talk programme to engage parents and carers and raise awareness of risks faced by young people. Her work has also included the use of **Community Protection Warnings** (CPWs) to tackle behaviours linked to VAWG and harassment, with examples including action to prevent repeat offending where evidence is difficult to secure, and measures to reduce risk to victims in domestic abuse cases.

Rebecca features as a guest on a forthcoming episode of my Your Voice in Policing podcast ([see page 11](#)).

My office was also recognised at the Westcountry Women Awards. Chief Executive Officer Fran Hughes was named Director of the Year in a category that recognises 'outstanding strategic vision' and leadership which has a 'significant positive impact on an organisation's growth, culture and overall achievements.

Serious Violence Duty

As Police and Crime Commissioner, I have a convening role within the Serious Violence Duty, and continue to work closely with local authorities, statutory partners and Community Safety Partnerships to coordinate activity that prevents and reduces the impact of serious violence.

The duty focuses on a wide range of harms identified through local evidence and need, including violence against the person, sexual violence, substance misuse, domestic abuse and issues linked to the night-time economy. Across Devon and Cornwall, funded projects continue to support prevention through early years intervention, targeted work with families and education-based programmes.

There has been no further update from Government on plans to refresh the Serious Violence Duty or provide funding for 2026-27. My office continues to receive regular national and regional updates and provides feedback on the effectiveness and productivity of the duty within Devon and Cornwall.

To strengthen local delivery, my office convened local Serious Violence Duty leads to work with Crest Advisory following their commission by the Home Office. This work brought together representatives from my office, Devon & Cornwall Police, Youth Justice Services, Community Safety Partnerships, Probation and Fire and Rescue Services. The session supported shared learning, strengthened partnership working, and enabled partners to raise concerns around uncertainty about future arrangements and ongoing resource pressures, which are reflected nationally.

I will continue to work with partners to ensure that local delivery under the Serious Violence Duty remains focused, evidence-led and aligned with my Police and Crime Plan priorities.



Rebecca Hewitt, the winner of the OPCC Combating Violence Against Women and Young Girls award (credit: Jim Wileman)



Reducing harm on our roads

Reducing harm on our roads remains a priority within my wider work to prevent serious violence and protect the public. Throughout December, drink and drug driving was a key focus of the Vision Zero South West partnership.

Over the past five years (2020-24), 25 people have been killed and a further 253 seriously injured in collisions where alcohol was identified as a contributory factor. These figures underline the continued need for strong enforcement, prevention activity, and partnership working.

During December, Devon & Cornwall Police carried out **Operation Limit**, with increased patrols undertaking breathalyser and drug testing across the region. While final figures are still being processed, more than 2,000 arrests for drink driving were made in 2024, demonstrating sustained enforcement activity and the scale of the challenge.

Vision Zero South West also delivered the **Lift Legend** scheme throughout December, encouraging designated drivers by offering free soft drinks in participating venues. More than 270 pubs, restaurants and nightclubs signed up to the scheme, the highest level of participation to date.

In January, the Government published its new **Road Safety Strategy**, setting out an ambition to reduce the number of people killed and seriously injured on the roads by 65% by 2035. Many of the proposals align with those long advocated by Vision Zero South West, including a lower drink-drive limit, regular eye tests for older drivers, and stronger enforcement for seatbelt offences, as set out in our Road to Zero plan published in 2024.

The strategy also includes proposals such as immediate bans for suspected drink or drug driving offences, a minimum learning period for new drivers, and the increased use of vehicle safety technologies. I welcome the renewed focus on road safety and will continue to work with partners to understand the level of investment proposed and the implications for delivery locally.

Your Voice in Policing: Plymouth Safe Bus

As part of my Your VIP podcast series (see [page 11](#)), I recorded a further episode focused on supporting people in the night-time economy, featuring paramedic Will Price, who leads the delivery of the Plymouth Safe Bus, which is part-funded by my office.

The discussion focused on the role of the Safe Bus in reducing harm in the night-time economy, by providing immediate welfare support to people who are vulnerable due to intoxication, injury or distress. The Safe Bus operates as a visible, accessible point of support, helping to prevent situations from



Commissioner Alison Hernandez with the Vision Zero South West Road Safety Pledge



The Commissioner with Ben Woovlin and podcast guest Will Price, centre, at Plymouth Hoe



escalating into serious violence, exploitation or medical emergencies, and reducing demand on emergency services.

The episode highlighted how the Safe Bus works closely with police, street marshals, door staff, paramedics and local venues to identify risk early and intervene quickly. This includes supporting individuals to get home safely, providing first aid, and ensuring safeguarding concerns are escalated appropriately when required. Watch a [social media reel](#) promoting this episode.

This work forms an important part of a wider preventative approach, combining early intervention, partnership working and visible support in high-risk environments. I continue to support initiatives such as the Safe Bus as part of my commitment to preventing serious violence and keeping people safe during nights out across Devon and Cornwall.

Knife Angel

In March, the nationally recognised Knife Angel sculpture will be installed in **Plymouth**, following a £20,000 contribution from my office to support its transport and installation. Standing 27 feet tall, the sculpture will arrive on March 2 and will remain in place until March 27.

The Knife Angel is a powerful national symbol highlighting the devastating impact of violent behaviour and is intending to act as a catalyst for prevention, education and engagement. While knife crime levels in our area remain comparatively low, it is vital that we continue to invest in early intervention and preventative approaches to ensure they stay that way.

My office is actively involved in the planning and delivery of activity linked to the Knife Angel's visit. This includes coordinated communications, education and community engagement, safeguarding considerations, evaluation, and work aligned to preventing violence against women and girls. This approach ensures the installation supports meaningful and long-term impact rather than being a standalone event.

Ahead of the sculpture's departure, my office will support the High Sheriff of Devon to convene a roundtable discussion in Plymouth with strategic and political leaders from across the peninsula. This will provide an opportunity to reflect collectively on the issues raised by the Knife Angel and to consider how we can use our shared influence to positively shape the response to serious violence across Devon, Cornwall and the Isles of Scilly.

National Serious Organised Crime (SOC) Portfolio

In December, I chaired a meeting of the Association of Police and Crime Commissioners' Serious Organised Crime (SOC) Portfolio Group, bringing together PCCs and national policing leads to discuss emerging threats and national priorities.

The meeting included a presentation from Deputy Chief Constable Wendy Gunney, in her role as National Police Chiefs Council national SOC lead, focusing on the new Wildlife and Rural Crime Strategy, published in November 2025. The strategy sets out nine priority crime areas, including machinery and livestock theft, livestock worrying, illegal hunting and poaching, and offences against protected species such as badgers, bats and birds of prey.

These priorities align closely with the concerns raised by the National Farmers' Union and reflect the significant impact that organised acquisitive crime has on farm businesses and rural communities. Discussion focused on how national strategy can support local enforcement and disruption activity, particularly in rural areas affected by organised crime.



The group also received an update on Serious Organised Crime reform, which is dependent on the forthcoming Police Reform White Paper. Further work is planned to explore the SOC elements of the White Paper and to consider the implications for governance, partnership working and operational delivery.

A further APCC SOC Portfolio Group meeting is scheduled for January 21, at which I have arranged for a Devon & Cornwall Police officer to present a case study on the identification and disruption of a serious organised crime group operating in a town in Cornwall.

5. Police and Crime Plan Priority: Drugs & Alcohol

Future Drugs and Alcohol funding opportunities

For several years, I have committed more than **£340,000** per year to support drug and alcohol-related activity across Devon and Cornwall, with funding previously split between the four Combating Drug Partnerships covering Devon, Cornwall, Plymouth and Torbay.

However, inconsistent reporting from Local Drug Partnerships has made it difficult to clearly understand the impact and value of this funding. In December 2024, I therefore agreed a further year of funding for 2025-26 to allow a comprehensive funding review to be undertaken during 2025, with the outcome informing future funding arrangements from 2026 onwards.

The allocation of this funding is still under review. This work will be taken forward in collaboration with system partners to ensure that future investment is better aligned to need, supports effective intervention and contributes to my Police and Crime Plan priority of reducing harm linked to drugs and alcohol across Devon, Cornwall and the Isles of Scilly.

Pubs Against Drugs (PAD)

Pubs Against Drugs (Op PAD) continues to be a successful intervention. An operation was carried out in **Torquay**, led by officers from the Torquay neighbourhood policing team and supported by the force licensing team and a passive drugs detection dog. The operation involved visits to seven licensed premises across the town and formed part of wider work to reduce drug-related harm and promote safe nightlife.

On the evening of Friday, January 9, I joined Inspector Peter Giesens and his team on a successful operation in Paignton. Eight pubs in the town were visited and positive searches were conducted, leading to the discovery of both Class A and B drugs.

PAD operations bring together neighbourhood policing teams, licensing partners and, where appropriate, passive drugs dogs to deter drug use, identify illegal substances and work constructively with licensed premises. This approach provides reassurance to the public while supporting venues to maintain safe environments and comply with licensing conditions.



Police Dog Jasper, a people screening drugs detection dog, with his handler PC John Warren and other officers including Police Inspector Peter Giesens, in Paignton on Friday 9 January

As part of this activity, several stop searches were conducted, and drug-wipe testing took place in toilet areas. This resulted in the recovery of suspected cannabis and cocaine, with investigations now underway in relation to three individuals.

Further PAD operations are planned across the force area in the new year. I welcome this continued focus on partnership-led enforcement, which supports my Police and Crime Plan priorities to tackle drug-related harm and reduce antisocial behaviour, and keeps people safe in the night-time economy.

Operation Scorpion

Targeted enforcement and partnership activity to tackle drug-related harm continues to make a difference across Devon and Cornwall and the wider South West. I continue to support a focused approach that combines intelligence-led policing, proactive enforcement and safeguarding activity to disrupt drug supply and protect communities.

A key element of this work is **Operation Scorpion**, a coordinated week of intensified enforcement involving all five South West police forces, their respective Police and Crime Commissioners, the South West Regional Organised Crime Unit and British Transport Police.

During the latest round, which took place from November 24 to 30, 2025, officers from across the region worked collaboratively to target organised drug dealing and child criminal exploitation. Across the South West, this resulted in **112 arrests**, the seizure of **£67,329 in cash** and **52kg of cannabis** (including 868 plants), and the recovery of **three guns** and **five imitation firearms**. **Forty-eight vulnerable people were safeguarded**, including **five children**.

Within Devon and Cornwall specifically, officers made **27 arrests, safeguarded 21 people** (including **one child**), seized **£17,465 in cash** and **308 cannabis plants**, and removed a range of illegal substances and weapons linked to drug supply in our communities.

These results demonstrate the impact of sustained, intelligence-led enforcement and partnership working in creating a hostile environment for organised drug networks, supporting public safety, and safeguarding those most at risk. Operation Scorpion remains a key element of our response to drug-related harm and county lines exploitation, and I will continue to hold the Chief Constable to account for the force's contribution to this work to ensure the momentum is maintained across Devon, Cornwall and the Isles of Scilly.

Councillor Advocate seminar: Drugs and alcohol

I recently hosted a seminar as part of my **Councillor Advocate Scheme**, which brought together councillors, partners and practitioners to share learning and practical approaches to tackling drugs and alcohol in the community.

The seminar focused on the importance of a whole-system response, combining disruption of supply and exploitation with effective treatment and trauma-responsive support to address the root causes. I used the session to reinforce that drugs and alcohol remain a priority in my Police and Crime Plan because of its direct link to antisocial behaviour and wider community harm.



Commissioner Hernandez hosting a drugs and alcohol seminar for councillors



Examples shared at the seminar included harm reduction and recovery initiatives, including the work of **Naloxone Advocates Plymouth** to reduce drug-related deaths with the use of opioid overdose prevention medication, and the Cornwall **Safe and Well Hub** model providing wraparound support for people with complex needs, including those who are street-attached and in recovery.

Partners also shared practice aimed at reducing reoffending and antisocial behaviour, including a Torquay pilot providing **buprenorphine** as an effective treatment alternative pathway for opioid addiction, alongside contributions from the police drug and alcohol harm reduction team and youth prevention activity delivered by Argyle Community Trust, which is funded by my office.

Also speaking at the seminar was Assistant Chief Constable Andy Hill, regional ACC for the South West, who updated members on the results of **Operation Scorpion 13**. He also shared the Spot The Signs social media campaign, targeted at children and young people who might be at risk of criminal exploitation or are worried about someone who is showing signs of being exploited.

I will continue to use these seminars to strengthen information sharing between councillors, the police and my office, and to support the adoption of approaches that reduce harm, improve safety and build community confidence across Devon, Cornwall and the Isles of Scilly.

Watch a [social media reel](#) about the Councillor Advocate scheme.

Exploring the link between homelessness and substance misuse

I continue to support approaches that address drug and alcohol harm alongside wider vulnerabilities, recognising the strong link between substance misuse, homelessness, antisocial behaviour and repeat contact with the criminal justice system.

During this reporting period, I visited **St Petrock's**, a respected homelessness charity in **Exeter**, to better understand the intersecting challenges of homelessness, drugs and alcohol misuse, and the complex needs many people experience. St Petrock's provides vital support including outreach, welfare advice, access to facilities, and pathways into accommodation and services.

In conversation with staff, volunteers and local neighbourhood policing officers, I heard first-hand about how trauma, substance misuse and unstable housing can combine to push people into crisis and keep them trapped in harmful cycles. The number of people known to be sleeping rough in Exeter was described as rising, with concerns that reduced mental health support, increasing supplies of illicit substances such as synthetic cannabinoid Spice and gaps in post-custody support are all contributing factors.

The visit reinforced that preventing harm related to drugs and alcohol requires integrated, partnership efforts that go beyond enforcement alone. Supporting earlier access to treatment, stabilising people's lives through housing and welfare support, and ensuring continuity of care for people leaving prison are all critical components of reducing repeat harm and improving wellbeing.



L to R, St Petrock's chief executive Peter Stephenson, Police and Crime Commissioner Alison Hernandez, and inspector Nathan Johnson, from Exeter's neighbourhood policing team outside St Petrock's

I welcome the commitment shown by St Petrock's and partner agencies in tackling these deeply entrenched issues. I will continue to advocate for support approaches that combine treatment, early intervention and community safety activity to reduce drug and alcohol-related harm.

6. Priority: Theft

Tackling shoplifting with business crime reporting partnerships

Retail crime and persistent shoplifting continue to present significant challenges for businesses and communities across Devon and Cornwall. To help address this, my office has funded the business crime reduction partnership **Partners Against Crime UK** (UKPAC), which provides retailers with a secure digital platform to report incidents, share intelligence, and track offenders in real time.

The UKPAC platform enables faster and more effective communication between businesses and the police, improving the efficiency of investigations and supporting the identification and prosecution of prolific offenders. To date, more than **330** businesses have joined the scheme, the majority of which are independent local retailers, alongside several national businesses including major supermarket Sainsbury's/Argos and parcel delivery provider Evri.

There has been strong interest from local communities and town councils, resulting in further uptake in areas such as Teignmouth and Newton Abbot, with engagement planned in Ilfracombe and Cranbrook in the new year. This reflects growing confidence in the value of shared reporting and intelligence-led approaches to tackling retail crime.

The partnership is already delivering positive outcomes, with **seven** prosecutions secured against repeat offenders, including custodial sentences and compensation orders. These results demonstrate the effectiveness of collaborative working between businesses, the police and the wider criminal justice system in reducing the impact of shoplifting on local economies. A new Devon, Cornwall and Isles of Scilly Business Crime Reduction Partnership (BCRP) has also been launched to offer a more collaborative and effective approach to reducing retail crime.

