

Public Document Pack



Devon and Cornwall Police and Crime Panel

c/o Plymouth City Council
Civic Centre
Plymouth PL1 2AA

Please ask for Katey Johns
T 01752 307815
E katey.johns@plymouth.gov.uk
www.plymouth.gov.uk/democracy
Published 9 October 2014

DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 17 October 2014

10.30 am

Council House (Next to the Civic Centre), Plymouth

Members:

Councillor Croad, Chair.

Councillor Rule, Vice-Chair.

Councillors Barker (Teignbridge District Council), Batters (Cornwall Council), Geoff Brown (Cornwall Council), Eddowes (Cornwall Council), Excell (Torbay Council), Hare-Scott (Mid Devon District Council), Haywood (North Devon District Council), Inch (Torridge District Council), James (Cornwall Council), Penberthy (Plymouth City Council), Rennie (Plymouth City Council), Saltern (South Hams District Council), Sanders (West Devon District Council), Sutton (Exeter City Council), Wright (East Devon District Council) and Vacancy (Isles of Scilly).

Independent Members:

Yvonne Atkinson (Devon) and Sarah Rapson (Cornwall and Isles of Scilly) (to be confirmed).

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

This meeting will be broadcast live to the internet and will be capable of subsequent repeated viewing. By entering the meeting room and during the course of the meeting, members are consenting to being filmed and to the use of those recordings for webcasting.

Although the public seating areas are not filmed, by entering the meeting room and using the public seating area, the public are consenting to being filmed and to the use of those recordings for webcasting.

The Council is a data controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the host authority's published policy.

DEVON AND CORNWALL POLICE AND CRIME PANEL

1. APOLOGIES

To receive apologies for non-attendance submitted by members.

2. MINUTES

(Pages 1 - 8)

To sign and confirm as a correct record the minutes of the meeting held on 20 June 2014.

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, Civic Centre, Plymouth PL1 2AA or democratic.support@plymouth.gov.uk. Questions must be received at least 5 complete working days before the meeting.

5. APPOINTMENT OF INDEPENDENT MEMBER TO REPRESENT CORNWALL AND ISLES OF SCILLY

(Pages 9 - 10)

The Panel will be asked to approve the Selection Panel's recommendation for the appointment of the independent member for Cornwall and Isles of Scilly.

6. SCRUTINY OF THE POLICE AND CRIME COMMISSIONER'S AND CHIEF CONSTABLE'S DEVON AND CORNWALL POLICE PUBLIC CONTACT STRATEGY - STATION ENQUIRY RATIONALISATION

(Pages 11 - 72)

The Panel will use a select committee style approach to scrutinise the Police and Crime Commissioner's and Chief Constable's joint proposals for rationalising Station Enquiry provision across the Force Area including opening times and closures of some station enquiry offices.

7. FINDINGS FROM SCRUTINY OF THE POLICE AND CRIME COMMISSIONER'S AND CHIEF CONSTABLE'S DEVON AND CORNWALL POLICE PUBLIC CONTACT STRATEGY - STATION ENQUIRY RATIONALISATION

The Panel will be asked to agree its findings from item 6 of this agenda which will then be used to inform the recommendations in a final report to be reviewed at the next Panel meeting.

8. ANNUAL REPORT OF THE POLICE AND CRIME COMMISSIONER (Pages 73 - 144)

The Police and Crime Commissioner will present the Annual Report to the Panel.

9. POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT (Pages 145 - 164)

The Panel will receive an update from the Police and Crime Commissioner in respect of performance against objectives in the Police and Crime Plan.

10. PROPOSED WORK PROGRAMME FOR THE POLICE AND CRIME PANEL (Pages 165 - 170)

Members will agree a proposed work programme for Panel meeting business for 2014/15.

11. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT (Pages 171 - 186)

The Police and Crime Commissioner has provided the Panel with his regular report regarding the activities and decisions he has made to date and an update on preparations for Victim Services Commissioning.

12. REPORT FROM THE OPCC IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE PCC (Pages 187 - 188)

Members will consider the report and, after due consideration, agree the resolutions by the CEO of the Office of the Police and Crime Commissioner (OPCC).

13. FUTURE MEETING DATES

The following are the scheduled dates for the Panel –

- 19 December 2014
- 6 February 2015 (Precept)
- 20 February 2015 (If Precept Veto'd)
- 10 April 2015 (Provisional)

This page is intentionally left blank

Devon and Cornwall Police and Crime Panel

Friday 20 June 2014

PRESENT:

Councillor Croad, in the Chair.

Councillor Rule, Vice-Chair.

Councillors Hare-Scott, James, Rennie, Saltern, Sanders, Kate Taylor (substitute for Councillor Penberthy), Toms (substitute for Councillor Brown) and Wright.

Apologies for absence: Councillors Brown, Batters, Duncan, Eddowes, Inch, Penberthy and Sutton and Yvonne Atkinson (Independent Member).

Also in attendance: Sarah Hopkins, Community Safety Partnership Manager, Tony Hogg, Police and Crime Commissioner, Andrew White, Chief Executive OPCC, Dr Karen Vincent, OPCC Performance Management and Customer Services Manager, and Katey Johns, Democratic Support Officer.

The meeting started at 10.30 am and finished at 1.30 pm.

1. **APPOINTMENT OF CHAIR OF DEVON AND CORNWALL POLICE AND CRIME PANEL**

Agreed that Councillor Croad is appointed Chair of the Devon and Cornwall Police and Crime Panel.

2. **APPOINTMENT OF VICE-CHAIR OF DEVON AND CORNWALL POLICE AND CRIME PANEL**

Agreed that Councillor Rule is appointed Vice-Chair of the Devon and Cornwall Police and Crime Panel.

3. **CHAIR'S URGENT BUSINESS**

Vote of Thanks and Welcome

The Chair took the opportunity to record a vote of thanks to former Panel members Nicky Williams, Tony Boyd and Mike Firbank and to welcome the newly appointed Panel members, Councillors Rennie and Inch.

4. **MINUTES**

Agreed the minutes of the meeting held on 7 February 2014 and the minutes of the meeting held on 22 April 2014, subject to the inclusion of apologies from Councillor James.

5. **DECLARATIONS OF INTEREST**

The following declaration of interest was made in respect of items under consideration at the meeting –

Name	Minute No.	Reason	Interest
Councillor Excell	6 - 12	Executive Lead for Torbay's Safer Communities Partnership	Personal

6. **PUBLIC QUESTIONS**

There were no questions from members of the public.

7. **POLICE AND CRIME COMMISSIONER'S REPORT ON THE POLICE AND CRIME PLAN DELIVERY MECHANISMS**

The Police and Crime Commissioner introduced his report setting out how the Police and Crime Plan would be delivered. The report also explained the delivery mechanism that had been agreed with the Force, how progress would be tracked and published, and set out the approach adopted in the Plan to performance measures for 2014 – 2017.

Current areas of concern highlighted to the Panel included –

- alcohol and sex crimes;
- problems with the Force's archaic computer system, although this was in the process of being renewed and would greatly improve data capture and sharing capabilities;
- funding cuts of £14m over 4 years combined with numerous challenges including –
 - having to send resources to other areas of the Country when required (e.g. the forthcoming NATO Conference, Northern Ireland etc.);
 - job evaluation;
 - legal challenge to forced retirement after 39 years' service

A lengthy debate followed the detailed presentation of this item during which a number of issues were raised by Panel Members and responded to as follows –

- (a) problems with the I01 system were being looked at and it had been noted in the Plan as an issue to address in the form of an extensive review. However, part of the problem was that many of the calls coming through were not of relevance to the Police or within their gift to address. Another area of concern was lack of information being shared with the public but this was often due to media and operational controls;
- (b) a new single data source system, UNIFY, would be coming on-line shortly and this would greatly improve the quality and consistency of the data captured, shared and presented by the Force. Members were invited to

visit the Offices of the Police and Crime Commissioner for a demonstration of the new system;

- (c) specific performance data relating to hate crime had not been included in the report however it would be one of the measures to come out of the new UNIFY system;
- (d) a significant amount of work was being undertaken to tackle alcohol-related crime and harm including –
 - engaging with retailers and other parts of the industry around the sale of 'super' strength ciders and beers e.g 'Stop the Strength' Campaign;
 - lobbying the Home Office to take greater steps to address the sale of cheap super strength alcohol;
 - development of pilot projects to work with young people around pre-loading as well as liaison and engagement with licensees;
- (e) members raising local issues should do so direct with the Office of the Police and Crime Commissioner outside of the Panel meeting;
- (f) Mutual Aid and the requirement to provide personnel in other areas when required was an area of concern. Clarification had been sought for a distinction to be drawn between genuine security issues so that when numbers were low a way could be found to politely say no.

The Panel noted the report.