Looking ahead, wider force rollout of UKPAC will continue during 2026. Planned activity includes engagement with sector inspectors and neighbourhood policing teams to increase awareness and use of the system, closer working with Community Safety Partnerships, and stronger links with Business Improvement Districts and Business Crime Reduction Partnerships to enhance intelligence sharing across the peninsula.

My office is also funding Plymouth PARC to strengthen the city's response to business crime, including shoplifting, repeat antisocial behaviour and issues affecting the safety and viability of local businesses.

Plymouth PARC brings together Devon & Cornwall Police, Plymouth City Council, business representatives, housing providers, health services and voluntary sector partners to coordinate action against persistent offenders and locations linked to repeat harm. The partnership provides a



Commissioner Alison Hernandez with Boots representatives marking the launch of Devon, Cornwall and Isles of Scilly Business Crime Reduction Partnership (BCRP)



structured, problem-solving approach that supports businesses experiencing ongoing crime while ensuring proportionate enforcement and early intervention.

Members of this panel can support this approach by actively promoting it in their area.

7. Strengthening the criminal justice system

Local Criminal Justice Board

The Local Criminal Justice Board met on December 4, 2025, for its quarterly meeting and final forum of the year. The meeting was well attended by senior leaders from across the criminal justice partnership and focused on key issues impacting the effective delivery of justice locally.

Discussions included the implications of the Sentencing Bill, proposed Probation Reform, and the findings of the Living in Limbo report published by Rape Crisis, which highlights the re-traumatisation of rape and sexual abuse survivors caused by delays within the Crown Court backlog. Partners considered what action can be taken locally, collectively and individually, to mitigate the impact of these challenges on victims.

We also agreed our collective priorities for the next 12 months. These are:

1. Ensure efficient and effective criminal justice
2. Keep victims engaged to secure justice
3. Address disproportionality

Work to progress these priorities has already commenced. Further updates will be provided at future board meetings scheduled for March and June 2026, ahead of the annual planning day in September. I will continue to use the board to provide strategic leadership, challenge and coordination across the partnership to strengthen the criminal justice system for victims and communities across Devon, Cornwall and the Isles of Scilly.

Criminal justice scrutiny

Scrutiny remains a key mechanism for ensuring accountability, transparency, and continuous improvement across the criminal justice system. Through scrutiny panels chaired by my office, partners collectively assess performance, compliance with national standards and the effectiveness of local practice.

Panels are held monthly and focus on compliance with the Victims' Code of Practice (VCoP) and the use of Out of Court Resolutions (OoCRs). These sessions bring together representatives from policing, probation, youth justice, the Crown Prosecution Service, courts and magistracy, and victims support services, enabling shared learning and collaborative improvement.

Since my last update in November, scrutiny panels have reviewed drug-related offences involving children where OoCRs have been used, as well as compliance with the Victims' Code of Practice in cases involving assaults on emergency workers. These discussions have provided important learning which will inform policy development and operational practice, and which my office will revisit to provide assurance that improvements are being implemented.

This collaborative approach to scrutiny continues to be well supported by partners and reflects a strong model of constructive engagement. Through this work, agencies are collectively strengthening consistency, raising standards, and improving outcomes for victims across Devon,



Cornwall and the Isles of Scilly. We welcome their engagement at the next scheduled panel in January to review cases of criminal damage.

Out of court resolution and Victims' Code of Practice scrutiny panel reports can be found at: <https://devonandcornwall-pcc.gov.uk/lcjbscrutiny-panels>

National criminal justice role

In December, I chaired a meeting of the APCC Criminal Justice Portfolio, bringing together Police and Crime Commissioners and senior representatives from HM Prison and Probation Service (HMPPS) to consider key national developments shaping local criminal justice delivery.

The session focused on three strategic themes. The first was **reducing reoffending**, including the use of electronic monitoring, Integrated Offender Management and Community Payback. PCCs received national updates on performance and risk management, alongside discussion on how these approaches support public protection and effective offender supervision, and the role PCCs can play in influencing delivery locally.

The second theme explored the **Sentencing Bill and probation reform**, including updates from the Independent Sentencing Review and the implications for the probation service and community safety. Discussion focused on what these reforms mean for local justice systems and how PCCs can help shape effective implementation through partnership leadership.

The third area explored **opportunities for joint working**, with particular focus on intensive supervision courts and wider collaboration between policing, probation and partners. HMPPS colleagues share examples of effective practice and highlighted where closer partnership working can deliver the greatest impact in a changing government environment.

The next meeting of the portfolio will take place in February 2026 and will include a showcase of the Prisoners Building Homes programme, alongside a presentation from Northamptonshire on the Women's Charter. I will continue to use my national role to influence policy, share learning, and strengthen links between national reform and local delivery.

8. Partnerships

National recognition for Prisoners Building Homes

In December, our Prisoners Building Homes (PBH) programme was awarded **Civil Service Programme of the Year** at the Civil Service Awards, recognising the impact of a partnership approach that has grown from a local proof of concept into a national recognised programme.

PBH provides prisoners with training, skills and meaningful employment while building much-needed homes and reducing reoffending. There are currently more than **150** prisoners engaged in the programme, and reoffending rates among participants remain below **5%**, acknowledging that long-term tracking is not possible for all individuals supported.



Senior representatives and key members of staff attend the Civil Service Awards 2025 in support of the PBH nomination for Programme of the Year

This progress has been driven by strong leadership and commitment from partners across the criminal justice system, government and the private sector. The programme demonstrates what can be achieved through shared ambition, early risk taking, and a willingness to challenge traditional ways of working to deliver better outcomes for individuals and communities.

While further work remains to establish PBH as a standalone entity, the programme is entering a new phase of maturity. Government funding of **£400,000** has been secured to support the development of additional sites by March 2026, alongside plans to strengthen governance through the creation of a new Strategic Board and operational board.

Work is also underway to engage a wider range of stakeholders in preparation for a planned transition to an arms-length body by December 2026. I remain confident in the future of the programme and see PBH as a strong example of how partnership working can reduce reoffending, support rehabilitation, and contribute to long-term system change.

9. Holding the police to account

Commissioner's Accountability Board

I have continued to formally scrutinise Devon and Cornwall Police's performance through my Commissioner's Accountability Board. Following meetings held in November and December 2025, I have published statements of assurance upon scrutiny of several areas, including the force's management of risk, long-term sickness, Op Marnow summer policing preventative and partnership work, budget proposals, and the police's integrity arrangements.

All assurance statements are published on the OPCC website and can be found using the following link: [Commissioner's Accountability Board – Your voice in policing](#)

Gross misconduct hearings

I have a statutory responsibility to support police officer gross misconduct hearings through provision of Independent Panel Members and Legally Qualified People who are appointed by my office. From January to December 2025, we supported 19 hearings to outcome, 8 of which led to the subsequent dismissal of a police officer.

We also supported a further 6 hearings; 3 of which were withdrawn and 3 adjourned. Outcomes of misconduct hearings can be found on Devon & Cornwall Police's website using [this link](#).

The Police and Crime Panel will be aware that my office is part-responsible for the cost of the gross misconduct process through payment of Independent Panel Members and Legally Qualified People for their attendance at hearings. The fees are set nationally, currently at £357 per day for an Independent Panel Member and £511.56 for a Legally Qualified Person.

For 2026-27, the OPCC has proposed a budget of £172,000 to support gross misconduct hearings, a decrease of £38,000 when compared to the budget allocation for the previous year. My office has been – and will continue to be – in active conversation with Devon & Cornwall Police to support cost efficiencies for these processes.

My continued thanks go to the Independent Panel Members and Legally Qualified People who support proceedings. It is with their hard work and dedication we ensure that only the right people work in policing.



Police complaint reviews

As Police and Crime Commissioner, I have a statutory responsibility to undertake police complaint reviews. Where a member of the public is dissatisfied with the outcome of a complaint they receive from Devon & Cornwall Police, they can apply to my office for an independent review.

In Quarter 3, October to December 2025, we received 29 requests to undertake police complaint reviews. During this period, 39 requests were concluded to outcome, including 26 valid complaint reviews. Of these valid reviews, 35% were upheld, meaning my Complaint Review Officers deemed the police's original handling of the complaint was not reasonable or proportionate.

As a result of the upheld complaints, 12 recommendations were issued to the police. These included requesting further enquiries to be undertaken, provision of additional outcome letters to complainants where appropriate, issuing apologies, providing supplementary information and explanations, and ensuring that learning opportunities for officers are taken on board by supervisors and actioned. This ensures that complainants have a clear understanding of the decisions reached and that the police are held accountable for delivering proportionate and fair complaint handling.

Independent Custody Visitors

As Police and Crime Commissioner, I have a statutory duty to operate an Independent Custody Visiting (ICV) scheme. This scheme relies on trained volunteers who make unannounced visits to police custody centres to check on the welfare of detainees and ensure their rights and entitlements are being respected. These visits provide independent assurance that custody facilities are operating safely and appropriately.

During quarter 3 2025/26, covering the period October 1 to December 31, a total of 30 visits were undertaken and 83 detainees visited across Devon and Cornwall, with no significant issues raised.

10. Annual report

I am pleased to say my communications team has now published on our website a 'young people's version' of our Annual Report (2024-25). Its creation is a testament to our ongoing commitment to listening to children and young people and ensuring their voices are heard. The report can be found at <https://devonandcornwall-pcc.gov.uk/wp-content/uploads/2026/01/annual-report-easyread-2024-25.pdf>

My communications team has also published on our website an 'accessible' version of our Annual Report (2024-25). It uses clear headings, short sentences, no emojis, and no visual layout cues. This version is designed to be read aloud smoothly by screen-reading software. The report can be found at: <https://devonandcornwall-pcc.gov.uk/wp-content/uploads/2026/01/annual-report-accessible-2024-25.pdf>

Information about how this document meets accessibility guidelines can be found at:
<https://devonandcornwall-pcc.gov.uk/about-us/documents>



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



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Communications and Public Engagement Manager

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Report prepared on January 21, 2026.



12th January 2026

Dear Home Secretary and Policing Minister,

RE: 2026-27 Funding Settlement

I am writing to you to express my severe concerns about the partial funding settlement that was announced for policing on 18th December 2025 as a fait accompli. In previous years this has been a consultation, but this year's announcement, with no explicit detail and with a vague promise of additional information being received in January has placed my staff teams under unnecessary pressure to try and second guess your thinking.

The government seem to have failed to understand how the governance processes work for setting a police precept with Police and Crime Panels and the deadlines which must be met. I have and will continue to provide as much transparency to this Panel as possible. The Panel meeting date is set for 30th January 2026 and with no certainty on when or if all the missing information will be provided by your teams, I fear that I will not be in a position to provide the level of certainty that they require.

Your settlement means that even if I raise the council tax precept to the maximum level of £15 it will leave Devon and Cornwall Police with a budget gap of circa £3Million next year and is one of the lowest settlement figures in the country. This is despite us being one of the most financially stable forces in the country and having taken the previous freedoms and flexibilities offered to us by the government. We already have programmes in place to make efficiencies of more than £6Million in the coming year, so this additional pressure will further hamper how the Chief Constable will provide policing services to the public we serve.

Our area has supported the government's position on increasing the number of police officers over many years and with a combination of local taxation and government funding we have increased the police officer numbers to their highest levels ever at 3610. However, your settlement figures appear to now be penalising us for doing so, with you removing the base funding for these officers. Maintaining these police officer levels, which is what our communities deserve, will be a challenge and a difficult commitment to make.

Once again, the government seems determined that council taxpayers of Devon, Cornwall and the Isles of Scilly should shoulder the financial burden of policing services. The average increase in grant funding is 3.3% yet Devon, Cornwall and the Isles of Scilly are due to receive 2.3%, a full 1% lower. Our council taxpayers are already paying 43% of the costs of policing for a geographically challenging area, yet policing is supposed to be a universal service! Yet again the Home Office is failing to understand the complexities of policing and has still not fixed the issues with the police funding formula. Rurality and sparsity are very real challenges as is the summer surge of tourists into our two counties and islands, which I have continually raised with you and your predecessors over my ten-year tenure as Police and Crime Commissioner.

I do not feel that it is appropriate for me to seek additional flexibilities to the council tax precept that the government has offered. To do so would be disingenuous to our communities who are already struggling under financial pressures.

I urge you to get the missing information to us as quickly as possible and to review the funding formula so that this inequity in funding is resolved before services decline even further.

Yours Sincerely

Alison Hernandez

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

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Devon and Cornwall Police and Crime Panel
30th January 2026

OFFICE OF THE POLICE AND CRIME COMMISSIONER'S REPORT:
Police & Crime Plan Performance Monitoring

1. Introduction

1.1. This paper outlines how the Commissioner will monitor performance and measure the progress of the Police & Crime Plan 2025-29 which was launched in January 2025.

1.2. The Police and Crime Plan 2025-29 sets out the Commissioner's vision for safe, resilient and connected communities where everyone plays their part to reduce crime. A key focus of the Plan is on improving your policing and crime services by continuing to hold the Chief Constable to account on the improvement of contact services, investigations, public confidence and HMICFRS judgements. The Plan also sets out the Commissioner's four priorities of antisocial behaviour (ASB), drugs and alcohol, serious violence and theft, and how these will be tackled across our towns and city centres, in our countryside and coastal areas, on our roads, and in our homes and neighbourhoods.

2. Improving your policing and crime services

2.1. The Commissioner has developed a number of performance metrics to enable her to continue to hold the Chief Constable to account on improving policing and crime services, and to monitor crime levels. The Commissioner has set the Chief Constable performance targets (where appropriate) and developed a suite of other indicators which will be monitored to assess performance.

I will monitor...	
Crime	<ul style="list-style-type: none"> Office for National Statistics (ONS) crime rate (based on total recorded crime) ONS crime rate violence against the person ONS crime rate drug offences ONS crime rate theft offences ASB Incident rate to align with ONS reporting period (data to be provided by from D&C police)
Contact	<ul style="list-style-type: none"> 90% of 999 calls answered within 10 seconds 90% of 101 calls answered within 10 minutes Fewer reports made to the Commissioner regarding Police Enquiry Offices that have closed before advertised opening times in the quarter
Investigations	<ul style="list-style-type: none"> 95% of crime to be recorded accurately (CDI compliance) Increase percentage of positive outcomes
Public confidence	<ul style="list-style-type: none"> Increase percentage who agree that the police would treat you with respect Increase the percentage that say the police would treat you fairly Increase overall percentage in confidence in police Increase percentage of victim satisfaction (based on priority victims) Reduce the number of repeat victims
HMICFRS* PEEL judgements	<ul style="list-style-type: none"> No service standards judged as inadequate by HMICFRS* Force to be removed from the 'engage' status of enhanced monitoring

*His Majesty's Inspectorate of Constabularies and Fire & Rescue Services

The latest crime and ASB data, performance judgements and progress against targets are provided in the attached reports, which will be regularly presented to the Police and Crime Panel.



2.2 Crime Summary (Appendix A): This section of the report provides the Panel with the most recent crime data for offences most closely aligned with the Commissioner's four priority areas, as well as total crime. The majority of the data presented is from the latest Office for National Statistics (ONS) release, as this is verified data which allows for comparisons and benchmarking with national, regional and our most similar force areas. Antisocial behaviour incidents are not published as part of the ONS release and therefore ASB incident data recorded by Devon and Cornwall Police is used to monitor this area.

2.3. The crime summary presents the most recently available ONS data at the time of publication of this report. Since the last panel meeting on 21 November 2025 there has not been another ONS release of police recorded crime and for this reason the only part of the crime summary document which has been updated is the ASB incident data as this comes directly from Devon and Cornwall Police. The ASB summary, now includes data on the different types of ASB as requested by the Panel.

2.4. Police Performance Scorecard and Report (Appendix B): This section of the report provides the panel with the most recent data and analysis for the Commissioner's performance measures relating to 'improvement of your police and crime services', covering contact, investigations, public confidence and HMICFRS judgements.