8. **POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT**

The Panel received an update on the Police and Crime Commissioner's objectives as set out in the Police and Crime Plan to the end of the performance year 2013/14. The report advised that –

- (a) overall total crime had increased by 0.2 per cent compared to the 12 months to 31 March 2013;
- (b) it had been a particularly challenging year for the Force which had been stretched due to –
 - increased visitor numbers over the summer period;
 - severe storms and flooding during the winter months;
 - marked changes in criminal behaviour;
- (c) with regard to (b) above, three key improvements had been put in place to help address the situation namely, understanding crime, performance measurement and strategies for balancing demand and resources.

In response to a questions raised, Members heard that the Office of the Police and Crime Commissioner did undertake dip-sampling of customer complaints. However, complaints about the quality of policing should be referred to the Chief Constable and should the situation not be resolved to the complainant's satisfaction taken up with the IPCC.

9. **SCRUTINY WORK PROGRAMME FOR 2014/15**

The Panel considered its work programme for 2014/15 and agreed that –

- (1) the next topic for 'reactive' scrutiny to be considered as part of the Panel meeting scheduled for 17 October 2014 is the Police and Crime Commissioner's joint announcement with the Chief Constable in respect of Devon and Cornwall Police Public Contact Strategy – Station Enquiry Offices Rationalisation;
- (2) the next topic for 'proactive' scrutiny to be considered as part of the Panel meeting scheduled for 19 December 2014 is 'How is the PCC strengthening relationships and showing leadership in partnership working'.

10. **RECRUITMENT OF INDEPENDENT MEMBER FOR CORNWALL AND ISLES OF SCILLY**

The Panel considered the report of the Community Safety Partnerships Manager outlining recruitment proposals for a new Independent Member following the resignation of Mike Firbank.

Agreed –

- (1) that a formal vote of thanks is recorded to Mike Firbank for his commitment and contribution to the Police and Crime Panel during his time in office;
- (2) the timeline for the recruitment process as set out in Appendix I to the report;
- (3) the advert attached at Appendix 2 to the report as being suitable for recruitment of the Independent Member to represent Cornwall and the Isles of Scilly;
- (4) members of the Selection Panel as Councillors Rule (Chair), Croad, James and Toms.

11. **POLICE AND CRIME COMMISSIONER'S CONSULTATION ON THE PROPOSED COMMUNITY REMEDY**

Under the Anti-Social Behaviour, Crime and Policing Act 2014, the Police and Crime Commissioner was responsible for determining a list of remedies available for taking restorative action in instances of low level crime and anti-social behaviour, thereby offering victims a far greater say in how offenders made amends. In May 2014 the Commissioner launched a consultation on how those arrangements should operate in Devon and Cornwall and the Isles of Scilly and, to date, over 1,000 responses had been received. Members heard that the closing date for the consultation was 30 June 2014, at which point the Commissioner would be discussing the various options with the Chief Constable and how the Community Remedy would be implemented across Devon and Cornwall.

The Panel noted the report.

12. **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

The Police and Crime Commissioner submitted an update on his office activities over recent weeks. The Panel heard that following feedback, the format of the report had been changed to provide that a clearer delineation between issues and referencing the Police and Crime Plan priorities.

In response to a query about changes to victim support, Members were advised that, with effect from April 2015, the Police and Crime Commissioner would have responsibility for delivery of victim services. There were a significant number of groups who felt they would like to obtain support from alternative service providers and part of the project would be to identify who those suppliers could be and then develop a network and directory. Expressions of interest had been sought across Devon and Cornwall and, to date, a number had been received.

The panel noted the report.

13. **REPORT FROM THE OFFICE OF THE POLICE AND CRIME COMMISSIONER IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE POLICE AND CRIME COMMISSIONER**

The Panel noted that one complaint had been received against the Police and Crime Commissioner during the period 13 March to 6 June 2014. The PCC's Chief Executive reported that he had taken the decision not to record the complaint because the complaint referred to the alleged failure to allocate resources to a police investigation. The allocation of resources to an investigation is not something that the PCC has any control over and is at the discretion of the Chief Constable. The complaint against the Chief Constable was being progressed.

14. **FUTURE MEETING DATES**

The dates of future panel meetings were confirmed as follows –

- 17 October 2014
- 19 December 2014
- 6 February 2015 (Precept)
- 20 February 2015 (only required if Precept veto'd)
- 10 April 2015 (Provisional)

This page is intentionally left blank.

This page is intentionally left blank.

DEVON AND CORNWALL POLICE AND CRIME PANEL

Subject: Appointment of Independent Member for Cornwall and the Isles of Scilly
Date: 17 October 2014
Author: Sarah Hopkins, Community Safety & Partnerships Manager
Host authority: Plymouth City Council
Contact details: Tel: (01752) 305542 Email: sarah.hopkins@plymouth.gov.uk

Executive summary

Following the resignation of Mike Firbank, the former independent (non-Councillor) member of the Devon and Cornwall Police and Crime Panel (PCP), who represented Cornwall and the Isles of Scilly, a recruitment and selection process has taken place over the summer to replace him.

The selection process was agreed at the shadow meeting of the PCP held on 25 July 2012. A further report was submitted to the PCP on 20 June 2014 where the timeline, advert and Selection Panel representatives were agreed.

The recommendation to appoint the replacement independent (non- Councillor) member for Cornwall and the Isles of Scilly arises from interviews held by the Selection Panel (a sub-committee of the PCP) to consider applications for the position of independent member of the PCP.

Interviews were held on 25 September 2014 and a candidate, Ms Sarah Rapson, is recommended for appointment as independent member of the PCP to represent Cornwall and the Isles of Scilly.

Implications: Police and Crime Plan, Annual Report, Peninsula Partnership Strategic Assessment, Panel Functions, Panel Arrangements and Rules of Procedure

The compulsory appointment of a minimum of two independent members is in accordance with The Police Reform and Social Responsibility Act 2011 (Schedule 6 Part 2 Section 4(3)(a)).

Implications: resources including finance, human and IT

None

Recommendations & Reasons for recommended action

The Selection Panel recommend that the PCP appoint Ms Sarah Rapson, as independent member for Cornwall and the Isles of Scilly, for a period of four years commencing 17 October 2014.

Alternative options considered, and reasons for recommended action

The PCP could decide not to appoint the recommended independent member, but this would mean rejecting the recommendation of the Selection Panel who have considered the matter in detail and would mean the PCP was not fully constituted.

Background Papers

- Panel Arrangements and Rules of Procedure
 - Candidate' application (confidential)
-

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (Schedule 6 Part 2 Section 4(3)(a)) and the Panel Arrangements and Rules of Procedure enable the Police and Crime Panel (PCP) to co-opt two independent (non-Councillor) members onto the PCP for a term of four years.
- 1.2 The PCP must secure that (as far as is reasonably practicable) independent members of the PCP (when taken together) have the skills, knowledge and experience necessary for the PCP to discharge its functions effectively.
- 1.3 Independent members must be residents of Devon and Cornwall: one must be resident or work in Cornwall and the Isles of Scilly, and the other must be resident or work in Devon (includes Plymouth and Torbay).
- 1.4 On 25 July 2012, the Shadow Panel agreed the selection criteria and arrangements for recruiting and selecting independent (non-Councillor) members.
- 1.5 Following the recent resignation of Mike Firbank, the former independent member representing Cornwall and the Isles of Scilly, a further report was submitted to the PCP on 20 June 2014 where the timeline, advert and Selection Panel representatives were agreed from PCP members (Councillors Rule, Croad and James) for the recruitment and selection of his replacement.
- 1.6 The advert was placed via a variety of media in Cornwall and the Isles of Scilly and through existing networks, in particular all Local Authority websites in Cornwall and the Isles of Scilly, the Devon & Cornwall PCP Website, a press release coordinated by the Host Authority and via the Cornwall and Isles of Scilly Community Safety Partnerships. A considerable number of enquiries about the role were received and information packs requested. A total of 18 applications were received.
- 1.7 The applications and shortlist were considered and agreed 'anonymously' against the selection criteria by Sarah Hopkins, the Community Safety & Partnerships Manager from the Host Authority, and Jo Tellam, Portfolio Advisory and Scrutiny Officer from Cornwall Council in consultation with the Chair and Vice Chair of the PCP. 9 candidates were shortlisted for interview.
- 1.8 On 25 September 2014 the Selection Panel interviewed the 9 shortlisted candidates. The calibre of all candidates interviewed was extremely high.
- 1.9 After very careful consideration, the Selection Panel reached their decision and recommend that the PCP appoint Ms Sarah Rapson as independent member, to represent Cornwall and Isles of Scilly, for a term of 4 years, commencing 17 October 2014.

DEVON AND CORNWALL POLICE AND CRIME PANEL

Subject: Scrutiny of the "Police and Crime Commissioner's Joint Announcement with the Chief Constable in Respect of Devon & Cornwall Police "Public Contact Strategy" – Station Enquiry Offices' Rationalisation".