2.5. For some of these measures the Commissioner has set a target for acceptable performance, to be achieved over the duration of the Police and Crime Plan. These are:

- 90% of 999 calls answered within 10 seconds
- 90% of 101 calls answered within 10 minutes
- Lower than a 5% abandonment rate for 101 calls
- 95% of crime to be recorded accurately
- Devon and Cornwall Police to be removed from HMICFRS' 'enhanced' stage of performance monitoring
- Devon and Cornwall Police to have no service areas graded as 'inadequate' by HMICFRS

2.6. A simple approach to monitoring performance has been taken with performance being assessed as either having met the Commissioner's target or not yet met the Commissioner's target, with supporting analysis provided in the report.

2.7. For measures where the Commissioner does not consider that a hard target is appropriate, a baseline has been set, and performance is assessed against that baseline. These measures are:

- Fewer reports made to the Commissioner regarding Police Enquiry Offices that have closed before advertised opening times
- Increase percentage of positive outcomes+ rate



- Increase the percentage (%) of the public that agree “taking everything into account, I have confidence in the police in this area”
- Increase the percentage (%) of the public that agree “the police would treat you with respect if you had contact with them for any reason”
- Increase the percentage (%) of the public that agree “the police treat everyone fairly, regardless of who they are”
- Increase the percentage (%) of priority victims satisfied with the service they receive by Devon and Cornwall Police
- Reduce the rate of repeat victimisation

2.8. For these measures, the direction of travel against the baseline is displayed, along with an indication of performance improvement or performance deterioration and supporting analysis in the report.

2.9. For most measures, the baseline of the 12 months to March 2024 has been set to monitor progress against the Police and Crime Plan (where available) as it most closely aligns with the beginning of the Commissioner’s current term of office.

2.10. The report also identifies where the Commissioner has assessed that additional scrutiny is required in an area upon her review of the latest performance data or trend.

2.11. The Commissioner’s preference is to use independently gathered or verified data and information to inform her performance assessment. However, there are some areas where this is either not available, not reported regularly enough, or not reliable enough. One example of this is the public confidence survey data, where the sample size for the Crime Survey for England and Wales (CSEW) is currently too small (following a pause in surveying during the Covid-19 pandemic) to be considered statistically significant. As such, the Commissioner is currently monitoring and reporting on the results of the force commissioned public survey. However, the Commissioner will keep this under review and consider reverting to reporting on the CSEW survey data when sample sizes are reliable enough.

3. Update on police performance measures since the last Panel meeting

3.1 The next HMICFRS PEEL inspection report is expected during 2026, so performance against the following measures will remain unchanged until the outcomes from this inspection are published. As reported to the Panel in September 2025, Devon and Cornwall Police have been removed from HMICFRS’s ‘Engage’ stage of monitoring so have now met the target for this measure.

- **4.1 Target: Devon and Cornwall Police to be removed from ‘enhanced’ stage of performance.**
- **4.2 Target: Devon and Cornwall Police to have no service areas graded as ‘inadequate’.**



3.2 Since the last performance report presented to the Panel in November 2025 the Commissioner's judgements have changed for the following performance measures:

- **Increase the percentage of the public that agree “taking everything into account, I have confidence in the police in this area”:** Although the decrease is small, the public's overall confidence in Devon and Cornwall Police has decreased by 2% since the last panel meeting, from 77.0% to 75.0% of survey respondents who agree that taking everything into account, they have confidence in the police in their area. This reflects a slight decrease compared to the baseline period, where overall public confidence in local police stood at 77.0%, taking the direction of travel arrow from 'stable' to a 'downward' trend.
- **Increase the percentage of priority victims satisfied with the service they receive by Devon and Cornwall Police:** Although the decrease is small, priority victim satisfaction has decreased by 1% since the last panel meeting, from 69% to 68% of victims being satisfied with the overall service they receive from Devon and Cornwall Police. This reflects a slight decrease compared to the baseline period, where victim satisfaction was as at 69%, taking the direction of travel arrow from 'stable' to a 'downward' trend.

3.3 The Commissioner has identified that the following area requires additional scrutiny:

- **Reduce the rate of repeat victims:** The Commissioner has already indicated to the Panel that repeat victimisation requires additional scrutiny. The rate of repeat victimisation continues to be at a level of concern for the Commissioner and has been scheduled to be examined in detail at the Commissioner's Accountability Board early this year. The latest data indicates that 48.8% of victims identified by Devon and Cornwall Police are repeat victims (12 months to November 2025). Whilst this shows a stable position since the last panel meeting, the rate of repeat victimisation remains higher (+1.9%) than the baseline period (12 months to March 2024).

4. Police and Crime Plan Priority – drugs and alcohol (Appendix C)

4.1. The Police and Crime Plan sets out the Commissioner's four priorities of antisocial behaviour (ASB), drugs and alcohol, serious violence and theft, and how these will be tackled across our towns and city centres, in our countryside and coastal areas, on our roads, and in our homes and neighbourhoods.

4.2. The Commissioner encourages the Chief Constable and partners to focus their resources on repeat offenders, repeat crime locations and repeat victims to help keep communities safe.





4.3. It was noted in the July 2025 meeting that the Commissioner will bring an additional performance report to each Panel meeting which will focus on one of the four Police and Crime Plan priorities. This report will provide detail of what action is being undertaken by Devon and Cornwall Police in response to the priority set out in the plan, alongside data and other evidence which is indicative of progress.

4.4. The third Police and Crime Plan priority report covers drugs and alcohol. Progress on the remaining Police and Crime Plan priority antisocial behaviour, will be presented to the Panel at the next meeting in 2026.

Contact for further information

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Report prepared on 7th January 2026

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Police and Crime Plan Summary

Police recorded crime in Devon and Cornwall

12 months to June 2025 compared with the 12 months to June 2024



Police recorded crime

The following police and crime summary is based on the latest Office for National Statistics (ONS) release of Police recorded crime - the 12 months to June 2025. Since the last panel meeting on the 21st November 2025, the ONS have not published a new release. For this reason, the following crime types have not been updated.

- Total recorded crime
- Violence against the person
- Drug offences
- Theft offences

The next ONS release of police recorded crime is expected to be published towards the end of January 2026 after the OPCC have submitted papers to the Police and Crime panel. This release will cover the 12 months to September 2025 and compare against the year prior. The police and crime summary will be fully updated for the next Police and Crime Panel meeting.

The data to inform the summary of antisocial behaviour (ASB) does not form part of the ONS release of police recorded crime, this data comes directly from Devon and Cornwall Police's recording systems and therefore has been updated. This includes a breakdown of the types of ASB which the Police and Crime Panel have requested.

Police recorded crime

Increasing	↑
Decreasing	↓
No change	➡

***Not updated since the Panel meeting on 21st November 2025.**

Police recorded crime can be influenced by changes in recording practices, data recording accuracy, the introduction of new offences and policy changes that impact types of offending (such as the targeting of drug dealers).

Crime measure	Recorded crime 12 months to June 2024	Recorded crime 12 months to June 2025	% change	Number change	Crime rate 12 months to June 2024	Crime rate 12 months to June 2025	Direction of travel
Total crime (rate per 1,000 people)	114,774	121,216	5.6%	6,442	63.0	65.9	↑
Violence against the person (rate per 1,000 people)	50,392	52,772	4.7%	2,380	27.7	28.7	↑
Drug offences (rate per 1,000 people)	4,297	4,756	10.7%	459	2.4	2.6	↑
Theft offences (rate per 1,000 people)	27,452	29,231	6.5%	1,779	15.1	15.9	↑
ASB incidents recorded by the police (rate per 1,000 people)	24,061	25,502	6.0%	1,441	13.2	13.9	↑

Most similar force group average crime rate 12 months to June 2025
61.5
25.7
2.0
16.6
N/a

England & Wales average crime rate 12 months to June 2025
87.2
31.9
3.4
29.2
16.3

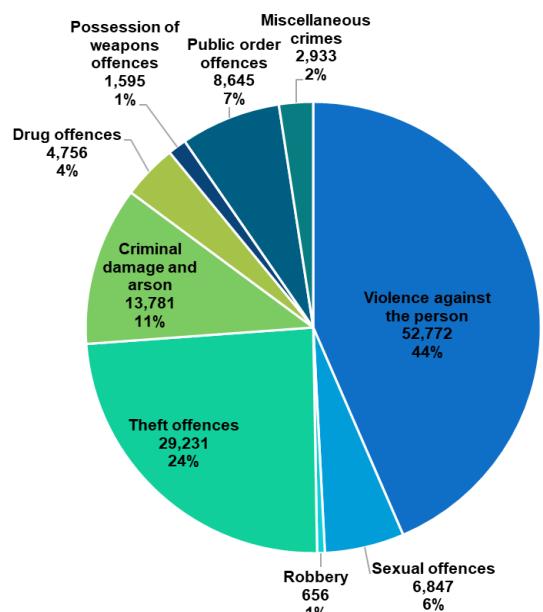
*all crime rates throughout this summary are expressed per 1,000 people and include the residential population only

* publicly available police recorded ASB data is not available for most similar force group areas and the South West region for the 12 months to June 2025.

Total recorded crime 12 months to June 2025

(*excluding fraud offences)

*Not updated since the Panel meeting on 21st November 2025



Recorded crimes:
121,216

Crime rate:
65.9

+5.6%
Increase
+6,442 more
crimes

National position:
10th Lowest

- In the 12 months to June 2025, 121,216 crimes were recorded in Devon and Cornwall (D&C). This represents a 5.6% increase in crime (+6,442) compared with the 12 months to June 2024. The crime rate per 1,000 people has increased from 63.0 crimes per 1,000 people to 65.9 crimes per 1,000 people.
- The majority of crime has occurred within urban areas across Devon and Cornwall (72%), and 26% has occurred in rural areas*.
- D&C's total recorded crime rate continues to remain significantly lower than the England and Wales average of 85.5 crimes per 1,000 people and below the South-West regional average of 72.7 crimes per 1,000 people.
- The increase in total crime in D&C is inconsistent with the national trend where there has been a 1.5% decrease over the same period. D&C and Wiltshire are the only areas within their most similar force (MSF) group to have seen an increase in total crime in the 12 months to June 2025 compared with the year prior.
- Increases in shoplifting (+30.4%, +2,695); stalking and harassment (+10.8%, +1,477); violence without injury offences (+6.1%, +1,274); sexual offences (+14.6%, +872); public order offences (+8.6%, +681); criminal damage and arson (+3.8%, +510); and drug offences (+10.7%, +459) are the main contributors to the increase in total crime across the force area.
- Over the past year, D&C police have focused on improving crime recording and improving the public's ability to contact the police. This is evident from improvements in crime recording compliance, opening of public enquiry offices, and significant improvements with the 101 non-emergency service. These are likely to be contributory factors to the apparent increase in recorded crime.
- Violence against the person offences and theft offences account for the highest offence types across D&C. Violence against the person accounts for 44% (52,772 crimes) of recorded crime and theft offences account for 24% (29,231) of recorded crime.
- D&C has the second highest crime rate within its MSF group behind that of North Wales.

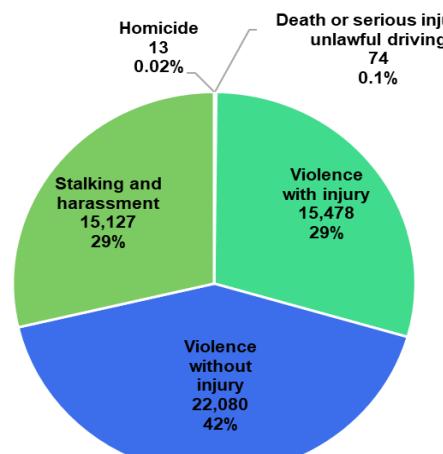
Definitions: Total recorded crime covers all notifiable crimes that Devon and Cornwall Police have recorded and are required to report to the Home Office. Notifiable crimes range from violence offences; sexual offences; theft offences; criminal damage and arson offences; drug offences; possession of weapons offences; public order offences and other miscellaneous crimes against society (covering a range of offences where there are no direct individual victims).

* 3% of recorded crime has no urban/ rural classification assigned.

Violence against the person

12 months to June 2025

*Not updated since the Panel meeting on 21st November 2025



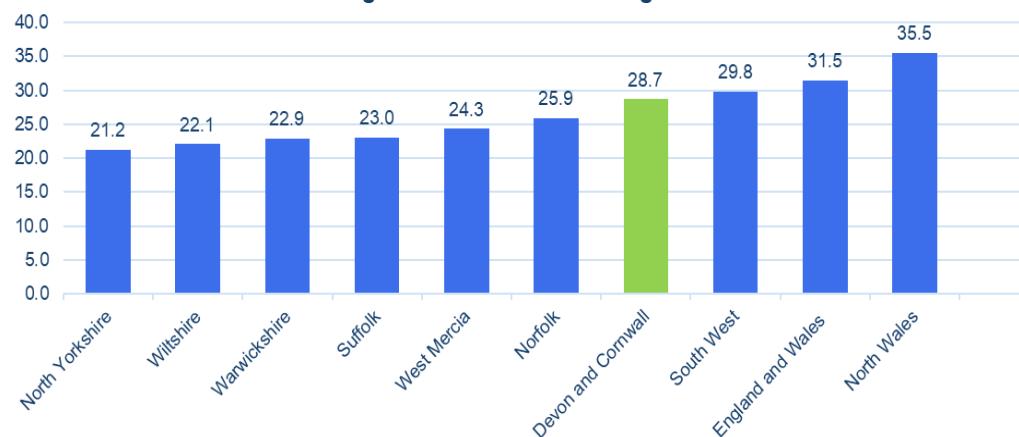
Recorded crimes:
52,772

Crime rate:
28.7

+4.7% Increase
+2,380 more crimes

National position:
19th Lowest

Violence against the person crime rate
Devon and Cornwall compared with most similar force group areas and regional and national averages



- Violence against the person includes the following offence categories: homicide; violence with injury; violence without injury; stalking and harassment; death or serious injury caused by unlawful driving.
- Violence with injury include a variety of offences which range in seriousness including offences such as actual bodily harm (ABH); grievous bodily harm (GBH) and attempted murder.
- Violence without injury include offences such as common assault where there is no injury, or injuries are not serious; harassment, kidnapping and threats to kill. Violence without injury offences account for the highest category of violent crime.
- In the 12 months to June 2025, 52,772 violent crimes were recorded in Devon and Cornwall (D&C). This represents a 4.7% (+2,380) increase compared with the 12 months to June 2024. The violent crime rate per 1,000 people has increased from 27.7 crimes per 1,000 people to 28.7 crimes per 1,000 people.
- D&C's violent crime rate is lower than the England and Wales average of 31.5 crimes per 1,000 people and below the South-West regional average of 29.8 crimes per 1,000 people. Compared to D&C's MSF group, D&C has the second highest violent crime rate, behind North Wales.
- D&C is one of only two areas within its MSF group to have seen an increase in violent crime in the 12 months to June 2025 compared with the year prior (+4.7%). Wiltshire also saw an increase of 4.4%.
- The increase in violent crime across D&C is inconsistent with the national trend, where there has been a 1.9% decrease over the 12 months to June 2025. However, the increase in D&C is consistent with the regional trend, with the South-West seeing a 3.7% increase in violence over the same period.
- Increases in stalking and harassment offences (+10.8%, +1,477) and violence without injury offences (+6.1%, +1,274) are the main contributors to the increase in violent crime in D&C. Improved crime recording is likely to be contributing to some of the increase.
- There were 13 homicides in the year to June 2025, up by 2 when compared to previous 12 months.

Drug offences

12 months to June 2025

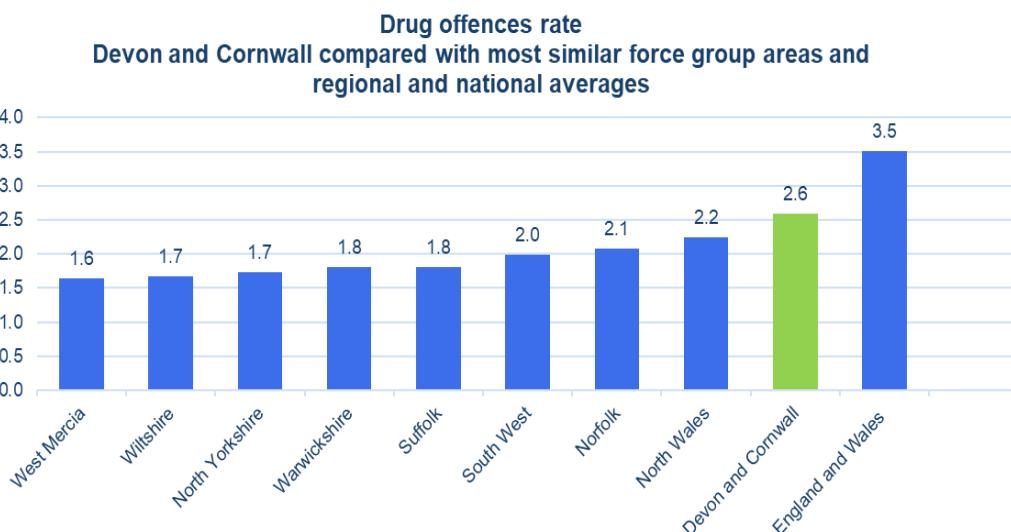
*Not updated since the Panel meeting on 21st November 2025

Recorded crimes:
4,756

Crime rate:
2.6

+10.7%
Increase
+459 more
crimes

National position:
20th mid table

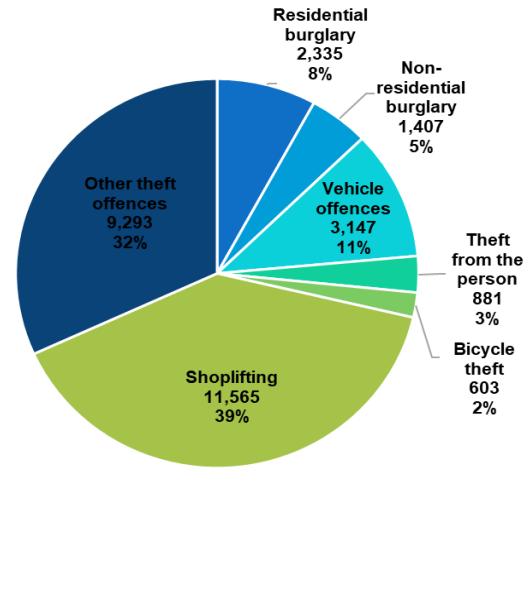


- Drug offences include both drug possession and trafficking. Drug trafficking encompasses a wide range of activity, including the selling, transporting, and/or importing of illegal drugs.
- In the 12 months to June 2025, 4,756 drug offences were recorded in Devon and Cornwall (D&C). This represents a 10.7% (+459) increase compared to the previous year.
- The rate of drug offences per 1000 population has increased from 2.4 crimes per 1,000 people to 2.6. D&C's drug offences rate is 20th nationally out of 43 police forces.
- Devon and Cornwall's drug offences rate is lower than the England and Wales average of 3.5 crimes per 1,000 people but above the South-West regional average of 2.0 crimes per 1,000 people.
- Compared to D&C's MSF group, D&C has the highest drug offences rate.
- Increases in drug offences are a product of targeted policing operations to disrupt drug dealers. During the last Operation Scorpion intensification week (June 2025), the force seized 76.6kg of illegal drugs at an estimated street value of approximately £3.3 million.
- Having a higher drug offences rate per 1,000 people reflects the positive outcomes which have resulted from targeted police activity as tackling drug crime continues to be a priority for the Commissioner and Devon and Cornwall Police.

Theft offences

12 months to June 2025

*Not updated since the Panel meeting on 21st November 2025



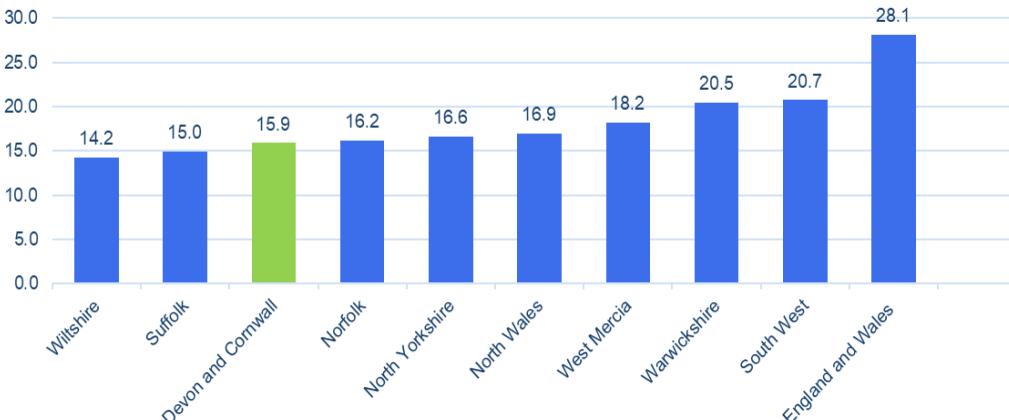
Recorded crimes:
29,231

Crime rate:
15.9

+6.5%
Increase
+1,779 more
crimes

National position:
6th Lowest

Theft offences rate
Devon and Cornwall compared with most similar force group areas and
regional and national averages



- Theft offences cover the following offence categories: burglary (residential and non-residential); vehicle offences; theft from the person; bicycle theft; shoplifting; and all other theft offences.
- Shoplifting offences (11,565 crimes) and other theft offences (9,293 crimes) account for the highest proportion of theft offences recorded.
- In the 12 months to June 2025, 29,231 theft offences were recorded in Devon and Cornwall (D&C). This represents a 6.5% (+1,779) increase compared with the 12 months to June 2024. The rate of theft offences per 1,000 people has increased from 15.1 crimes per 1,000 people to 15.9 crimes per 1,000 people. This is inconsistent with the national trend, where there has been a decrease of 3.6% over the same period.
- D&C is one of only two areas within its MSF group to have seen an increase in theft offences in the 12 months to June 2025 compared with the year prior (+6.5%). Norfolk also saw an increase of 4.4%.
- Across the whole South-West region theft offences have also been increasing. In the 12 months to June 2025, the South-West saw a 1.9% increase in theft crime.
- The increase in theft across D&C is largely due to an increase in reported shoplifting offences, rising to 11,565 crimes, or an increase of +2,695 offences when compared to the previous year (12 months to June 2024).
- Despite the increase in crime, D&C's theft offences rate continues to remain significantly lower than the England and Wales average of 28.1 crimes per 1,000 people and below the South-West regional average of 20.7 crimes per 1,000 people. Compared to D&C's MSF group, D&C has the third lowest theft offences rate.
- The increase in theft offences may be linked to the cost-of-living crisis. D&C Police have also sought to improve public confidence to report crime by being more visible in communities and hotspot policing areas. The Commissioner has recently funded a year-long pilot for a free 12-month subscription to the UK Partners Against Crime (UKPAC) Business Crime Reduction Solution to provide a quicker and easier way for businesses across Torbay to report issues such as shoplifting, theft and ASB. Following the success of the pilot, additional funding has been secured for Liskeard, Saltash, Torpoint, Looe, Bodmin and Barnstaple.

Antisocial behaviour (ASB) incidents 12 months to November 2025

ASB incidents
recorded by
D&C Police:
24,595

-2.6%
Increase
-665 fewer
ASB
incidents

D&C
ASB
incident
rate:
13.4

England
& Wales
ASB
incident
rate:
16.2

- ASB data for Devon and Cornwall (D&C) does not form part of the ONS release of police recorded crime so direct comparisons with D&C's MSF group are not provided.
- ASB incident data has been provided by Devon and Cornwall Police and covers only those incidents which have been recorded by the police and does not include local authority data. Local authorities will also hold data on ASB which is not captured by the police, especially around noise complaints, or environmental concerns.
- In the 12 months to November 2025, 24,595 ASB incidents were recorded by Devon and Cornwall Police. This represents a 2.6% decrease compared with the 12 months to November 2024, equating to 665 fewer incidents.
- The number of police recorded ASB incidents nationally remained similar to levels last year at 1 million incidents. This figure includes those incidents recorded by the British Transport Police.
- The ASB rate per 1,000 people in D&C has decreased slightly from 13.7 incidents per 1,000 people to 13.4 crimes per 1,000 people. The rate of ASB is 1.2x lower than the national average of 16.2 incidents per 1,000 people.
- Trends in ASB incidents recorded by the police need to be interpreted with caution as those experiencing the negative impacts from antisocial behaviour don't always report it to the police. For this reason, trends in ASB should be considered alongside other local intelligence and the feedback the Commissioner receives from the public. ASB is one of the main issues reported to the Commissioner by the public, and when asked as part of the Commissioner's public survey is often identified as a top priority and one of the policing issues that most needs addressing in their communities.
- Estimates from the Crime Survey for England and Wales (CSEW) for the year ending June 2025 showed that nationally 37% of people had experienced or witnessed some type of antisocial behaviour. There was no statistically significant change from the previous year (36%).

ASB by category 12 months to November 2025

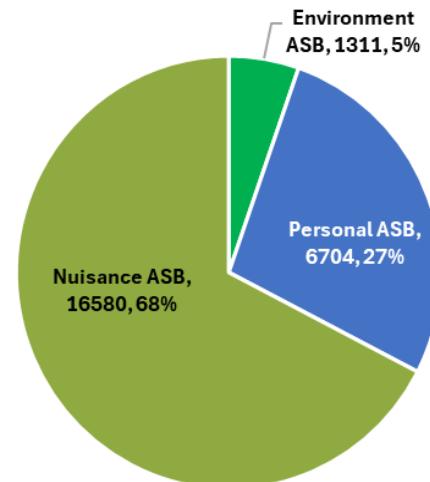
Anti-social behaviour (ASB) covers a wide variety of behaviour that has a negative impact on others. ASB can be categorised into three categories:

Environment ASB is when a person's actions affect the wider environment such as public spaces. Examples include graffiti, fly tipping, littering, and vandalism.

Nuisance ASB is when a person causes trouble, annoyance or suffering to a community. Examples include noisy neighbours, rowdy behaviour, public drunkenness, and inconsiderate driving.

Personal ASB is when a person targets a specific individual or group. Examples include verbal abuse, nuisance phone calls, and threatening behaviour.

Total ASB: 24,595 (-2.6% - 665 fewer incidents) 



	12 months Nov 2025	12 months Nov 2024	% change	Number change	Direction of travel
Environment ASB	1,311	1,149	+14.1%	+162	
Nuisance ASB	16,580	16,011	+3.6%	+569	
Personal ASB	6,704	8,100	-17.2%	-1,396	

- In the 12 months to November 2025, nuisance ASB comprised the largest category of ASB incidents recorded by Devon and Cornwall Police – equating to 68% of ASB and 16,580 incidents.
- Personal ASB incidents accounted for the second largest category – equating to 27% of ASB and 6,704 incidents.
- Environment ASB incidents accounted for the smallest ASB category – equating to 5% of ASB and 1,311 incidents.

Compared with the year prior (12 months to November 2024):

- There has been a 14.1% increase in the number of environment ASB incidents recorded equating to 162 more incidents.
- There has been a 3.6% increase in the number of nuisance ASB incidents recorded equating to 569 more incidents.
- There has been a 17.2% decrease in the number of personal ASB incidents recorded equating to 1,396 fewer incidents.
- The decrease in personal ASB incidents has driven the reduction in total ASB.
- As noted in the previous ASB page, trends in ASB need to be interpreted with caution as not all ASB is reported to the police and there will be geographic variation.

Anti-social behaviour (ASB) Case Reviews

The ASB Case Review

The Anti-social Behaviour (ASB), Crime and Policing Act 2014 introduced specific measures designed to give victims and communities a say in the way that complaints of antisocial behaviour are dealt with. This includes the ASB Case Review, formerly known as the Community Trigger, which gives victims of persistent anti-social behaviour reported to any agencies (e.g. council, police, housing provider) the right to request a multi-agency case review where a local threshold is met, and agencies have a duty to carry this out.

Threshold for ASB Case Review

Where an individual has complained to a local council, Devon and Cornwall Police, a clinical commissioning group and/or a Registered Housing Provider (social landlord) three times about separate incidents of antisocial behaviour in the last six months, and those incidents have been reported within one month of occurring they should meet the threshold for their local Antisocial Behaviour Case Review.

ASB Case Review Escalation Process - ASB Case Review appeals

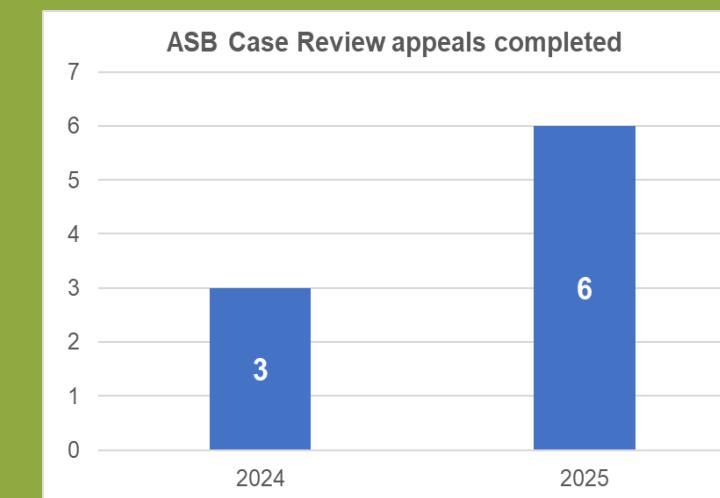
Home Office statutory guidance published in July 2014 (updated June 2022) states that the procedure must include provision for a person to request a review of the way an application for an Antisocial Behaviour Case Review was dealt with.

In Devon and Cornwall, it has been formally agreed with a number of local authorities that the Office of the Police and Crime Commissioner (OPCC) will offer a route for victims to query the decision on whether the threshold was met, or the way in which the review was carried out if they are dissatisfied with the outcome of the ASB Case Review. ASB applicants who wish to request their case to be escalated to the OPCC may do so within 4 weeks of the notification of the outcome and applicants are required to make this request to the lead organisation undertaking the ASB Case Review.

ASB Case Review appeals

The number of ASB Case Review appeals completed by the OPCC doubled in 2025, compared with 2024.

- In 2025, the OPCC completed 6 ASB Case Review appeals.
- In 2024, the OPCC completed 3 ASB Case Review appeals.



+100%
Increase
+3 more
ASB Case
Review
appeals
completed

●	Has met the Commissioner's target
●	Has not yet met the Commissioner's target
	Not applicable
↑↓	Indicative of performance improvement
↑↓	Indicative of performance deterioration
→	No change in performance
■	Additional scrutiny to be applied by the Commissioner

The Commissioner has set targets for acceptable performance for some of the measures, below, to be achieved over the duration of the Police and Crime Plan 2025-29.