Date: 17 October 2014

Author: Sarah Hopkins, Community Safety & Partnerships Manager

Host authority: Plymouth City Council

Contact details: Tel: (01752) 305542 Email: sarah.hopkins@plymouth.gov.uk

Executive Summary:

In accordance with Section 28(6)(a) of the Police Reform and Social Responsibility Act 2011, the Police and Crime Panel (PCP), is responsible for scrutinising and supporting the actions and decisions of the Police and Crime Commissioner (PCC). The PCP meeting of 20 June 2014 agreed its first 'reactive' Scrutiny topic for 2014/15 would be the "Police and Crime Commissioner's Joint Announcement with the Chief Constable in Respect of Devon & Cornwall Police "Public Contact Strategy" – Station Enquiry Offices' Rationalisation". The scrutiny review is to be undertaken adopting a 'select committee' style approach.

Attached (Appendix 1) is a letter from ACC Paul Netherton dated 18 March 2014, and a further letter attached (Appendix 2) from, and jointly signed by, the PCC and the Chief Constable dated 13 May 2014 sent to Leaders and Chief Executives of all Councils in the force area, along with MPs, Lord Lieutenants, High Sheriffs and the LCJB. These letters laid out the details of the proposed Station Enquiry Rationalisation proposals and areas affected. A copy of the latter was provided to the Panel previously at the PCP meeting on 20 June 2014.

In addition a covering letter (Appendix 3) was sent to the Chair of the Police and Crime Panel, dated 14 May 2014, advising that "The force is to announce shortly that it will enter a period of consultation with a view to closing twelve Police Enquiry Offices from 31 October 2014." It appears, therefore, there is still an opportunity, for the PCP to scrutinise and make any recommendations to the PCC and the Chief Constable in advance of 31 October 2014.

In liaison with the Chair and Vice Chair of the PCP, the Host Authority has conducted, on behalf of the PCP, a range of direct engagement with communities, businesses and organisations across the force area, with an emphasis on those likely to be most affected by the proposals. This has been carried out to determine the degree of awareness, since the Police public survey carried out in 2010/11, of the proposals and to feed back to the PCC and Chief Constable views gathered about the proposals. In addition, the Host Authority has acquired a range of additional relevant information from the PCC to assist the PCP in scrutinising this topic.

In preparing for this scrutiny topic, the Host Authority has taken account of the legislation, Panel Arrangements and Rules of Procedure, and Local Government Association Guidance¹.

1

http://www.cfps.org.uk/domains/cfps.org.uk/local/media/downloads/Police_and_Crime_Panels_A_Guide_to_Scrutiny_web_version_L12_546.pdf

Recommendations & Reasons for recommended action:

It is recommended that the PCP:

- adopts a select committee style approach and scrutinises the “Police and Crime Commissioner’s Joint Announcement with the Chief Constable in Respect of Devon & Cornwall Police “Public Contact Strategy” – Station Enquiry Offices’ Rationalisation”, and
- agree its findings which will be used to inform any recommendations to be made to the PCC and Chief Constable in a final report to be formally reviewed and agreed at the next meeting of the PCP. This report will be made available to the PCC and Chief Constable in draft form prior to the deadline of 31 October 2014.

The above reflects the PCP role to effectively and robustly scrutinise the PCC’s decisions in an open and transparent manner and ensure that issues of mutual concern or interest can be shared in a way that is both constructive and supportive.

Alternative options considered, and reasons for recommended action:

An alternative would be not to undertake a reactive scrutiny role which would limit the PCP’s influence on the “Police and Crime Commissioner’s Joint Announcement with the Chief Constable in Respect of Devon & Cornwall Police “Public Contact Strategy” – Station Enquiry Offices’ Rationalisation.” This would mean the PCP is not fulfilling its function in legislation² to carry out investigations into decisions made by the PCC and into topics of particular interest, or public concern.

Background Papers:

² Police Reform and Social Responsibility Act 2011 s28(6)

1.0 INTRODUCTION

- 1.1 On 20 June 2014 the PCP agreed its first 'reactive' scrutiny topic for 2014/15 would be the "Police and Crime Commissioner's Joint Announcement with the Chief Constable in respect of Devon & Cornwall Police "Public Contact Strategy" – Station Enquiry Offices' Rationalisation". Given that the proposals are due to be implemented from 31 October 2014, it was considered appropriate and timely not only to publically scrutinise the PCC's and Chief Constable's proposals, but to also offer support and act as a critical friend. The scrutiny review is to be undertaken adopting a select committee style approach.

2.0 BACKGROUND

- 2.1 On 11 July 2013, the PCP adopted some principles for selection of scrutiny topics. The Chair and Vice Chair are satisfied that this scrutiny topic meets those criteria in particular:-

- **Public Interest:** the concerns of local people should influence the issues chosen for scrutiny
- **Ability to Change:** priority should be given to issues that the PCP can realistically change

- 2.2 The Chair and Vice Chair, in liaison with the Host Authority, agreed it would be worthwhile carrying out some direct engagement with communities and agencies across Devon, Cornwall and the Isles of Scilly, with an emphasis on those deemed as most directly affected, seeking views on the proposals. This was carried out in three ways, as follows.

2.2.1 Firstly, on 10 July 2014, the Chair of the PCP wrote to members of the PCP asking them to assist with this evidence gathering by communicating directly with residents in the areas affected, and seeking written 'quotes/statements' that could be included, with their agreement, to inform the scrutiny. PCP members were also asked to consider forwarding the request to other Councillors in their respective authorities in order to cast the net wider in terms of capturing community views about the proposals. There were many responses received and these have been summarised and attached (Appendix 4).

2.2.2 Secondly, consideration was given to contacting agencies and organisations throughout Devon, Cornwall and the Isles of Scilly across a range of disciplines, who supported and/or were in regular contact with members of the community, including those working with victims and offenders who may be affected by, or concerned about the proposals. A letter was prepared (sample attached Appendix 5) and sent direct to the following agencies:

- Community Safety Partnerships
- Devon and Cornwall Probation Trust
- Age UK (Devon) and Age UK (Cornwall)
- Victim Support
- Devon & Cornwall Community Watch Association
- Heart of the South West Local Enterprise Partnership
- Devon Grapevine
- Devon ReForm
- Chambers of Commerce

There were many responses received, but particularly from Town and Parish Councils across Cornwall, and these have been summarised and attached (Appendix 6).

2.2.3 Lastly, an 'open letter' from the Chair of the PCP was prepared and published for a time limited period on the Devon and Cornwall Police and Crime Panel Website, containing similar content to the letter referred to in paragraph 2.2.2, seeking views from members of the public in respect of the proposals (Appendix 7). Responses received are captured, summarised and also included in Appendix 6.

2.3 The engagement in paragraphs 2.2.1-2.2.3 above also assisted us with determining witnesses for this scrutiny topic, see paragraph 2.5.

2.4 What stood out as the main points of feedback from the engagement exercise carried out in paragraphs 2.2.1-2.2.3 was:

- Many of the Parish and Town Councils from Cornwall that responded stated they were not aware of the proposals and did not recall being, or had not been, consulted.
- Many respondents were not aware of the 'new Contact Strategy' or "communication and engagement plan" and what the proposals were to explain the ways in which engagement and accessibility between the Police and the public would be enhanced in other ways.
- Concern re the lack of Police attendance at Parish and Town Council meetings.
- Concerns were raised about the 101 service.
- Concerns were raised about opening hours during the summer season in Cornwall when there are many visitors to the area.
- Concerns generally about a lack of Police visibility, contact and presence, and particularly in rural Parishes and in some town areas.
- There was some appreciation of the economic factors driving these decisions and the need to rationalise, but that other means of contact with the Police needed to be strengthened.
- There were some suggestions for alternatives, eg operation of a 'roster/duty session' system amongst Police team members in stations affected.
- There were some queries about when the savings would be realised and whether the stated £750,000 would be reinvested in frontline policing.

2.5 The Chair and Vice Chair agreed with the Host authority that, on this occasion, witnesses would add further value to the scrutiny of this topic, and therefore, the following witnesses have been invited to give evidence:

- Councillor Pete Tisdale, Stithians Parish Council, Camborne
- Councillor Robert G Drew, Carn Brea Parish Council
- Mr Jeremy Joslin, President, Hayle Chamber of Commerce

Witnesses have been fully briefed by the Host Authority and provided with a copy of the PCP's 'Witness Charter' (Appendix 8).

2.6 The Chair and officers from the Host Authority have liaised with the Office of the Police and Crime Commissioner (OPCC) prior to this Panel meeting, in order seek relevant information that would add context and assist the Panel to conduct a robust and effective

scrutiny of this topic. The Host Authority has requested the following information from the OPCC as follows:

- The 'detailed examination', what this involved and shows – ie. consultation responses
- Overarching 'Contact Strategy' & detailed 'Engagement Plans'
- A map locating front desk closure locations to aid rationale
- Policing numbers of those areas affected overlaid by population of each Age profile of areas affected
- Footfall facts/figures of each station enquiry office affected

This information has been provided by the PCC and is attached (Appendices 9 and 10).