Performance measure	Target or baseline	Latest data	Direction of travel compared with baseline	Performance against target	Commissioner's scrutiny assessment
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1. CONTACT

Baseline details:

Fewer reports made to the Commissioner about early PEO closures: Quarter 1 2024/25 – 1st April 2024 to 30th June 2024

1.1 Target: 90% of 999 calls answered within 10 seconds.	90%	94.0%		●	
1.2 Target: 90% of 101 calls answered within 10 minutes.	90%	87.7%		●	
1.3 Target: Lower than a 5% 101 call abandonment rate	< 5%	11.2%		●	
1.4 Fewer reports made to the Commissioner regarding Police Enquiry Offices that have closed before advertised opening times	4	0	↓		

2. INVESTIGATIONS

Baseline details: Positive outcomes+ measure: 12 months to March 2024

2.1 Target: 95% of crime to be recorded accurately. (Crime Data Integrity - CDI)	95%	94.0%		●	
2.2 Increase percentage of positive outcomes+ rate.	11.3%	13.3%	↑		

3. PUBLIC CONFIDENCE

Baseline details:

Public confidence measures: 12 months to March 2024

Victim satisfaction measure: 12 months to August 2024

Repeat victimisation measure: 12 months to March 2024

3.1 Increase the percentage (%) of the public that agree "taking everything into account, I have confidence in the police in this area".	77.0%	75.0%	↓		
3.2 Increase the percentage (%) of the public that agree "the police would treat you with respect if you had contact with them for any reason".	92.0%	92.0%	→		
3.3 Increase the percentage (%) of the public that agree "the police treat everyone fairly, regardless of who they are".	78.0%	75.0%	↓		
3.4 Increase the percentage (%) of priority victims satisfied with the service they receive by Devon and Cornwall Police.	69.0%	68.0%	↓		
3.5 Reduce the rate of repeat victims	46.9%	48.8%	↑		■

4. HMICFRS judgements

4.1 Target: Devon and Cornwall Police to be removed from 'enhanced' stage of performance monitoring.	Force to be removed from 'enhanced' stage of monitoring	Force removed from 'enhanced' stage of monitoring		●	
4.2 Target: Devon and Cornwall Police to have no service areas graded as 'inadequate'.	No areas graded 'Inadequate'	2 areas graded 'inadequate'		●	

Police and Crime Commissioner's Performance Report

1. Contact

1.1 Target: 90% of 999 calls answered within 10 seconds.



The latest data indicates that Devon and Cornwall Police has met the Commissioner's target of answering 90% of emergency calls within 10 seconds.

In the 12 months to November 2025, **94.0%** of 999 calls were answered within the service standard of 10 seconds and the average¹ wait time for calls to be answered was 5 seconds. A stable performance position continues to be evident for this measure.

1.2 Target: 90% of 101 calls answered within 10 minutes.



The latest data indicates that performance has not yet reached the Commissioner's target of answering 90% of 101 calls within 10 minutes.

In the 12 months to November 2025, **87.7%** of 101 calls were answered within 10 minutes. During this period, the average wait time to speak to a contact officer dealing with 101 calls was 3 minutes and 52 seconds. This is a decrease of 2 minutes and 33 seconds compared with last year when the average wait time was 6 minutes and 25 seconds (12 months to November 2024) and a decrease of 35 minutes and 3 seconds compared with 2 years ago (12 months to November 2023).

Wait times for the 101 service tend to fluctuate in periods of high demand, particularly in the Summer when 101 calls typically increase. Between May and August 2025, the number of 101 calls answered increased, and the proportion of calls answered within 10 minutes decreased. Although performance during this period was consistently above 80%, these fluctuations impact on the overall yearly performance. Prior to the summer months, the proportion of calls answered within 10 minutes had been higher and during the following months January (95.3%), March (90.6%) and April (90.9%) the Commissioner's target of answering 90% of 101 calls within 10 minutes had been achieved. Monthly performance data for November 2025 shows that 89.0% of 101 calls were answered within 10 minutes.

The Commissioner is receiving fewer complaints from the public following improvement to the 101 service. During 2023/24, the Commissioner received 42 pieces of correspondence regarding 101 wait times. In the following year (2024/25), just 4 pieces of correspondence were received (-38)

¹ Mean

and in 2025/26, the Commissioner received 2 pieces of correspondence; both sent in the month of July.

Although performance has not yet met the Commissioner's target, the Commissioner is content that performance is stable and that sustained improvement in the 101 service is evident. Wait times have reduced significantly over the past 2 years meaning that members of the public will be experiencing much shorter wait times to report their crime or incident.

Whilst achieving the 90% target based on yearly performance data will be challenging the Commissioner remains optimistic that this is achievable over the life of their Police and Crime Plan.

1.3 Target: Lower than a 5% 101 call abandonment rate.



During periods of high demand, members of the public can experience longer wait times and therefore abandon their call. Many callers will phone back when they have more time but there is concern that some callers will be discouraged by this initial experience and decide not to report their crime or incident to the police.

The national principles and guidance as set out in the 2020 Contact Management Strategy states that forces with a switchboard (like in Devon and Cornwall) should aim to have an abandonment rate lower than 5 percent. This is also the standard expected by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

The latest data indicates that Devon and Cornwall Police have not yet met the Commissioner's target of an abandonment rate of lower than 5%.

In the 12 months to November 2025, **11.2%** of 101 calls were abandoned. The abandonment rate has reduced very slightly (-0.1%) since the last Police and Crime Panel meeting². Although the target for this measure has not yet been achieved, the Commissioner remains encouraged by the improvements to date. The rate of 101 abandoned calls has improved significantly over the last two years – decreasing from 57.4% of calls abandoned in the 12 months to November 2023.

Maintaining lower rates of abandoned calls can be challenging during periods of high demand, particularly over the summer months. Monthly performance data shows a fluctuating trend, with lower rates of abandoned calls during the months of January, February, March, and April 2025 (6.1%, 10.6%, 9.9% and 9.6% respectively) and higher rates of abandoned calls during May, June, July, August, and September 2025 (14.7%, 13.4%, 13.9%, 15.1% and 12.1% respectively). Monthly data for October and November 2025 show reduced abandonment rates of 10.9% and 9.2% respectively.

The Commissioner is content that the rate of 101 abandoned calls continues to decrease and remains optimistic that a 5% abandonment rate remains possible over the life of their Police and Crime Plan.

1.4 Fewer reports made to the Commissioner regarding Police Enquiry Offices that have closed before advertised opening times



² 21st of November 2025 – abandonment rate was reported at 11.3% in the 12 months to September 2025.

Police enquiry offices (PEOs) allow members of the public to have access to walk-in services where they can speak to trained staff who can help with crime reporting, crime prevention advice and help with accessing victim services. Over the past five years, the Commissioner has supported the opening of an additional 17 PEOs, taking publicly available front desks to 26 across the force area.

During early 2024/25, the Commissioner received four reports from the public of PEOs closing early, who as a result were unable to speak to the police as planned. In response to these reports, Devon and Cornwall Police were contacted to understand the reasons for early closure so a response could be provided to the complainant. Reasons given for early closure included staffing issues, and in a couple of instances, the opening hours had been advertised incorrectly.

Devon and Cornwall Police's website now provides details of all PEO opening times, which advises the public to arrive at least an hour before closing³.

During 2025/26 (covering the period 1st April 2025 to 31st December 2025) the Commissioner received **no** reports of PEOs closing before the force's advertised closing time, indicating that PEOs are consistently available to the public during advertised opening times.

2. Investigations

2.1 Target: 95% of crime to be recorded accurately - Crime data integrity (CDI)



Devon and Cornwall Police conduct regular audits of crime data integrity (CDI) to ensure crimes which have been reported have been recorded accurately and are compliant with Home Office Crime Recording Rules.

It is important that crimes are recorded accurately so that the police can take the right action for each victim of crime and that they have access to support services.

The latest CDI results show that the Commissioner's target of 95% has not yet been met. The force's CDI audit results as of July – September 2025 show that **94.0%**⁴ of all reported crime has been recorded accurately. This is an improvement on performance compared with the last reported figure to the Panel, where compliance was at 91.5% (May – July 2025) and the highest figure reported to the Panel since July 2025.

Although the 95% target has not yet been achieved, the Commissioner is partly assured that Devon and Cornwall Police are taking the necessary steps to improve crime recording and is encouraged that HMICFRS' latest judgment of crime recording has moved from 'inadequate' to 'requires improvement' based on their own audit and assessment. The Commissioner is optimistic that the target of 95% is achievable based on the latest audit results and will continue to monitor performance in crime data integrity closely.

³ [A list of Police Enquiry Offices \(PEOs\) | Devon & Cornwall Police](#)

⁴ Crime recording compliance estimate. D&C Police use the same methodology as HMICFRS to calculate their crime recording compliance rate.



Positive offender outcomes+ indicate that an effective response has been made to a criminal offence following a police investigation.

The offender outcomes+ definition covers offences which have resulted in an offender being:

- Charged / summonsed to court.
- Receiving an out of court resolution (OoCR) (informal/ formal): An out of court resolution can be issued by the police without the need for an offender to go to court. Resolutions can include setting the offender some conditions, such as rehabilitation to prevent future offending, making up for damages or harm caused, or paying court costs. Resolutions are usually issued in cases where an offence is considered to be less harmful.
- Offences taken into consideration (TICs): TICs are offences for which the offender has not been prosecuted but for which they admit to committing and ask the court to take into consideration when sentencing for the offence(s) for which they have been prosecuted.
- Diversionary, educational or intervention activity: A police outcome that can be used when the police have decided that no prosecution action will be taken in the case, but the offender participates in some form of diversionary activity to prevent future offending. This outcome is often used for children and young people providing an opportunity to prevent criminalisation, address the offending behaviour and provide support.

The measure of 'positive offender outcomes+ rate' consists of the number of positive offender outcomes+ for investigations finalised in the year (which can relate to crimes committed in any year) as a percentage of crimes recorded during the year.

In the 12 months to November 2025, the offender outcome+ rate was **13.3%** (equating to 16,469 positive offender outcomes+). This is a 2% increase in positive outcomes compared with the baseline period 12 months to March 2024.

The latest data that allows for national comparison covers the 12 months to March 2025. At that time, Devon and Cornwall's outcome+ rate was 13.8%. When compared to the 7 forces in its Most Similar Force Group⁵, Devon and Cornwall had the 2nd lowest outcome+ rate. When compared to other police forces in England and Wales, Devon and Cornwall's performance was consistent with the national average, at 13.9%.

The Commissioner is encouraged to see an increase in the positive outcomes+ rate compared with the baseline period (12 months to March 2024 – 11.3%) and since the last national publication of offender outcome data (12 months to December 2024 – 13.1%). The Commissioner recognises that in comparison to other force areas performance in Devon and Cornwall could be improved and the Commissioner will continue to monitor this area closely.

⁵ Most Similar Force Groups (MSGFs) are based on geographic and socio-economic factors as defined by the Home Office. Devon and Cornwall's MSFG includes Norfolk, North Yorkshire, Suffolk, North Wales, West Mercia, Wiltshire and Warwickshire.

3. Public Confidence

3.1 Direction of travel measure: Increase the percentage (%) of the public that agree “taking everything into account, I have confidence in the police in this area”.



Public confidence is at the heart of policing. Without the public's confidence, crime may go unreported, intelligence may be missed, and public safety could be compromised.

Devon and Cornwall Police commission a research provider⁶ to survey the public on their confidence in policing. The survey has around 2,000 respondents which are representative of the force area.

In the 12 months to December 2025, **75%** of the public agreed that taking everything into account, they had confidence in the police in Devon and Cornwall. This indicates a 2% decrease in public confidence compared with the baseline period 12 months to March 2024 (77%) and the last report to the Panel.⁷

The Commissioner will continue to monitor the results of the Force's public perception survey closely for any significant shifts in public opinion. As the activity to deliver on the priorities of the Police and Crime Plan progresses, the Commissioner would anticipate an increase in the public confidence survey results.

3.2 Direction of travel measure: Increase the percentage (%) of the public that agree “the police would treat you with respect if you had contact with them for any reason”.



The police ask several supplementary questions related to the public's views of policing, including whether they believe the police would treat them with respect.

In the 12 months to December 2025, **92%** of the public agreed that police in Devon and Cornwall would treat you with respect if you had contact with them for any reason. Whilst no change in public opinion was evident since the baseline period or the last panel meeting⁸, the results remain positive with over 90% of survey respondents agreeing with this statement.

3.3 Direction of travel measure: Increase the percentage (%) of the public that agree “the police treat everyone fairly, regardless of who they are”.



Fairness and equality are features of good policing and measured as part of the force's public survey. In the 12 months to December 2025, **75%** of the public agreed that police in Devon and

⁶ SMSR Ltd.

⁷ 77% for the 12 months to August 2025 reported at the 12th of September panel meeting.

⁸ 25th July 2025 – performance was reported at 92% for the 12 months to May 2025.

Cornwall would treat everyone fairly, regardless of who they are. This was 3% lower than the baseline period, the 12 months to March 2024 (78%) and shows a slight decrease of 1% since the last reported figure to the panel.⁹

Although there was a slight decrease in the proportion of survey respondents who agreed that 'the police treat everyone fairly regardless of who they are', the Commissioner is mindful that the remaining survey respondents either didn't know or neither agreed nor disagreed with this statement and only a small proportion of survey respondents disagreed or strongly disagreed.

As the activity to deliver on the priorities of the Police and Crime Plan progresses, the Commissioner would anticipate the proportion of survey respondents who agree with this statement to increase. However, the Commissioner is mindful that the public's perception of local police can be influenced by many factors and events that may not be specific to Devon and Cornwall Police.

3.4 Direction of travel measure: Increase the percentage (%) of priority victims that are satisfied with the service received by Devon and Cornwall Police.	
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Related to people's confidence in policing is how satisfied victims feel with the service they have received from the police. This is especially important for priority victims, including those who are victims of the most serious crimes (domestic abuse, hate crime, sexual offences, and attempted murder) or those who are persistently targeted, vulnerable or intimidated.

The surveying of victims of crime is mandated by the Home Office (HO). The HO guidance states that victim satisfaction surveys are designed to take account of the experience of victims, not just at the initial stage of police action, but in subsequent activity; and provide information about victim experience which can be actioned by forces to improve service delivery.

Devon and Cornwall Police undertake satisfaction surveys with victims of crime. This includes questions about several different areas of their experience, including their treatment by police, speed of contact, and progress of investigation. The latest survey results covering the 12 months to November 2025, show that **68%** of priority victims¹⁰ were satisfied with the overall service they received from Devon and Cornwall Police. This indicates a slight decrease of 1% compared with the baseline period 12 months to August 2024 (69%) and the last reported figure to the Panel (69%)¹¹.

Whilst over two thirds of victims have expressed satisfaction with the service received and levels of satisfaction appear stable; the Commissioner would like to see higher levels - as were evident in 2021¹² when the overall victim satisfaction rate was 77%. The Commissioner is committed to ensuring that victims are at the heart of policing and will continue to monitor this area of performance.

⁹ 25th July 2025 – performance was reported at 76% for the 12 months to May 2025.

¹⁰ Victims who meet specific criteria that warrant a more immediate and enhanced level of support and communication from the police based on severity of crime and the victim's vulnerability.

¹¹ 21st November 2025 – performance was reported at 69% for the 12 months to September 2025.

¹² 12 months to December 2021.

3.5 Reduce the rate of repeat victims	↑	Commissioner's scrutiny assessment: 
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A 'repeat victim' is a victim who has been subjected to any offence more than once within a 12-month period. This may include victims who have experienced the same or similar offences two or more times within 12 months, or victims who have experienced completely different offence types.

This measure captures both individuals and organisations who have experienced repeat victimisation. In the 12 months to November 2025, the repeat victimisation rate for individuals and organisations was **48.8%**. This is 1.9% higher compared with the baseline period of the 12 months to March 2024 (46.9%). The rate of repeat victimisation has remained stable since the last reported figure to the Panel.¹³

The Police and Crime Panel have requested that the Commissioner distinguishes between individual and organisational repeat victimisation in addition to providing the overall repeat victimisation rate. In the 12 months to November 2025, 38.3% of individuals were repeat victims of crime. During the same period, 84.8% of organisations were repeat victims of crime.