2.7 The information provided by the PCC in 2.6 above has been analysed and the PCP may wish to probe for example:

- In 2010/11 the then review into Station Enquiry Offices resulted in a reduction from 57 to 21. The revised Comprehensive Spending Review in 2014 led to a further review and proposals to close a further 12 of the remaining 21 Station Enquiry Offices – leaving only 9 across the entire Police Force area.
- It does appear from the map of remaining 9 Station Enquiry Offices that there is a disproportionate lack of Station Enquiry Office provision between Bodmin, Barnstaple and centrally in the Force area with most remaining offices predominantly covering from Camborne in the far south west, along the south coast to Torquay in the south east and from there up to Barnstaple.
- It is clear that extensive public surveys were carried out by the Police in 2010 that supported the 2010/11 review. But other than some more recent 'stakeholder' consultation it is not clear what further consultation, or what further awareness raising with the public has been carried out by them, if any, in relation to this second review.
- The decisions in respect of this more recent review appear to have been made reliant predominantly on 2010 consultation, and based on 'professional judgement'. This has been further supported by footfall analysis, combined with a focus on 6 other issues including for example population, location, Custody Centres and Courts. However, other than the PCP's recent 'call for evidence' to inform this scrutiny topic, it is not clear what has been done further by the Police to consult the public or raise awareness of these further reductions in Station Enquiry Offices and to actively promote the other forms of accessibility that are available other than 'station signage'.
- There are continuing concerns about the 101 non-emergency number.
- It is not clear from the information provided how aware the public are of this second round of closures.
- The associated 'Contact Strategy' and detailed 'Engagement Plans' were not provided.

3.0 NEXT STEPS

3.1 At this Panel meeting, the PCC will be asked to agree its findings which will be used to inform the recommendations to be made to the PCC and Chief Constable in a final report to be formally reviewed and agreed at the next meeting of the PCP. This report will be made available to the PCC and Chief Constable in draft form prior to the deadline of 31 October 2014.

This page is intentionally left blank



Devon & Cornwall Police

Building safer communities together

To:
Chief Executive of County & District Councils
Chief Executives of Unitary Authorities
MPs
Lord Lieutenants
High Sheriffs
LCJB Chair/Members

Paul Netherton
Assistant Chief Constable
Force Headquarters
Middlemoor
Exeter EX2 7HQ

Telephone: 101

Our Ref: ACC(OS)/pn/sdb

18 March 2014

Your ref:

Dear Colleague

DEVON AND CORNWALL POLICE STATION ENQUIRY OFFICES STAKEHOLDER ENGAGEMENT

I am writing to inform you of our proposals and planned stakeholder engagement with regard to the future of the enquiry offices at our police stations.

In 2010/11, we consulted with the public and key stakeholders regarding a demand-led proposal to rationalise this service. Following a detailed examination of our police enquiry offices, the number of offices was reduced from 57 to 21 across Devon & Cornwall and this rationalisation saved the Force approximately £1.5m per annum.

I am sure that you appreciate the need to maximise the value for scarce resources. As one of the lowest spending Forces in England and Wales you will appreciate we are doing everything within our power to maintain our operational capability. Difficult choices have to be made, not least because we have one of the leanest 'back offices' of any police Force in the country. This means that there are extremely limited opportunities to make further savings in these back office departments. Therefore, as part of continuing budget cuts, it has been necessary to revisit the provision of police station enquiry offices to examine whether further savings can be made. As you will appreciate many other Forces have been, or are in, a similar situation and we are by no means unusual in having to review our service within this area.

We are aware that any changes, particularly with regard to police station enquiry offices, are likely to generate much local interest and discussion. We will be in communication with key stakeholders such as yourselves over the next four months with regard to the proposals. I would hope that this communication will help to inform people of the rationale for change and also to help identify gaps in provision and how we can fill them.

We would be particularly pleased to hear any thoughts and ideas you may have regarding joint working, shared accommodation or any innovative solutions to a shared approach to sponsorship or volunteers that could assist our joint working, give greater value for money and deliver an enhanced, integrated service to the public in your local area.

At this time we would like to reassure you that no final decisions have been made regarding the nature of police station enquiry office provision in Devon & Cornwall. However, we have to meet a very challenging budgetary situation. Please be assured this will be done in line with providing the best possible service to the public in Devon & Cornwall, whilst reflecting true demand and value for money.

The potential closure of police enquiry offices does not mean the closure of the respective police station itself, and the Force continues to ensure that there is a policing footprint in every town in Devon, Cornwall and the Isles of Scilly.

If enquiry offices are closed, alternative provisions will be made available so that a free telephone facility will continue to be available at all our stations as a means for the public to make direct contact with our telephone enquiry centres. We will also continue to promote the non-emergency contact number (101) and we are aiming to improve our accessibility via the Devon & Cornwall Police Website.

In the meantime, please feel free to make contact so that we can work together and alleviate any particular concerns you may have.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P. Netherton', with a long horizontal flourish extending to the right.

Paul Netherton
Assistant Chief Constable
(Operations Support)



Devon & Cornwall Police
Building safer communities together

To:

**Leaders of Unitary Authorities, County and District Councils
Chief Executives of County and District Councils
Chief Executives of Unitary Authorities
MPs
Lord Lieutenants
High Sheriffs
LCJB Chair/Members**

13 May 2014

Dear Colleague

**DEVON & CORNWALL POLICE PUBLIC CONTACT STRATEGY
STATION ENQUIRY OFFICES' RATIONALISATION**

We are now in a position to update you following Assistant Chief Constable Paul Netherton's letter of 18 March 2014 regarding our public contact strategy and specifically the police station enquiry officer review that we are undertaking.

Public Contact Strategy

You will be aware of the significant budgetary pressures placed on all public sector agencies including our Police Service. Our pledge is to retain at least 3,000 police officers in Devon & Cornwall and ensure that the vast majority of these resources are on the front line and visible to the public to prevent crime, support victims and bring offenders to justice.

As part of our forward strategy and to adjust to future constraints we are introducing a new Contact Strategy which will ensure each local policing area has a detailed 'engagement plan' to increase accessibility and is best placed to provide the accessibility and service that the public will find most relevant to 21st century society. As part of this Strategy we are actively discussing with the public and partners how we can engage more effectively, for example through the use of regular surgeries in libraries, supermarkets, partner agencies premises etc.

Public Enquiry Offices

In 2010/11 we consulted with the public and key stakeholders regarding a demand-led proposal to rationalise the above service. Following a detailed examination of our police enquiry offices the number of offices was reduced from 57 to 21 across Devon & Cornwall. This rationalisation saved the Force approximately £1.5m per annum.

Since our last correspondence on this subject we have conducted footfall surveys and examined the demand on our front offices and have ascertained that demand has fallen further since 2010. The main reasons are that more legislative checking of documents is completed either on line or via an officer's radio from the scene of an incident, an increased usage of our Force's and the Police & Crime Commissioner's websites, our enhanced appointments system and a significant increase in the ownership and use of Smartphone and tablet technology by all sections of the public.

We have a responsibility to ensure that our service offer is relevant to the public of today and tomorrow, and is provided in an efficient and effective way. During the review into our enquiry offices we found that in some of our smaller towns less than one member of the public was visiting the office per hour, and even then it was, more often than not, for a matter that could be more effectively dealt with by other methods (website advice, telephone enquiry, reception).

Following discussions between us, the Chief Officer Group has considered various options based on analysis and discussions with stakeholders and have a preferred option which is to retain the three 'principal' front offices at Heavitree Road (Exeter), Charles Cross (Plymouth) and Torquay with six day opening (0800-1800 hours Monday to Friday and 0900-1700 hours on Saturdays). This is a reduction in hours of four hours each evening, when we know the footfall drops off significantly, and no Sunday opening – again there is little public demand for Sunday opening evidenced by the low footfall.

In addition our preferred option (which will now move to consultation with staff and the Trade Unions) includes the retention of the following six front offices with Monday to Friday opening of eight hours per day. This also reintroduces an 'all-day' Monday opening which the public tell us they prefer to the current Saturday morning opening:

Barnstaple
Crownhill (Plymouth)
Camborne
Truro
Bodmin
St Austell

We therefore propose to close twelve front offices from 31 October 2014. These are Tiverton, Honiton, Exmouth, Newton Abbot, Totnes, Okehampton, Bude, Launceston, Liskeard, Falmouth, Penzance and Newquay. However we do propose to open Newquay front office just during the summer months when demand is significantly increased.

A number of criteria were used to arrive at this decision including footfall, population size, seasonality, custody centre/court provision, future proofing, accessibility and arterial routes.

What we would stress is that no police stations are closing, and officers and PCSOs will continue working out of all our current sites. Currently when a front office is shut a 'blue wallphone' is accessible to members of the public, at no cost, for direct dial into our Force Control Rooms for both 999 and 101 calls, and this facility will remain. We will also be looking to improve the service offered to 101 callers, not least in forming better links to partnership agencies where the subject of the call may be better addressed.

The proposals generate a long term annual saving of £750,000 which can be re-invested into frontline policing. Clearly it is always regrettable to withdraw a point of contact the public has traditionally been used to, but this review has shown that front offices are not the preferred choice for the public to access our services anymore. We need to provide new opportunities for public engagement and look at new ways in which we can engage – both face to face as well as through the digital environment.

We will do this as part of the new Contact Strategy by undertaking active local discussions and considering alternative means of engagement with the public such as regular surgeries in libraries, supermarkets, partner agencies premises etc. We will want to meet with you and other key stakeholders in each locality where the PEO (police enquiry office) service is being withdrawn to discuss options and listen to any ideas that you and other partners can bring to the table. You will be contacted in the next couple of weeks to facilitate this process. By the time of any changes we will have a clear plan of existing and additional police engagement opportunities in each locality.

We will also be offering better access to information through our new Force website with new 'FAQs,' a 'track my crime' facility and mobile data for officers and staff. We will continue to consider new ways to boost engagement and accessibility, for example through a possible Smartphone App and other innovations.

We would really welcome discussions with yourselves and other local partners in order to engage with your ideas about how engagement and physical presence can be further enhanced jointly in each locality. We have had some excellent feedback in relation to the correspondence from 18 March and several offers to work more collaboratively. Our new Partnership Superintendents are working hard to achieve this.

Communication

We intend to inform our affected staff on Tuesday 13 and Wednesday 14 May, commencing formal consultations with our Trade Unions on 14 May. A press release has been prepared and media interviews will be conducted, but embargoed until 00.01 Thursday 15 May 2014. We would be most grateful therefore if you could refrain from sharing or commenting on this information until after then.

We would be grateful for your support as we address these difficult decisions.

If you have any particular queries or concerns then please do not hesitate to contact our respective offices.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Shaun Sawyer'. The signature is fluid and cursive, with a large, sweeping flourish at the end.

Shaun Sawyer
Chief Constable

A handwritten signature in black ink, appearing to read 'Tony Hogg'. The signature is cursive and includes a period at the end.

Tony Hogg
Police & Crime Commissioner



Cllr Roger Croad
Chair, Police and Crime Panel
c/o Plymouth City Council
Civic Centre
Plymouth
PL1 2AA

By email: Roger.croad@devon.gov.uk

Our ref: PCC_COR_PLN_CROAD_enquiry-offices-RM_140514

14 May 2014

I have shared with the Police and Crime Panel the challenges we face in coming years to balance the Force budget and sustain frontline policing. I have pledged to maintain at least 3,000 police officers whilst at the same time achieving savings of £12m by 2017/18. We are exploring all opportunities to identify efficiencies that will support the frontline and prevent crime, support victims and bring offenders to justice.

In line with the requirements of the Police and Crime Plan, the Constabulary has been developing a new Contact Strategy designed to improve the accessibility and service the public should expect from a modern police service. As part of this work, the Force has identified that in many cases Police Enquiry Offices no longer meet the needs of the community as the public seek alternative ways to contact the police. Consequently, the Chief Constable has recommended to me that the number of Police Enquiry Offices (not to be confused with police stations) is rationalised whilst improving alternative means of engagement with the public in ways that are more aligned to their needs. This also means making officers available to spend more time with the public.

The Force is to announce shortly that it will enter a period of consultation with a view to closing twelve Police Enquiry Offices from 31 October 2014. **I would ask that this remains confidential until Thursday 15 May 2014.** Understandably this proposal may generate some concerns in local communities and amongst police staff who are affected. A communication and engagement plan is in place to ensure that we consult widely with those affected and explain the ways that engagement and accessibility will be enhanced in other ways.

I enclose a copy of a joint letter from Shaun Sawyer and ^{me} myself that was sent to partners and stakeholders.

Yours sincerely



Tony Hogg
Police and Crime Commissioner

cc sarah.hopkins@plymouth.gov.uk

Not sure if this issue is not
below our joint horizon but quite
high profile so, on balance, I am
notifying the PCB.

STATION ENQUIRY OFFICE RATIONALISATION – FEEDBACK FROM AND VIA POLICE & CRIME PANEL MEMBERS
(Summarised)

Area/ Station referred to	Comments
Generally re Cornwall	“On the Front Line & Visible to the public” would mean bringing back ‘Walking the Beat’ which was a far better deterrent. Numerous accounts of Police failure to answer the current 101 system. Would like to see this improved prior to introducing any additional communicational changes.
St Ives	St Ives lost its public enquiry desk a couple of years ago. It has caused some inconvenience, but not significantly. The alternative has been to use the 101 number, which does not operate very well at times. Suggest more resources are put in to this service if the proposed closures take place. Suggest police enquiry office function incorporated into “One Stop Shops”. Police may need to fund this/make contribution, plus training etc, but could work very well.
Liskeard	Concerns expressed at the Liskeard ‘Have Your Say’ Panel that Liskeard will be closing and concerned that the police officer on the front desk had many other duties they undertook between members of the public arriving, which would still need to be done. This potential saving may be less damaging than some others.
Generally re Cornwall	Pressure being put on police services as a result of reduced budgets recognised, and accept that reducing the number of manned Police Stations is probably a cost-effective measure, even if re-investing savings in front-line services is ingenuous. What it really means is that the cuts to these will be slightly reduced. With modern communications media, the majority of the population may have little need to visit a police station other than to present documents when requested. However, those without access to mobile phones, computers/internet etc. include a disproportionate number of the most vulnerable in our society. For them to travel to the few remaining stations during the limited opening hours could be difficult and expensive. Should this proposal come to fruition, it is requested that a system be set up, and well publicised, providing an alternative form of access. For example, where an individual has real difficulty reaching a police station, documents could perhaps be processed by using PCSO s as intermediaries, calling on individuals at their homes. Apart from being of practical help, it would help to reinforce the position of such officers in the community.
Bude	In Bude there is considerable disquiet about this move. We can see that there is scope for a reduction in hours, especially in the winter months, but the complete removal of the service makes contact with officers much more difficult. Bude Stratton Town Council have written with their objections. Little confidence using the online and telephone services so if this goes ahead these services will need considerable review and enhancement. In our own station the community run a volunteer based CCTV system and the desk officers help with downloading images when required. Without them downloading will be much more cumbersome and will lead to delays. The only alternative is to train frontline officers to perform the task. This is an exercise that will give a short term saving but careful analysis of the overall cost would not show much real saving.
Generally re Cornwall	Before considering closing down these front offices, the alternatives need to be working right. Concern that the 101 service is failing. So get that (and other alternatives) right and then there might be some safety in making the closure move. £750k is a lot of money, but look at the amount that Mr Hogg is wasting on himself and it starts to come very close. His office costs - which the Home Secretary promised would be less than the old police authority - are actually over £300k more. He is spending more on consultants than the PA, wasting money demanding

Area/ Station referred to	Comments
	that the taxpayer pay for his overnight accommodation when he could take up the free lodgings available and spending money on lip balm, post-it notes and other gimmicks with his name on them. Cut the waste - Keep the front counters.
Newquay/ Falmouth/ Bude/ Penzance/ Bodmin	As well as Newquay, both Falmouth and Bude should also have summer opening hours. Bude has a large number of visitors during the same summer period. Unless there has been a big change over the years. Similar consideration should also be given to Penzance for summer. In the case of Launceston; bearing in mind how many officers there are based at the Launceston station and custody suite, it is unbelievable that there will no front office open to the public during the daytime. It is quoted by the PCC and supported by the Chief Constable that the closure of these front offices will make an annual saving of £750,000 which will go towards 'front line policing'. Question; When was the last time you saw any improvement in front line policing, and this is only a term used to justify what they are doing. The only area of policing these days worthy of praise is at major incidents such as serious road accidents and the like. Near Bodmin Police Station when an accident occurs on the A30, police turnout and speed of attendance is most admirable. But that of course is the Traffic Department, not the local law. But ring Bodmin and report boy racers on a nearby business park, on many occasions, and the earliest attendance to date has been fifteen minutes. That business park is only 800 yards from the Bodmin Police Station!!! Concern that new ways in which Police engage more with the public face to face sounds good, but unlikely to happen. With this continual retreating from the public gaze, concern whether we shall see any police officers at all one day other than at major incidents! One things for sure – the PCC' office will still be there!!
Penzance	A more visible on the beat policing strategy is needed as a deterrent. Given the area it covers, Penzance police station should be open 24 hours a day. It's all gone mad. There is no real preventative police work in the community, because the budgets are so low they can really only react to situations. Concern 101 is a complete waste time and often requires being 'on hold' for over 20 mins and callers 'giving up'. Is it true that the 101 is a shared call centre not dedicated to just this number?
Looe/ Liskeard	In Looe the numbers of visible police on the beat has decreased and in the near future they want to share the sergeant with Liskeard, leaving just one constable and a PCSO for the town. This is being done without consultation of the local members, town council and residents. My fears are that when our only PC makes an arrest and takes the offending to custody in Launceston the town is left without cover. The front desk in the local police station went a few years ago and the visible face of the police has gone.
Newquay	Newquay is a little different as they operate a restricted leave scheme in the summer months to offset influx in population. They have also had dedicated officers working night shifts who get to know the night time economy in detail. That said staff cuts are even impacting on these initiatives.
Looe/ Liskeard	At the recent Morval coach crash and the Widegates incident involving a missing armed man, locals commented positively about the speed and numbers of police and medics deployed. I know some came directly from Looe and Liskeard stations. There is a concern that this rationalisation may result in less officers locally based. My concern is the lack of communication between residents and the police. Many elderly and vulnerable people, with no access to phones, prefer to discuss issues face to face. If 101 worked, or email or other modern methods of communication received instant responses, I would accept the need to modernise. I live in a low crime area, but this will change if the police are never seen and cannot be contacted.
Saltash	I do not think, on what I see, the police service is failing the residents of this county. It may not be so evident because of government cuts and yes some may wish to see PCs rather than PCSO's but generally I think it still serves the public as well as its funding allows. I think the Saltash area of the force is efficient and caring. The station front desk has gone and I don't like that, and the 101 service is a national disgrace and