Whilst police identification of repeat victims can provide increased opportunity for safeguarding, the fact that some people are being repeatedly victimised is not acceptable. Since the Commissioner's monitoring of this measure, repeat victimisation has remained higher than the baseline period the 12 months to March 2024 and at a level that is of concern. The Commissioner has therefore assessed that performance in this area requires an additional level of scrutiny and has requested that the Chief Constable reports on this at an upcoming Commissioner's Accountability Board.

4. HMICFRS judgements

4.1 Target: Devon and Cornwall Police to be removed from the 'enhanced' stage of performance monitoring.	●
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This measure has not been updated since the Police and Crime Panel meeting in September 2025.¹⁴ The next HMICFRS PEEL inspection report is expected Spring/Summer 2026, and so performance against this target will remain unchanged until that time.

In October 2022, His Majesty's Inspectorate of the Constabulary and Fire and Rescue Services (HMICFRS) made the decision to move Devon and Cornwall Police into an 'enhanced' level of monitoring known as 'Engage', due to:

- A deterioration in the force's crime recording.
- Concerns with the force's management of emergency and non-emergency calls.
- Concerns with the force's management of registered sexual and violent offenders.

¹³ 21st November 2025 – repeat victim rate reported at 49.1% for the 12 months to September 2025 – a slight decrease of 0.3% is evident.

¹⁴ 12th of September 2025.

In February 2024, a further cause for concern was identified by HMICFRS relating to the force's management of investigations. This further consolidated the Inspectorates view that Devon and Cornwall Police should be placed into the 'Engage' stage of monitoring.

'Engage' is a tool deployed by HMICFRS that provides additional support and scrutiny to police forces to encourage improvement. Whilst under the enhanced level of monitoring, HMICFRS require the Chief Constable to report formally on the force's progress in each area at Police Performance Oversight Group (PPOG) meetings.

Over the past two and half years Devon and Cornwall Police has made improvements in crime recording, call handling, crime investigations, and the management of sexual and violent offenders.

The Commissioner is pleased to report that on the 30th July 2025, HMICFRS' Chief Inspector Sir Andy Cooke QPM DL removed the force from 'Engage' following a number of improvements in the identified areas, including:

- How the force governs and oversees its control room, with continued improvement in its non-emergency 101 call abandonment rate
- The forces effective management of sexual offenders, which is in line with national guidance
- How the force records crime, with increased confidence in frontline officers' understanding of the principles of crime recording; and
- An increased use of investigative plans and supervisory reviews by officers and staff

Whilst HMICFRS have closed causes of concern related to the management of emergency and non-emergency calls, and the management of violent and sexual offenders, two concerns remain 'open' relating to crime recording and investigations. This means that the force must demonstrate continued improvement in these areas before the Inspectorate is content that they are demonstrating good performance.

The Commissioner is proud of the progress made by the force so far under the leadership of Chief Constable James Vaughan QPM and recognises the commitment made by officers and staff to enhance the quality of service provided to the public and remove the force from 'Engage'. The Commissioner looks forward to continued improvement over the coming months.

4.2 Target: Devon and Cornwall Police to have no service areas graded as 'inadequate'.	
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This measure has not been updated since the Police and Crime Plan meeting in September 2025.¹⁵ The next HMICFRS PEEL inspection report is expected during 2026, and so performance against this target will remain unchanged until that time.

The removal of the force from 'Engage' is separate to the process undertaken by HMICFRS' that grades service areas of the force. HMICFRS' PEEL¹⁶ inspections occur every 2-3 years and result in gradings for the force in several service areas, including crime prevention, contact with the public, and protection of vulnerable people. The force can be scored in several ways, ranging from

¹⁵ 12th of September 2025.

¹⁶ Police effectiveness, efficiency and legitimacy (PEEL).

'inadequate' to 'outstanding'.

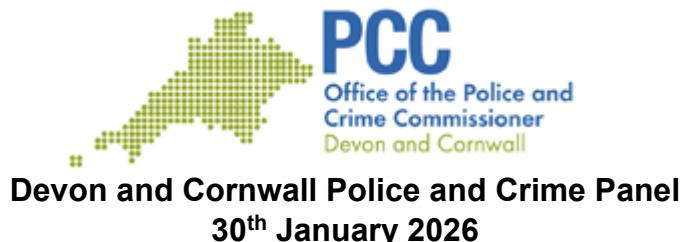
Devon and Cornwall Police's last PEEL inspection was in February 2023 and therefore there has been no update on this measure since the last Panel meeting in July 2025.

In February 2023, HMICFRS' PEEL inspection of Devon and Cornwall Police graded three service areas as 'inadequate':

- crime recording;
- responding to the public, and;
- the management of offenders and suspects.

In July 2024, following significant focus and investment from the force, HMICFRS' PEEL inspection regraded crime recording, and the management of offenders and suspects as 'requires improvement'. However, responding to the public remained graded as 'inadequate', in addition to a new 'inadequate' grading for investigating crime.

Therefore, with 2 areas graded as 'inadequate', the force is not yet reaching their performance targets in this area, and the Commissioner continues to mark this performance area as not yet within target.



OFFICE OF THE POLICE AND CRIME COMMISSIONER'S REPORT
Police and Crime Plan Priority: Drugs and alcohol

1. Introduction

1.1 The Commissioner's Police and Crime plan focusses on four main priorities: antisocial behaviour (ASB), serious violence, drugs and alcohol and theft. This report describes activity undertaken by the Office of the Police and Crime Commissioner (OPCC) and Devon and Cornwall Police to deliver the priority area of drugs and alcohol, specifically tackling concerns in our towns and city centres, in our countryside and coastal areas, on our roads and in our homes and neighbourhoods. The report also describes how the force and the Commissioner are delivering this priority through a focus on repeat victims, repeat offenders and repeat locations.



2. Background

Drug offences

2.1 In the 12 months to November 2025:

- 4,350 drug offences were recorded, a 10% decrease on the previous year (-501)
- Most offences related to possession of drugs with 2,860 offences recorded (66%); largely cannabis (1,669)
- 1,490 offences related to drug trafficking (34%), including importation, supply, and intent to supply.

2.2 In the 12 months to June 2025:

- Devon and Cornwall had the 3rd lowest outcome rate for drug offences out of 42 police forces in England and Wales.
- 43% drug offences had a positive outcome in Devon and Cornwall, compared to 62% in England and Wales.



2.3 During 2025:

- 1,131 people were arrested for Drug Driving Offences in 2025¹

Alcohol related offences

2.4 In the 12 months to November 2025

- 9,692 offences were flagged as related to alcohol, a 12% increase on the previous year (+1,022)
- Most offences related to violence (58%); including violence with and with injury (5,631), followed by shoplifting (1,043, 11%)
- Comparing alcohol-related offences year-on-year should be approached with caution particularly as some increases may be a result of improved recorded practices and improved use of the alcohol flag by police.

2.5 The key aims of the Police and Crime Plan's drugs and alcohol priority are:

- A reduction in drug dealing and alcohol related disorder in our towns
- Drug dealers are deterred from using our countryside and coastal routes
- Zero tolerance to drink and drug driving
- Supply and demand for illegal substances are disrupted

2.6 During 2025:

- 1,656 people were arrested for Drink Driving offences in 2025²

2.7 The Chief Constable has developed a delivery plan which sets out the prioritised activity for which Devon and Cornwall Police will focus its resources, activity and development in 2025-26 in line with the Commissioner's Police and Crime Plan priorities.

In our towns and city centres	In our countryside and coastal areas	On our roads	In our homes and neighbourhoods
<p>A reduction in drug dealing and alcohol related disorder in our towns.</p> <p>We will make use of referrals to drug and Alcohol services for specific individuals.</p> <p>We will continue to focus on Drink Spiking offending utilising Op Oppossum - targeting specific areas as directed by intelligence.</p> <p>We will make use of diversion schemes to take offenders away from committing offences and to provide support to reduce reoffending.</p> <p>We will focus on License premises enforcement and event licensing to make sure appropriate alcohol sales are in place.</p> <p>Lead: ACC Crime, Justice and Vulnerability</p>	<p>Drug dealers are deterred from using our countryside and coastal routes.</p> <p>We will use our intelligence and tasking processes to target OCGs to support disruption tactics such as County Lines drug supply.</p> <p>We will also continue to work in partnership to identify and target Organised Crime Groups who engage in crime, including human trafficking, theft, drug dealing and money laundering, disrupting their activity and confiscate their profit.</p> <p>We will 'target-harden' coastal access points using specialist resources.</p> <p>Lead: ACC Crime, Justice and Vulnerability</p>	<p>Zero tolerance to drink and drug driving.</p> <p>We will pursue impaired drivers using technology and will continue the delivery of Lift Legend and Op Limit during NPCC road safety campaigns.</p> <p>We will develop an impaired driving problem profile, using data and intelligence to identify offending drivers and problem hotspots, adopting a zero tolerance to drink and drug driving.</p> <p>We will use ANPR hotlists to find drivers suspected of driving whilst impaired and respond proactively to activations.</p> <p>Lead: ACC Contact and Specialist Operations</p>	<p>Supply of and demand for illegal substances are disrupted.</p> <p>Our intelligence and tasking processes will target OCGs to support disruption tactics such as County Lines drug supply.</p> <p>We will also continue to work in partnership to identify and target Organised Crime Groups who engage in crime, including human trafficking, theft, drug dealing and money laundering, disrupting their activity and confiscate their profit</p> <p>Lead: ACC Crime, Justice and Vulnerability</p>

¹ Up to and including 21st December 2025

² Up to and including 21st December 2025

3. Police and Crime Plan aim: A reduction in drug dealing and alcohol related disorder in our towns

Street Focus



3.1 Street Focus was launched in May 2024 to support partners in driving down ASB and crime in Torquay town centre, much of which is caused or exacerbated by drug and alcohol misuse. Additional police and uniformed community patrols aimed to provide a reassuring presence to help people feel safe in the town centre as well as acting as a deterrent for crime. Street Focus Torquay was used as a multi-agency pilot approach to test new initiatives to improve the environment, increase public confidence, reduce ASB and crime and bring long term change to the area.

3.2 During 2024/25, the Commissioner has invested additional resources into Torbay through Hot Spot Policing, additional policing teams, Safer Streets 5 funding, as well as in kind contributions from the Commissioners' own staff and operational budgets.

3.3 The benefits of Street Focus are now being seen, and the learning has been taken and translated into tangible actions across the rest of Devon and Cornwall, which also includes the launch of Street Focus Camborne in October. Plans are being developed in collaboration with the police and community partners and discussions have already been initiated with Cornwall College Group, Cornwall Youth Services, and Cornwall Council colleagues responsible for children in care, exploring opportunities for meaningful involvement of young people in local improvement initiatives.

Hotspot Policing

3.4 Devon and Cornwall Police's Hotspots initiative supports improved safety outcomes within evening and night time economy (ENTE) locations. Although ENTE sites are not a primary programme focus, a number of Hotspots fall within (or immediately adjacent to) ENTE areas. The increased visibility of patrols and intelligence led tasking in these Hotspots strengthens guardianship at peak demand times and reduces the opportunities and conditions that enable harm. This is particularly relevant for drug related activity and alcohol related disorder. Targeted patrol presence, early intervention, and joint working with partners and licensed premises can disrupt street level drug dealing, reduce associated violence and exploitation risks, and prevent escalation of intoxication related incidents that commonly drive calls for service in the night-time economy.

3.5 The same approach contributes to improved outcomes against wider ENTE concerns, including VAWG (violence against women and girls) related harm (such as harassment, unwanted sexual attention, stalking and predatory behaviour) and vulnerability related incidents. A visible and consistent policing presence in Hotspots overlapping ENTE areas increases deterrence, improves public confidence and reporting, and enables earlier identification of safeguarding opportunities, particularly in high footfall areas such as queues, transport hubs, taxi ranks and key routes to and from venues.

3.6 Proactive engagement with venue staff and door supervisors, coupled with rapid response to emerging disorder, helps to create a safer operating environment and reduces repeat harm.

Public Spaces Protection Orders (PSPOs)

3.7 Public Spaces Protection Orders (PSPOs) were introduced under the Anti-Social Behaviour, Crime and Policing Act 2014 to help tackle anti-social behaviour and are aimed at ensuring public spaces can be enjoyed free from anti-social behaviour.

3.8 These orders allow authorised officers to tackle against specific behaviours, such as street drinking, aggressive begging, and public urination, by issuing fines or requiring individuals to leave the area.

3.9 Currently all the Community Safety Partnerships have PSPOs in place within the main town centres. Use of PSPOs are within all of the local community safety plans.

UKPAC

3.10 There is a strong relationship between substance misuse, shop theft and violence committed by offenders affected by drug and alcohol addiction and this presents challenges for local businesses and communities across Devon and Cornwall. UK Partners Against Crime (UKPAC) is a not-for-profit organisation dedicated to enhancing business crime reduction. UKPAC's model contributes significantly to policing efficiency and on outcomes for the community by reducing the administrative burden on the police and by building a strong evidence base.



3.11 Through a dedicated team of crime analysts, UKPAC collects and compiles critical evidence of shoplifting offences, including statements, CCTV footage, and business impact statements. This process ensures that when a repeat offender commits multiple crimes, the police receive a comprehensive case file, allowing them to maximise court outcomes.



3.12 The OPCC has committed £250,000 funding over two years to initiate a pilot in Torbay followed by wider force rollout. Since the launch of UKPAC in April this year, over 330 businesses across Devon and Cornwall have joined the scheme, including several major national retailers such as Superdrug, SPAR, Matalan, B&M and the Fraser Group (which includes Sports Direct, House of Fraser, Evans Cycles and Jack Wills).

3.13 The partnership is already achieving positive outcomes, with seven prosecutions secured against repeat offenders, including custodial sentences and compensation orders. These results demonstrate the value of collaborative working between businesses, the police and the wider criminal justice system to tackle shoplifting prolific offenders and reduce the impact of retail crime on local economies.

Buvidal pilot in Torquay

3.14 Buvidal is a slow-release medication that is subcutaneously injected and provides Buprenorphine exposure for either one week following a single injection, or one month. Buvidal has therefore been designed for flexible dosing, to meet individual needs, in contrast to other Opiate substitution medications that require daily doses.

3.15 In early 2024, the OPCC secured £50,000 funding to support a Buvidal pilot in Torbay to support Office for Health Improvement and Disparities' (OHID) ambition to increase the number of adults accessing drug and alcohol treatment and reduce Torbay drug related deaths. Some individuals within Torquay town centre struggled to engage with existing Opiate substitution treatment options and had difficulties stabilising on a prescription of methadone or buprenorphine.

3.16 There were a cohort of individuals within the town centre whose illicit drug use was associated not only with their own individual risks but was also creating anti-social and offending behaviour for the wider community. There were also other individuals exiting prison already prescribed Buvidal and the pilot funded the continuity of this treatment.

3.17 In total, eight individuals participated in the pilot, four females and four males, aged between 29 and 57 years. All participants saw improvements in their drug use and self-reported physical and psychological health. All reported that their life circumstances had improved – this ranged from better relationships with their families, stopping sex work, and moving away from vulnerable positions of being cuckooed. A resounding theme was gratitude that they did not have to attend a pharmacy daily saying this impacted on reducing the thoughts of having to use drugs daily to only once a month.

Naloxone

3.18 Naloxone is a lifesaving medication that rapidly reverses an opioid overdose. It works by attaching to the receptors in the brain that opioids bind to blocking their effects and restoring breathing and is available in either nasal or injectable form.