Area/ Station referred to	Comments
	<p>shame but our local police are good, I think. The two big failings for me are the PCC office which I think has become remote, and seems dedicated to its own publicity, presumably to ensure re- election and which has lost the force respect, and secondly as mentioned the 101 service.</p>
Saltash	<p>Is it any wonder that our Police service is suffering? The office of the PCC is costing us £1.95 million per year, £350,000 more than the previous Police Authority, though that the former Police Authority was only around £900,000 per annum. The PCC is costing us about one million more each year! £7,000 of public money was spent on lip balm, fridge magnets and sweets in order to promote the office of the PCC! Are we not the ones footing this bill for the PCC? Should we not be involved in decision making that costs us money that we are struggling to find? As Cornwall Councillors we are struggling to make ends meet on greatly and continuing budget reductions. Why do we not have a greater say in what the office of the PCC is doing with our money? The term “protecting our front line services” is regularly heard. Although not directly under our control, the police service certainly comes into that group. The bottom line is – our police service is badly failing the public of this county. How can they say that shutting the front offices can save them £750,000 when they are throwing far more than that away in other areas? As a council we should have a stronger say in where our police service is failing the residents of this county, especially when we are footing the bill! In no way am I criticising police officers or the Chief Constable. They are working within the restraints given to them. Within the force, from the officers I have spoken with, they have nothing but praise for the Chief Constable. BUT ask them about the PCC! Perhaps Saltash do not have the continuing problems of the rest of the county, but that may be because they are in close proximity to Plymouth and just the width of the Tamar separates them from a large number of backup numbers. It is understood that on many occasions officers have crossed the bridge to attend incidents when Saltash officers were stretched. The public don't know where the officers have come from.</p> <p>Other members concerned that their towns and villages are noticeably short of police presence and cover, and the reaction times to attending issues are very poor, other than major incidents. However in Looe or Liskeard, it is somewhat different.</p> <p>Concern re the remoteness of the PCC and his office from the public, his continual promotion of his office and position, and most importantly his failure to deliver! How long do we sit back and allow the PCC to continue down his present course of rising costs of his office and a continual reduction in the police service in the county? If we don't act in the interest of the residents of Cornwall, then who will?</p>
Launceston	<p>It is understood there may be a plan to close the custody centre at Launceston as an option but no consultation has taken place. When asked, OPCC unaware. Concern that if Launceston police station goes there will be a huge rural area with no presence and if an arrest is made then there will be no-one available at night when the 2 police travel to Plymouth or Newquay custody. Launceston is positioned with direct access to the A30 dual carriageway. It has the best and most modern custody suite in the 2 counties and to see that closed would be a huge loss and would create a feeling of insecurity in the populace and the whole of east Cornwall. Losing the front desk in a few weeks' time is yet another nail in the coffin of a strong police presence in the town and serving the rural area. Great concern this era of cuts to services is having an undermining effect on good law abiding people. Police should attend a local meeting, make a statement and/or give an explanation in person.</p>

Area/ Station referred to	Comments
	<p>Cornwall Councillors in the Launceston area have been quite vocal recently about future service reductions from Launceston Police Station. All councillors are aware of the 'front desk' closures but more recently there have been rumours about a possible complete closure or the closure of the custody suite.</p>
<p>Various Cornwall areas</p>	<p>Town and Rural council members view that compared to towns, rural areas generally do have a serious lack of police contact or visibility. There appears to be no pattern to the coverage or community involvement. In Liskeard they have virtually no issues on policing, yet only a short distance away in Looe there is a greatly reduced police presence in the town, they receive only written reports at council meetings, and there are great concerns on the issue.</p> <p>Below some of the points highlighted by members in their emails and calls:</p> <ul style="list-style-type: none"> • Police attendance at various parish monthly and 'Have Your Say' type meetings across Cornwall, along with crime reports, is sporadic/non-existent. Some parish police surgeries have recently either dropped off in number or ended, many have never had surgeries. • Local Neighbourhood Watch Committees have ended due to the lack of attendance from local PCSO's. • A shortage of police vehicles for PCSO's – one area the PCSO even using his own car on occasions to cover an area 'the size of Alaska'. One main police station having just one car for four PCSO's all of course covering different areas. • Many PCSO's covering sometimes up to nine or ten parishes and expected to give them equal cover. • Increase in petty crime in parishes which is either going unreported due to the poor 101 system, or if reported there appears a 'lack of interest' from the police. • Lack of, or long delays, in response to any issues or concerns raised. • Never able to directly contact a local police officer in authority. • What are the parishes getting for their rising precepts? • When one Councillor made a formal complaint about the lack of police presence in his parishes he was told it was a low crime area so did not need policing. • Carne Brea have many criticisms and serious concerns on the policing of the area. • Six parishes in the Boyton ward never see a police officer. <p>There should be:</p> <ul style="list-style-type: none"> • The same policing policy for all areas of the county – not relying solely on the local senior police officers policy , • Monthly 'Have Your Say' meetings in each major town in the county, inviting representatives of the town and neighbouring parishes to attend. This would create a far closer working relationship between the police and publicly elected officials. • A far better system of communication in place ensuring more prompt responses on any issues. • PCSO's patrolling their own areas instead of being seconded to town issues, except in exceptional cases. • Police more regularly being seen by the public, getting out of their cars occasionally and walking around. <p>Since the change in policing procedures introduced in the 1970's, many large villages have seen the disappearance of eg a local police officer</p>

Area/ Station referred to	Comments
	<p>living in the village, Village posts office & shop, Bus services to and from the nearest town (especially in areas of North Cornwall). is it any wonder that the residents are feeling neglected, vulnerable and that they are forgotten? ‘Exactly what are we getting in exchange for the continual annual rising costs involved towards the running of the police force and the office of the PCC?’</p>
Cornwall	<p>For some considerable time one of the main issues In many parishes/parish and town councils in Cornwall has been the greatly reduced police presence or visibility in rural areas, to the non-existent presence. Each and every parish is suffering in one way or another from the lack of policing, and some councillors are highly critical of the methods at present being used. The PCC has been sent a five-page report on the concerns and issues raised by the large number of Cornwall councillors. The report was highly critical of the policing, or shall we say, lack of policing of rural areas, as well as certain towns, and even listed a case from a Cornwall councillor, when in February, 2013, after three emails and one telephone call with the PA assuring a reply within one week, a reply has still not been received. Eighteen months overdue! At the least a complete lack of respect towards an elected councillor!</p> <p>A couple of the many examples included in the report;</p> <ul style="list-style-type: none"> • One PCSO has nine parishes to cover, and is rarely if ever seen in any one of the nine! • The four PCSO’s in one station who only have one car to share between them! • The PCSO covering four of Cornwall’s largest villages, more the size of towns, who is forced on occasions to use his own private car on duty! <p>If a copy of the report is required I will willingly forward one, but the report is written by myself to the PCC based on the facts received from a large number of Cornwall councillors. I await with interest his reply.</p>
South Hams/ Totnes	<p>The lead officer for the Community Safety Partnership was fully informed and indeed corresponded with the Police to establish whether there were any figures in relation to the Totnes Police Station. There were none and there was a conclusion drawn that the proposals were an inevitable way forward due to tight resources. There were no responses from the Totnes members. The only response received was from a member from Stokenham, a former Police Officer, who accepted the inevitability.</p>
Budleigh Ward	<p>People contact the police in many ways. In cases of urgency 999 and 101 for routine/enquiries. Many police officers and PCSOs hold regular well-publicised surgeries which are sometimes held jointly with town, district and county councillors, but attendance is poor. One concern is in respect of the requirement to report non-stop traffic accidents which used to mean reporting as soon as practicable or in any event within 24 hours at a police station - this could be a problem but the law may well have changed. Not sure if those on bail may have to travel further to comply with a reporting condition. If closing underused police stations, and by implication under-employed police staff, allows for more deployment on the street I welcome it. People may have to travel further to get to a police station - but in reality how often do they actually want to go there. The research seems to clearly support the proposal. Proposal mentioned at the town council meeting following the last PCP, but no concerns raised.</p>

Area/ Station referred to	Comments
Tavistock	<p>It does not really affect any of my area as we have already had most of them “closed” which is what they are in all practical terms. There is no doubt that in a small town like Tavistock the “closure” is bitterly resented by the public including the many visitors/ tourists that we get, but suspect any objection will be fruitless. One of the primary reasons that our footfall fell was that over a period of time, starting with the withdrawal of the civilian clerk, the hours of opening were successively reduced until the facility was not actually open when people wanted to use it so not unsurprisingly the footfall fell and closure was justifiable on the lack of use grounds. In the days of experienced civilian clerks many of whom were retired police officers most things got sorted without the need to even involve a warranted officer thus saving enormous sums of money by not tying up officers time on trivia. Sometimes the simple ways are best and one local experienced civilian clerk is worth 10 computers and a couple of dozen warranted officers. They do not need to be based in a police station but can be in any other local facility such as a council office or GP’s surgery, local school whatever.</p>
Camborne	<p>Although I have not come across anyone who likes the idea of the doors of the Police station being locked, I have not found people able to articulate any actual inconvenience it will cause. I think it is a bit like people’s ‘fear of crime’ often being disproportionate to actual reported crime. People want the comfort that, if they have a problem they can visit the police station and from where I am Camborne feels a long way. I have had people quoting again the problems with the 101 system so not having confidence that non urgent matters can be dealt with by telephone. Regarding local surgeries, mentioned in the letter I think these will only work if a fixed time and venue and regular enough so at least weekly. In St Just the local police have started twice monthly surgeries in the Town Council offices but, due to shift patterns, they are decided on a monthly basis and times put up on posters but that does not give people confidence of service and experience, from the outreach of one stop shops when the Unitary first came in, is that infrequently and people will not attend. If people have an issue then they want to discuss and deal with it now and whilst they may be willing to go to a surgery they know takes place every Tuesday, they are unlikely to make use of this is they never know when it will be.</p> <p>The PCC could consider the approach Probation and social services have taken - a ‘roster’, amongst team members for a ‘duty session’. That way, Monday – Fridays, during office hours, people could call in and get attention. The duty officer would know when their duty slot was so would know when they had to be in the office and they planned work for that day that could be fit around callers so admin type tasks and catching up with phone calls. I am sure Police teams have work they could catch up on, in the office (emails spring to mind these days) during a duty sessions. This way, there would not be a dedicated staff member to the duty desk but a member of the team nominated to deal with casual enquiries that day. The nature of most enquiries would dictate the grade or grades of staff pulled into the rota. That way, the public would not be confronted with locked police station doors but there would not be a need for staff employed to the role.</p>
Totnes/ Okehampton	<p>We have recently had talks with Supts Mayhew and Slevin who cover our respective areas at SMT. Mention was made of the Police rationalisation of enquiry offices as we were seeking new ways of working with the Police on co-location and joint working possibilities. In particular the use of the councils Customer Service Teams to service any public enquiries. The discussions were very encouraging and a further meeting is scheduled for later in September to continue the discussions and explore opportunities. We also talked about footfall at the enquiry offices and the Police were obtaining actual numbers for us, but were informed that they were very low. It would also be useful to have an indication as to what types of enquiry were being handled and how we could more effectively integrate and provide a better customer experience. There is a Community Safety Partnership Meeting on Tuesday and I plan to raise this there.</p>

Area/ Station referred to	Comments
Anon (Devon resident)	I would like to see opening hours available for those attending outside regular working hours. If it is an emergency then the 999 system is there. I think more advertising of 101 and internet is required. Also maybe a booking service to arrange a visit from police or other service. Police do have to cut costs so it's inevitable to start seeing these cuts now. Maybe this could mean public can book to see police specialised in specific areas. I know from experience reporting about abuse has been harder when the Person on the desk does not come across as understanding. If you know the person will understand it may raise reporting.

(Further enquiries confirmed that there are no current proposals for the closure of Launceston Police Station, as part of the enquiry office review the enquiry office at Launceston will close from the 1st of November 2014.)

This page is intentionally left blank



Names/address to be added

**Plymouth City Council
Host Authority for Devon and
Cornwall Police and Crime Panel
Civic Centre
Plymouth
PL1 2AA**

**T 01752 305542
F 01752
E sarah.hopkins@plymouth.gov.uk
www.plymouth.gov.uk
Please ask for: Sarah Hopkins**

29 August 2014

Dear

Devon and Cornwall Police and Crime Panel Scrutiny Review - Call for evidence

I am writing to advise that at its meeting on 20th June 2014, the Devon and Cornwall Police and Crime Panel (PCP) agreed to conduct a scrutiny review in relation to the *"Police and Crime Commissioner's joint announcement with the Chief Constable in respect of Devon and Cornwall Police Public Contact Strategy – Station Enquiry Rationalisation"*. A copy of the letter sent to Councils and published with Police and Crime Panel papers at their meeting held on 20 June can be viewed using the following link: [http://www.plymouth.gov.uk/mgInternet/documents/s55639/Appendix%203%20-%20PCC COR PCP CROAD enquiry-offices-RM 140514-joint-letter.pdf](http://www.plymouth.gov.uk/mgInternet/documents/s55639/Appendix%203%20-%20PCC%20COR%20PCP%20CROAD%20enquiry-offices-RM%20140514-joint-letter.pdf).

The role of the PCP is to provide support and scrutiny challenge to the Police and Crime Commissioner (PCC), to promote openness in the transaction of police business and also to support the PCC in the effective exercise of their functions. The PCP is not responsible for scrutinising the performance of the police force as a whole or the Chief Constable, as this is the responsibility of the PCC. Both the role of the PCC and the PCP were created as part of the Police Reform and Social Responsibility Act 2011, which brought in new structural arrangements for national policing, strategic police decision-making, neighbourhood policing and policing accountability.

The PCP is due to undertake the review at its next meeting on 17 October 2014 and will be adopting a select committee style approach. In order to assist the PCP Members in effectively scrutinising the topic, the Panel is seeking written evidence from stakeholders through the provision of responses to the following questions:

- 1) Is your organisation aware of the proposals and if so, how was it made aware of them?
- 2) What will be the impact for the communities and service users your organisation represents in relation to travel, contact etc?
- 3) Where closures have already taken place, what is the impact on the public's perception and satisfaction?
- 4) As part of the consultation with the public and key stakeholders in 2010/11 regarding the proposal to rationalise public enquiry offices, was your organisation consulted and how was it consulted?

- 5) Is your organisation aware of a new Public "Contact Strategy" and any local policing detailed "engagement plan" introduced by Devon and Cornwall Police and if so, what is your organisation's view of them?
- 6) Has Devon and Cornwall Police contacted your organisation to actively discuss how they will engage more effectively in the future eg. through the use of regular surgeries in libraries, supermarkets, partner agencies premises etc?
- 7) Has your organisation received any feedback from communities and service users in relation to them accessing stations and/or using the 101 number?
- 8) With regard to the preferred option of retaining 3 principal front offices along with a further 6 secondary offices, was your organisation contacted by the Chief Officer Group to discuss various options and if so, what did these discussions entail?
- 9) Has your organisation been approached by Devon and Cornwall Police to discuss alternative options and listen to any ideas your organisation might have where a police enquiry office is being withdrawn and if so, what did these discussions entail?
- 10) If required would your organisation be able to provide a witness to attend the PCP meeting on 17 October 2014 to provide verbal evidence? This witness could be part of your organisation, a member of the community or a service user.

The PCP would be grateful for any written responses your organisation is able to provide. **The deadline for written responses is Friday 19 September 2014** and responses should be sent to:

Sarah Hopkins
Community Safety & Partnerships Manager
& Lead Officer – Devon & Cornwall Police and Crime Panel
Plymouth City Council
Civic Centre
Plymouth
PL1 2AA

Email: sarah.hopkins@plymouth.gov.uk

Yours sincerely



Cllr Roger Croad
Chair, Devon and Cornwall Police and Crime Panel

(Plymouth City Council is the Host Authority for Devon and Cornwall Police & Crime Panel and views expressed by the Panel are not necessarily those of the Authority).