From October 2024, Naloxone nasal kits were rolled out across the Force and available in all marked response and neighbourhood police vehicles.

3.19 The OPCC has supported two Naloxone peer led programmes (Plymouth and Torbay) involving local public health commissioners, drug and alcohol services and people with lived experience of drug and alcohol misuse, working across their own networks to supply Naloxone, whilst offering essential overdose awareness advice.

3.20 The overall aim of the Naloxone peer led programmes is to widen the supply of Naloxone, reduce the risk of drug related deaths, and promote access to treatment via a unique co-produced peer driven approach.

Amber Foundation

3.21 The OPCC have committed to a 3-year funding arrangement of £48,000 per year with the Amber Foundation to support up to 12 individuals aged 18-30 facing problems and offer homeless support to help them move away from homelessness, out of unemployment and work towards better, brighter and healthier futures.

3.22 The provision offers a temporary home, personalised support and opportunity to develop new skills, experiences and have the time to focus on themselves. The service is designed to help young people move on positively and independently to a job, a place in education or training, abstain from long term drug and alcohol use and most importantly of all a safe, sustainable place to call home.

Licensing reviews

3.23 There are over 8,500 licensed premises across Devon and Cornwall, spread over 11 licencing authorities. Under the Licensing Act 2003, police forces may apply to the relevant authority for a review of any premises which is licensed for the sale of alcohol.

3.24 Devon and Cornwall Police have a policy of engagement and education before enforcement, meaning that the force will aim to put measures in place to ensure the safe running of licensed premises, before referring to the licensing authority for a review.

3.25 During 2025, the force made approximately 1,500 proactive visits, around 400 incident-related visits, conducted 197 consultations with licensed premises and attended over 100 Pubwatch meetings.

3.26 The positive outcome of this work led to the force supporting seven cases brought by other partner agencies and three referrals were made by the force to the licencing authorities for review. In total three premises licences were revoked, six resulted in updated conditions of licence, plus numerous voluntarily amendments to licence conditions agreed in partnership with licensees.

Alcohol licensing Consultation 2025

3.27 Earlier this year, the UK government launched a call for evidence on proposed changes to the alcohol licensing system. The consultation aimed to gather views on a consistent, transparent licensing system that supports economic growth while promoting public safety and community wellbeing. The Commissioner submitted a response to the consultation highlighting her overarching support and the need for such changes, recognising the support needed for local businesses, but also stressing the importance of a balance being struck between police response to ASB linked with alcohol related harms and consideration of public health matters. She proposed the need for more discussion, and involvement with wider health authorities together with a consistent set of public health data to inform longer term alcohol treatment options as well as the impact to frontline emergency health response services.

4. Police and Crime Plan aims: Drug dealers are deterred from using our countryside and coastal routes & supply of and demand for illegal substances are disrupted

Operation Scorpion

4.1 Operation Scorpion is a well-established programme of regionally co-ordinated and focused drug disruption activity, intended to make the South West a hostile environment for those who deal drugs and engage in anti-social drug taking activity. Operation Scorpion harnesses the collective strength of South West policing to better coordinate disruptive activity, and target-harden the area to protect against criminals engaging in drug activity. It achieves this by drawing on the region's collaborative capabilities and adopts an intelligence-led approach in the disruption of organised crime and drug-related criminality. While the specific focus of activity may vary with each iteration, the overarching theme is "Ring of Steel" (around the South West to prevent drugs entering etc). It has just completed its thirteenth iteration. The results from Op Scorpion 13 are as follows.

4.2 Regional results:

- 112 people were arrested
- £67,329 cash was seized
- 52kg of cannabis was confiscated, along with 868 cannabis plants
- Three guns were recovered, plus five imitation firearms
- 19 other weapons seized, such as knives, hammers and tasers
- 48 people were safeguarded, including five children

4.3 Devon and Cornwall results:

- 27 arrests
- 21 people safeguarded, including one child
- £17,465 cash seized
- 308 cannabis plants confiscated



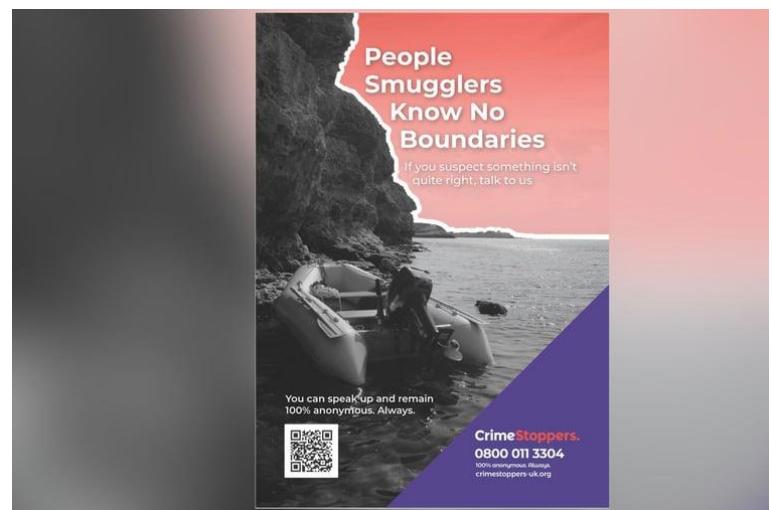
- Two guns seized, plus one imitation firearm
- Six other weapons seized

4.4 Op Scorpion 13 received good press coverage. For the first time, TikTok and Snapchat were used to engage directly with the public, especially young people. This was paid for through the regional budget drawdown for Op Scorpion. In Devon and Cornwall, Snapchat had 51,961 impressions for children and young adults aged 13-24. TikTok for Devon and Cornwall had 186,699 impressions and 724 click throughs.

4.5 The South West Police Strategic Collaboration Board has agreed that there will be three Op Scorpions per year with at least one being linked to County Lines Intensification Week (CLIW).

Crimestoppers

4.6 A Crimestoppers regional co-ordinator funded by the OPCC launched a coastal crime campaign last year asking residents to be vigilant and report anonymously any suspicious activity related to coastal crime, including theft, criminal damage and smuggling.



4.7 The new campaign launched by the charity has provided a guide of things to look out for, such as boats moored up in unusual places or at times that seem 'out of the ordinary', people making attempts to signal or guide boats offshore or people putting objects into the water.

Drugs Intel Desk

4.8 For the last three years, the OPCC has funded £89,000 towards an analyst and researcher posts within Devon and Cornwall Police's Drugs Intel Desk team. This additional capacity enhances knowledge around drug threats and the force's ability to map and score organised crime groups (OCGs), as well as enabling local intelligence and information to be shared appropriately with partner agencies supporting all four Combating Drugs Partnerships in the peninsula.

4.9 Significant drugs disruptions have been undertaken in recent months. A total of 108 disruptions were undertaken force wide during County Line Intensification Week which ran concurrently with Op Scorpion in June 2025, prioritising threats which exploited children and vulnerable adults or were linked to serious violence. A total of 41 individuals were arrested during the intensification phase, with 12 of these individuals going on to be charged with drug supply offences.

4.10 In addition, 30 adult and 15 youth engagements were undertaken during these intensifications, which included a series of public engagements, planned visits, delivery of training and county lines themed campaigns.

4.11 Examples of other types of activity include:

- Engagement with Safer Cornwall Partners: information sharing with partner agencies to provide information around county lines and exploitation and generate intelligence gathering to fill intelligence requirements and understanding of county line threats.
- 13 presentations given to students at schools and colleges in East Cornwall, which were focused on providing literature on the methodology of county lines, in order to educate and develop awareness of county lines exploitation and signs of cuckooing.
- Community alert to warn parents regarding the signs and dangers of using vapes laced with spice/THC in Plymouth.
- Police cadets have been involved in a community engagement project in Plymouth, targeting areas prevalent with drug-related issues. They have delivered leaflets generating awareness of cuckooing risks and vulnerability.
- Distribution of county lines material to a variety of establishments in North, East and West Devon, including foster placements, residential settings, support accommodation, colleges and housing departments within local councils, to develop their awareness of county lines exploitation and indicators of cuckooing.
- Visits to hotel establishments in Torquay to engage with the community and increase awareness of the signs of county lines criminality and exploitation, in order to safeguard those vulnerable and at risk.

4.12 In addition, the Neighbourhood Policing Week of Action also ran concurrently during the intensification period, increasing community engagement to disrupt and deter anti-social behaviour, acquisitive crime, violence and street-based drug supply. The highest proportion of commodity seized during the intensification was cocaine. Multi kilo quantities with an estimated value at approximately £3,000,000 was seized, plus six firearms, three bladed weapons and a total of £57,466 of cash.

4.13 Other successes include:

- An intelligence-led vehicle stop resulting in a single occupant to be found in possession of 77 individually wrapped deals of cocaine and a burner phone. The suspect was charged and remanded and class A drugs seized.
- A warrant at an industrial unit in Exeter located a cannabis factory involved in the large-scale distribution of cannabis infused products. Six persons were arrested believed to be involved in criminal enterprise. Packages containing 0.6KG of cannabis were seized.
- An intelligence-led stop of a vehicle travelling from Manchester to South Devon. Three persons were arrested for possession with intent to supply class A drugs. A quantity of controlled drugs was seized.
- In South Devon, two males from London were arrested for being concerned in the supply of class A drugs. A quantity of crack cocaine, heroin and cash was seized from hotel accommodation in Torquay.

- A separate warrant was executed at a storage unit in Torquay. 1.75kg of cocaine and quantity of cash £45,000 has been taken out of circulation and control of a drug line.
- An out of force warrant was executed at an address in Staffordshire to arrest a male suspect forensically linked to a quantity of class A drugs couriered into South Devon. The male was charged and remanded for intent to supply and money laundering. Class A drugs, cash, and a mobile phone were seized which was identified as a drug business phone linked to an active line in South Devon.
- In Plymouth, a warrant was executed at a business premises and the subject arrested for being concerned in supply of cannabis. Multi-kilo quantities of suspected class A drugs were concealed inside the roof lining of the premises.
- In Cornwall, a warrant was executed at a car wash establishment in Redruth. This resulted in seizures of quantities of cannabis and cocaine. Five males were arrested for Class A drug supply.
- A warrant was executed at the home address of a significant player of a mapped drug threat impacting Penzance. Large quantities of crack cocaine, heroin, cash, and cutting agents were seized from the footwell of an attributed vehicle. The male was charged and remanded for possession with intent to supply class A drugs and money laundering offences and pleaded guilty and has been committed to Crown Court for sentencing.
- Police attended an address in St Ives and arrested an occupant on suspicion of cannabis importation. A stun gun was seized. The occupant admitted to possessing the weapon for self-defence.

4.14 The Drugs Intel desk team prepare quarterly reports shared with each of the four Combatting Drugs Partnerships providing drugs intel at a peninsula and local authority level for Cornwall, Devon, Plymouth and Torbay.

4.15 The report includes the following:

- Identification of training and awareness gaps
- Partnership work undertaken
- Emerging drug trends
- Case studies - disruptions
- Issues/ concerns

Addressing drugs in prisons

4.16 Devon and Cornwall Police work closely with the South West Regional Organised Crime Unit (SWROCU) and His Majesty's Prison and Probation Service (HMPPS) to tackle drugs in prisons. SWROCU have primary responsibility for the activity in this area for which Devon and Cornwall Police provide officers to support. There is also a Crime and Courts Act tasking for policing to assist with drone ingress in the prison estate.

4.17 There is a Crime in Prison Response Agreement (CIPRA) between the National Police Chiefs Council (NPCC) and HMPPS to assign all criminal activity (drugs and



other offences) to be dealt with by the police or by the prison. There are regular meetings with prison staff to agree allocation and ensure CIPRA is being complied with. Any police allocated crime is investigated in the usual way excepting the use of production orders for interviews.

Pubs Against Drugs (PAD)

4.18 Pubs Against Drugs (PAD) was first hosted in the South East Cornwall area in April 2023. The operation is designed to work with licenced premises and promote a safer night out for locals, sending the message that there is no place for drugs within these locations. Plain clothes officers are deployed into pubs, shortly followed by a passive drugs dog and high visibility uniformed officers, looking for behaviour changes and indications by the passive dog, whilst completing surface wipes and engaging with the venue.

4.19 Since April 2023, six operations have been run across South East Cornwall. 48 pubs were entered, 45 stop searches were carried out, including 15 searches resulting in controlled drugs being located. One search resulted in an arrest for possession with intent to supply, with further controlled substances found at the subject's home address. Six operations in South East Cornwall have now been undertaken, with fewer drugs being located in later operations which may indicate that officer visibility and presence is deterring the use of drugs in these licenced premises.

4.20 The operation has since been rolled out to other parts of the force area via neighbourhood teams.

4.21 Officers from Torquay neighbourhood team recently conducted a PAD operation across the town with the assistance of the passive drugs dog Skye and the force licensing team, visiting seven locations across Torquay. Numerous stop searches took place along with drug-wipe testing in toilet areas.

Three person searches resulted in quantities of both suspected cannabis and cocaine being recovered, with investigations now underway with these individuals.



Possession of Drugs Positive Outcome Rate

4.22 Devon and Cornwall Police have been achieving significantly lower offender outcomes for drug possession offences (43%) compared to the England and Wales average (62%)³. The force have conducted a deep dive and have discovered that

³ 12 months to June 2025

this was likely due to the 'over-criming' of offences, which is out of sync with Home Office counting rules. The force is closely monitoring this area and already have an action plan in place to address this issue. Since this was implemented monthly performance improvements are already evident. In September 2025, positive outcomes for possession offences were at 46.2% and this has increased to 69.0% in December 2025 (+23.0%). The Commissioner is monitoring this trend and closely scrutinising the force's response to the issue.

Funding to Combatting Drug Partnerships

4.23 The OPCC has for some years committed over £340,000 in funding split between the four Combatting Drug Partnerships, Cornwall, Devon, Plymouth and Torbay. This funding contributes towards drugs and alcohol interventions for individuals within the criminal justice system. This includes custody suite and court support, prison in-reach and continuity of care for prison leavers. The aim of these interventions is to support long-term recovery and reduce reoffending.

4.24 The Commissioner is not a statutory member of local Drugs Partnerships and has no specific role or oversight responsibilities as to how this funding is utilised. Inconsistent reporting from local Drug Partnerships, has also made it difficult to understand what impact and value this funding has made. In December 2024, the Commissioner agreed a further year of funding for 2025/2026 to allow for a funding review to be undertaken during 2025 with the outcome of this review determining future funding arrangements for 2026 onwards.

4.25 Following the outcome of the funding review the commissioner made the decision to not continue funding the Combatting Drug Partnerships but to explore other opportunities to utilise any future funding more strategically across the peninsula to drive greater value and impact.

Op Vapor

4.26 In October 2024, the police commenced Op Vapor in conjunction with Public Health and Educational partners to increase the understanding of the Force around the prevalence of Spice (and other illegal substances) in vapes.

4.27 13 secondary schools from across the force area participated in the confiscation of vapes/ vape liquids from their students which were then submitted for examination. The data collated from this study showed the following results.

- 0.5% MDMA – 1 vape
- 0.5% Ketamine – 1 vape
- 15% Spice – 8 vapes

4.28 These figures reflect the national trend from data collated by Bath University in a study led by Professor Chris Pudney where 16% of vapes examined contained spice.

Illegal vape/tobacco shop closures

4.29 Devon and Cornwall Police work closely with Heart of the South West Trading Standards to stop the sale of illegal products. This type of illegal activity can cause significant harm to individuals and public health, can harm trade for legitimate local businesses and is often linked to offences of modern-day slavery and exploitation.

4.30 Over the last 18 months, 13 shops have been closed after having been found to selling illegal products:

- Three in Exeter (Sidwell Street, Cowick Street and Fore Street)
- Five in Torquay (Fleet Street, Tor Hill Road and three on Union Street)
- Four in Paignton (Torbay Road, Victoria Street, Palace Avenue Torquay Road)
- One in Honiton (linked to closure in Torbay)

4.31 Work with Trading Standards is ongoing into 2026 to ensure the sale of illegal and harmful products continue to be tackled and that a clear message is sent to businesses that illegal sales which can damage public health will not be tolerated in Devon and Cornwall.

5. Police and Crime Plan aim: Zero tolerance to drink and drug driving

Vision Zero – Lift Legend campaign

5.1 The Vision Zero South West Road Safety Partnership has once again carried out its Lift Legend anti-drink-driving campaign throughout December. The scheme rewards designated drivers with free soft drinks at participating venues across the region as a thank you for getting their friends, family and colleagues' home safely.

5.2 This year a record number of venues have signed up to the scheme, with more than 275 pubs, clubs and restaurants taking part. Designated drivers simply let the bartender know that they are a Lift Legend for the night and, when purchasing their first soft drink, they will receive a voucher for a free drink.

5.3 Venues are provided with a free Point of Sale (POS) kit to promote the scheme, including posters, flyers, window stickers and shelf wobblers. The scheme raises the profile of drink-driving throughout the festive period and has grown massively each year, with positive feedback from pubs and customers.



Night buses

5.4 The Saturday night bus routes which started in May 2025, funded by the Commissioner, have continued to operate successfully throughout the summer and into the autumn period. To date, £80,000 has been invested by the Commissioner in the night bus services across Devon and Cornwall.



5.5 Since the start of the service in May 2024, a total of nine routes have been active across Devon and Cornwall (four in Exeter, two in Torbay, two in Plymouth and one in Cornwall) with over 14,600 passengers accessing the night bus so far this year⁴.

5.6 A further £100,000 in funding has been secured by the Commissioner to extend the Saturday night bus scheme across the nine routes throughout 2026 until March 2027, aiming to reduce ASB, drink and drug related incidents, as well as helping people get home from a night out safely.

Learn2Live

5.7 Learn2Live is a road safety education partnership aimed at young people aged 16-19. The Partnership consists of representatives from Devon and Somerset Fire & Rescue Service, Devon and Cornwall Police, South West Ambulance, Devon Air Ambulance, Devon County Council, Somerset Council, Cornwall Council and Plymouth City Council. Learn2Live aims to support young people to behave in a way that maximises their safety when using the roads.

5.8 During 2025, Learn2Live events have educated 12,000 college students across 48 further education establishments about the dangers of drink and drug driving, as well as wider aspects of safe driving.

Drink and drug driving enforcement activity

5.9 The force's roads policing teams continue to undertake drink and drug driving enforcement as part of their business as usual activity. Specific activity undertaken over the last year includes:

- 60 additional frontline police officers in South Devon have received specialist training enabling them to carry out drug wipes, a preliminary drug screening test which can be done at the roadside. Out of the 1,245 drivers who were drug tested in Devon & Cornwall between 1 January and 30 June 2025, nearly half (45%) had illegal substances in their system.
- The force took part in Op Limit - a month long NPCC (National Police Chiefs Council) campaign of education and enforcement from 1st December through

⁴ As of 17 December 2025

to the New Year. This included additional resources on duty on Friday to Sunday, targeting drink and drug driving across the force area.

- A new mechanism to ensure hand held breath testing devices are regularly calibrated across custody centres, with support from Citizens in Policing volunteers. This guards against officers finding kit that is either out of date or defective.
- The force are planning the delivery of a condensed impairment training package to include station procedure, drug wipe and FITDIRT (coordination test) which will significantly increase the impairment testing capability across the force in the New Year.

Contact for further information

Vicky Church

Accountability and Standards Officer

Office of the Police and Crime Commissioner for Devon and Cornwall

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Report prepared on 12th January 2026

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DEVON AND CORNWALL POLICE AND CRIME PANEL
30th January 2026

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

1. The table below provides the number of complaints received and handled against the Commissioner since the 29th October 2025. This report covers the period up to 20th January 2026.
2. Two formal complaints were received against the Commissioner in this reporting period and were recorded. However, 1 complaint was later disapplied as it did not meet the criteria.
3. The Chair of the Police and Crime Panel was consulted in relation to both complaints, with both complaints now being resolved and finalised.

Dates	Complaints received	Number of Complaints recorded	Number of Complaints unrecorded	Total	Complaints forwarded to the IOPC by the OPCC	Complaints resolved
29 th October 2025 – 20 th January 2026	2	2	0	2	0	2

Report prepared on the 20th January 2026.

Contact for further information:

OPCC@dc-pcc.gov.uk

Fran Hughes
 Chief Executive Officer

F. K. Hughes



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Devon and Cornwall Police and Crime Panel – Action Log 2025/26

Key:			
Number	Minute No.	Resolution	Target Date, Officer Responsible and Progress
8.	Commissioners update report: 25 July 2025	The Commissioner would share the draft plan around the delivery of Safer Streets to the Panel.	Due Date: November 2025 Person Responsible: Commissioner Progress: A verbal update was provided to the Police and Crime Panel by the OPCC's Chief Executive Officer in the last meeting. Action recommended for closure.
15.	Draft Annual Report 25 July 2025	The Draft Annual Plan should have an accessible version for members of the public.	Due Date: November 2025 Person Responsible: Commissioner Progress: The OPCC has published an accessible and easy read version of the Annual Report. Both documents can be found here: https://devonandcornwall-pcc.gov.uk/about-us/documents

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

17.	Draft Annual Report 25 July 2025	The Commissioner to create a young people's version of the annual report which could be sent into schools for PSHE work.	Due Date: November 2025 Person Responsible: Commissioner Progress: The OPCC has published an easy read version of the Annual Report. This can be found on the website, here: https://devonandcornwall-pcc.gov.uk/about-us/documents Recommend action for closure.
18.	Cost and Functions of the Office of the Police and Crime Commissioner 25 July 2025	The Commissioner would have discussions with the relevant councils when sending out information in relation to Council Tax.	Due Date: Early 2026 Person Responsible: Commissioner Progress: This detail is provided as part of the budget item in the January meeting.
19.	Cost and Functions of the Office of the Police and Crime Commissioner 25 July 2025	The Commissioner was requested to inform the Panel how her office would get back to its expenditure target of 0.65% as part of setting the next budget.	Due Date: January 2026 Person Responsible: Commissioner Progress: This detail is provided as part of the budget item in the January meeting.
20.	Performance Papers 25 July 2025	Presentation on what crime data integrity looked like and the types of processes that they went through for recording crime.	Due Date: November 2025 Person Responsible: Office of the Police and Crime Commissioner Progress: The Commissioner is awaiting confirmation from the Police and Crime Panel as

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

			to when they would like this to be brought to the meeting, as per the work programme.
23.	Estates Strategy 12 September 2025	Commissioner to share the mobile police station delivery plan with Panel members once finalised.	Due Date: ASAP Person Responsible: Office of the Police and Crime Commissioner Progress: The Commissioner is awaiting confirmation from the Police and Crime Panel as to when they would like this to be brought to the meeting, as per the work programme.
26.	Estates Strategy 12 September 2025	That the Commissioner explore opportunities for permanent solutions to temporary estate arrangements where community feedback was positive.	Due Date: February 2026 Person Responsible: Office of the Police and Crime Commissioner Progress: This has been noted by the Commissioner in the previous update to the action log. The Commissioner will continue to take account of feedback where relevant.
29.	Police and Crime Plan 2025 – 29 Performance Report 12 September 2025	Commissioner to share updates on the deployment and cost of the noise camera.	Due Date: ASAP Person Responsible: Office of the Police and Crime Commissioner Progress: Detail has been provided in the January Update Report.

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

30.	Police and Crime Plan 2025 – 29 Performance Report 12 September 2025	Commissioner to consider commissioning drug rehabilitation services directly if current arrangements remain unclear.	Due Date: January 2026 Person Responsible: Office of the Police and Crime Commissioner Progress: Funding arrangements remain under review.
34	Police and Crime Commissioner's Update Report 12 September 2025	Commissioner's office to draft a letter for Panel members to send to MP advocating for full cost recovery of firearms licensing.	Due Date: January 2026 Person Responsible: Office of the Police and Crime Commissioner Progress: The Commissioner provided a draft letter to Plymouth City Council on 16/01/2026 to support the Police and Crime Panel in their lobbying efforts. This letter was agreed by the chair and vice-chair and sent on 22/01/2026.
35.	Police and Crime Commissioner's Update Report 12 September 2025	That the Panel be kept informed of progress on firearms licensing fee reform and support efforts to achieve full cost recovery.	Due Date: July 2026 Person Responsible: Office of the Police and Crime Commissioner Progress: The Commissioner will continue to keep the Police and Crime Panel informed and has recently written the Panel a letter to support lobbying efforts for full cost recovery.

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

36.	Police and Crime Commissioner's Update Report 21 November 2025	Commissioner to confirm whether an Equality Impact Assessment has been completed for Operation Resolve and report back to the Panel.	Due Date: January 2026 Person Responsible: Commissioner Progress: Action in progress.
37.	Police and Crime Commissioner's Update Report 21 November 2025	Commissioner to ensure liaison with councils regarding flag removal operations to maintain contractor safety.	Due Date: January 2026 Person Responsible: Commissioner Progress: Action in progress.
38	Police and Crime Commissioner's Update Report 21 November 2025	Commissioner to provide clarity on future decisions regarding the Diverse Communities Team.	Due Date: January 2026 Person Responsible: Commissioner Progress: Action in progress.
39	Community Cohesion 21 November 2025	Commissioner to provide evidence of previous restorative justice funding discussions with Plymouth City Council and confirm if funding remains available.	Due Date: January 2026 Person Responsible: Commissioner Progress: The OPCCs Chief Executive Officer has had a discussion with the Police and Crime Panel chair in relation to this action and has provided evidence to show that discussions took place.

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

40.	Community Cohesion 21 November 2025	Commissioner to review concerns regarding third-party reporting centres and explore improvements to online reporting processes.	Due Date: January 2026 Person Responsible: Commissioner Progress: Action on-going.
41.	Community Cohesion 21 November 2025	Commissioner to confirm whether Equality Impact Assessments have been completed for recent operational changes.	Due Date: January 2026 Person Responsible: Commissioner Progress: The OPCC has published EIAs completed in the Commissioner's current term of office to the OPCC website: https://devonandcornwall-pcc.gov.uk/decisions-and-approvals/equality-impact-assessments
42.	Community Cohesion 21 November 2025	That engagement between ward members, community safety partnerships, and local policing teams be strengthened, with particular attention to intelligence sharing on community events and protests.	Due Date: July 2026 Person Responsible: Officer of the Police and Crime Commissioner. Progress: This is an operational matter for the Chief Constable in collaboration with his local policing teams. Action recommended for closure.

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

43.	Community Cohesion 21 November 2025	OPCC to circulate the Community Scrutiny Panel website link to all Panel members.	Due Date: January 2026 Person Responsible: Office of the Police and Crime Commissioner. Progress: Completed.
44.	Firearms Briefing Note 21 November 2025	Commissioner to provide a detailed cost analysis of processing firearms license applications, including comparison of income versus expenditure, to support lobbying efforts.	Due Date: January 2026 Person Responsible: Commissioner Progress: The Commissioner has drafted a letter to be used by the Police and Crime Panel to support lobbying efforts. Within this, it highlights that current firearms fees do not meet full cost recovery.
45.	Firearms Briefing Note 21 November 2025	Commissioner to update the Panel on progress towards implementing all 71 guidance changes.	Due Date: July 2026 Person Responsible: Commissioner Progress: Action on-going.
46.	Firearms Briefing Note 21 November 2025	Commissioner to consider a revised fee structure which could be tiered differentiating between farmers and leisure.	Due Date: January 2026 Person Responsible: Commissioner Progress: This is not within the remit of the Police and Crime Commissioner. Recommend action for closure.

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

47.	Police and Crime Commissioner's Performance Report 21 November 2025	Commissioner to review ASB reporting format and provide more detailed breakdowns of offense types in future reports.	Due Date: January 2026 Person Responsible: Commissioner Progress: This is provided in the Crime Summary in January's Performance item. Recommend action for closure.
48.	Police and Crime Commissioner's Performance Report 21 November 2025	Commissioner to consider reinstating strategic analytical capacity (similar to the former Peninsula Strategic Assessment) to improve integrated data reporting.	Due Date: January 2026 Person Responsible: Commissioner Progress: The Commissioner notes this recommendation and will continue to review. Recommend action for closure.
49.	Police and Crime Commissioner's Performance Report 21 November 2025	Commissioner to ensure clarity on reporting processes for serious concerns such as modern slavery and confirm that no threshold applies.	Due Date: January 2026 Person Responsible: Commissioner Progress: The Commissioner and her team have undertaken relevant enquiries with Devon and Cornwall Police. The Commissioner can confirm there is no threshold for reporting modern slavery concerns to the police. If there is an immediate concern regarding risk to life or safety then 999 should be called. Recommend action for closure

Devon and Cornwall Police and Crime Panel – Action Log 2025/26

50.	Action Log 21 November 2025	Commissioner to attend Bideford or provide a date for such a visit, due to concerns around shoplifting and its impact on local businesses.	Due Date: July 2026 Person Responsible: Commissioner Progress: This action is ongoing. A visit is in the process of being arranged.
51.	Action Log 21 November 2025	Organise a workshop on the forthcoming White Paper and its implications for policing and the Panel.	Due Date: As soon as reasonably practicable after the publication of the white paper. Person Responsible: Jake Metcalfe/OPCC Progress: This action is ongoing. The action cannot be completed until publication of the White Paper.

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Devon and Cornwall Police and Crime Panel

Work Programme 2025 – 26

Please note that the work programme is a 'live' document and subject to change at short notice.

Date of Meeting	Agenda item	Action
25 July 2025	Election of a Chair and Vice Chair	
	Police and Crime Commissioners Update	Standing Item
	Draft Annual Report 2024/25	
	Cost & Functions of the OPCC	
	Police and Crime Plan Scorecard	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner	Standing Item
12 September 2025	Contact Services Update	Update request from the meeting that took place on 04 October
	Estates Strategy and Custody Suite Developments	Outline current progress of the estates strategy and custody suite developments as requested in July 2025.
	Police and Crime Plan Scorecard	Standing Item
	Police and Crime Commissioners Update	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner	Standing Item
21 November 2025	Community Cohesion	
	Firearms Licensing	
	Police and Crime Plan Scorecard	Standing Item
	Police and Crime Commissioners Update	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner	Standing Item
30 January 2026	Precept	
	Police and Crime Plan Scorecard Drug use	Standing Item
	Police and Crime Commissioners Update	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner	Standing Item

Date of Meeting	Agenda item	Action
13 February 2026	<u>Only if Precept is vetoed</u>	

Future Items

Agenda items to be scheduled	Action
Equality Objectives	What is the Commissioners Equalities objectives, are they being achieved?
Rural Affairs and Wildlife Crime	The Commissioner would work with Rural Crime teams, Tri Service Safety Officers and Rural crime prevention groups to tackle wildlife crime.
Police Complaints	Focus on improving policing and crime services: Creating a policing culture which upholds the highest standards of competence and professional behaviour. Public Confidence
Neighbourhood Community Policing	Is the force on track to deliver? What are the cost pressures?
Crime Reporting	Is the force good at logging and investigating crime. Are the public confident in doing this?
Councillor Advocate Best Practice	To close the loop from that forum into the Police and Crime Panel.
Vision Zero	To have an update on vision zero, this would also include Speedwatch.
Hotspot policing	Added at the November 2025 meeting by the Panel.
Items to be monitored	

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