STATION ENQUIRY DESK RATIONALISATION – WIDER STAKEHOLDER FEEDBACK (Summarised)

ORG/AGENCY	AREA/ STATION	FEEDBACK
Penryn Town Council	Penryn	<p>Answer to Q1: Yes, through the local press and we have also been advised by our local PCSO that the Falmouth office will be closing.</p> <p>Answer to Q2: It is impossible to answer this question fully as we are not aware of where the nearest open office is. However, we have been advised by our PCSO that in the absence of the enquiry desk, contact will be made by use of a telephone outside of the police station. The telephone in question however, does not provide a direct line to the station itself.</p> <p>Answer to Q3: The office at Falmouth is closing in 'early September' so it is too early to be able to respond to this question.</p> <p>Answer to Q4: No.</p> <p>Answer to Q5: No.</p> <p>Answer to Q6: No.</p> <p>Answer to Q7: Yes, we have had enquiries from people asking how to contact the police for a non-emergency situation.</p> <p>Answer to Q8: No.</p> <p>Answer to Q9: No.</p> <p>If required would you organisation be able to provide a witness to attend the PCP meeting on 17 October 2014 to provided verbal evidence? Possibly.</p>
Luxulyan Parish Council	Bodmin	<p>To the best of my knowledge, Luxulyan Parish Council has not been consulted re the "joint announcement" about police station closures; however I have been in my post only since June 2013.</p> <p>We did write the the PCC Tony Hogg last year on 17 November and received a reply dated 2 December concerning the lack of police response to a situation with dangerous dogs.</p> <p>At the AGM of the Cornwall Association of Local Councils (CALC) on 20 Feb 2014, when PCC Hogg was guest speaker, we requested the presence of our PCSO at council meetings and PCC Hogg said he would do something about it. Though we receive our monthly crime report, we have not seen our PCSO at a meeting for over a year.</p> <p>Police participation at parish council meetings would be a good way to keep the community in</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
		touch with any "joint announcements" that may occur in the future, and a good way to receive the feedback you require. I vividly recall that at the CALC AGM Sarah Mason, CALC County Executive Officer, called for the Police and Crime Commissioner's office to work more closely with Local Councils and her request received enthusiastic support from the audience.
Hayle Chamber of Commerce	Truro/ Newquay/ Hayle	<p>The D&C Police and Crime Panel Scrutiny Review - Call for Evidence consultation which closes this Friday reached our Chamber for a meeting tonight. We obtained this from our Town Council who may not have received an earlier call for evidence. We resolved to object strongly to the proposals because:</p> <ol style="list-style-type: none"> 1. Cornwall will have only one permanent 9-5, five day a week front desk at any police station (Truro). This is disproportionate when compared to Devon. 2. We note that Newquay will have a seasonal facility; Hayle is little recognised yet is second only to Newquay in the number of our tourist beds. Whilst wishing to make the case for Hayle we also wonder if this consultation has been effectively shared with business in other towns in the West of Cornwall? 3. Small retail traders are often located in areas where on-line facilities are poor and one person businesses have problems in getting from the shop floor to communicate remotely with our police. The sense of the meeting was that a personal service is needed by business, and also by ourselves as citizens. These small enterprises may be subject to threats of violence as well as shop lifting and theft, and a police desk is more tangible than waiting for an officer to call. <p>We hope that these concerns are taken seriously and look forward to positive feedback.</p>
Hayle Town Mayor	Hayle	<p>I remember a "consultation" some years back about a previous round of police station enquiry office closures that affected Hayle police station, but its enquiry office closed regardless. I do not think it was a true consultation, and believe there was no way in which a decision already made would be altered by the process. A friendly and available source of daily access to police services was lost. I appreciate the cost savings in not employing station enquiry office clerks, but simple 'time and motion' type studies failed to take into account the amount of useful local knowledge that accumulated in the minds of SEOs.</p> <p>I do not recall ANY consultation on this NEW round of closures. Your (PCP) letter is the first I have heard. I have no record of consultation with my Town Council.</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
		<p>I have not been made aware of a new Public “Contact Strategy” and any local policing detailed “engagement plan” introduced by Devon and Cornwall Police.</p> <p>I have no recollection of Devon and Cornwall Police contacting my council to actively discuss how they will engage more effectively in the future eg. through the use of regular surgeries in libraries, supermarkets, partner agencies premises etc.</p> <p>I AM aware of a level of public grumpiness that the “police station has closed”. I do not recall ANY communication from the COG.</p> <p>Again I understand the financial reasons behind it, but find it very sad that the Devon and Cornwall Police are driven to such extremes that possibly the last true links between public and police are being closed. Has no-on considered volunteers? What has happened to the Special Constabulary? Was any real effort expended on other possibilities?</p> <p>The officers that police Hayle regularly attend our council meetings, provide relevant anonymised crime figures, brief us on latest trends and respond to questions. I see PCSOs and regular officers on patrol and about their business, and I am happy with our local police, but I feel little connection to COG or Mr Hogg. I also appreciate that most of the staffing issues result from the funding decisions by the current coalition government rather than the serving officers.</p>
St Keverne & Meneage Parish Councils	Helston	<p>Answer to Q1: No we were not aware</p> <p>Answer to Q2: Probably no different because Helston front desk was already closed</p> <p>Answer to Q3: Less accessible, further to go to speak to the Police</p> <p>Answer to Q4: No we were not consulted</p> <p>Answer to Q5: No</p> <p>Answer to Q6: No</p> <p>Answer to Q7: 101 call centre totally unaware of local situation that being contacted about</p> <p>Answer to Q8: No</p> <p>Answer to Q9: No</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
St Ives Town Council		St Ives Town Council does not have a formal response, but if you are seeking evidence to inform your review, it may help to refer to our <u>Neighbourhood Plan Survey</u> - page 7 has information relating to satisfaction with services, including the police.
Carn Brea Parish Council.	Truro/ Camborne	<p>I am responding to your letter of 29 August 2014 regarding the above heading, on behalf of Carn Brea Parish Council. Your letter came to us by way of e-mail, on 12th September 2014, from our colleagues at Cornwall Council. Within CBPC I have the role of Police Liaison Councillor, predicated on the basis that I am a retired Police Officer, having served for 37 years, although not within the local force. I have found and printed off the letter, dated 13 May 2014, headed 'Devon & Cornwall Police Public Contact Strategy, Station Enquiry Offices' Rationalisation'.</p> <p>Our Parish Council has no record, nor any recollection, of having been consulted by anyone representing Devon & Cornwall Police Force, either directly or indirectly, in respect of Station Enquiry Offices.</p> <p>We have been aware that changes to service provision to the public were being considered, and discussed, within Force Management, via articles within the news media, and not least, as a result of the recent virtual collapse of meaningful contact between our Local Policing Team and the Parish Council.</p> <p>Response to Q1. CBPC was not aware of the proposals (as set out in your letter of 13th May 2014)</p> <p>Response to Q2. The Parish of Carn Brea sits between Redruth to the east and Camborne to the west. Linked with those two towns we represent one of the largest centres of population within Cornwall. Our citizens who wish to attend a police station for counter service have had a choice between Truro or Camborne. The proposals as set out appear to retain those two facilities, albeit with slightly modified opening times. It would therefore be fair to say that there will be minimal impact in relation to travel and contact.</p> <p>Response to Q3. Over a number of years local provision of Station Enquiry Services has progressively reduced. Or as you say, has been 'rationalised'. The office in Pool closed a few years ago, and the facility in Redruth was then shut. The nearest Enquiry Office is now Camborne. Local residents accept this history with a weary resignation, aware of the economic drivers facing the Force, but nevertheless irritated by what they perceive as a process which makes it more difficult to see, and speak to, and get to know, and obtain reassurance, or service, from 'their' local officers.</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
		<p>Response to Q4. CBPC was not consulted in 2010/11.</p> <p>Response to Q5. CBPC is not aware of the new Public 'Contact Strategy'. I am aware of the strategy now insofar as it is set out in your letter of 13 May 2014. However, although I note in the letter the expression 'local policing detailed "engagement plan" ' I am not aware of any such plan locally. For it to be a 'local plan' I would be interested to know, on behalf of CBPC, who locally has been involved in its creation, and what it sets out to do. If the local Town or Parish Council have not been involved it does raise the question of how such a plan is genuinely 'local'. Perhaps it is still being devised.</p> <p>Response to Q6. The answer is no. There has been no contact or approach from Devon & Cornwall Police regarding this subject. In fact, the vehicle by which this might have been achieved, the attendance at our monthly Parish Council Meetings by a PC or PCSO, has now been withdrawn, without any consultation with us. In fact we were notified of the decision by e-mail! No officer of any rank has had the courtesy to come and explain the decision, still less actually ask us. The reality in this area of policing is that not only is the level of service diminishing, the standard of courtesy and professional conduct is quite poor and inexcusable. Within the e-mail notifying us of the future non-attendance of police at our Council Meetings was 'an instruction' advising us as to how to find our Crime Figures ourselves. As a former Police Officer I was both highly embarrassed to read the e-mail, and seriously perturbed by what I saw as gross bad manners.</p> <p>Response to Q7. Anecdotally the view of local residents is that they will only attend Camborne Police Station (our nearest Counter station) if the matter is regarded by them as serious. I am aware of a number of local matters, such as assaults, arson, and thefts which victims have not reported as they do not wish to go all the way to Camborne. Turning immediately to the 101 service. In my professional capacity I have experience of using the 101 service. I am aware of the views of some local residents. We share a joint experience. The service is generally seen as very poor, even shambolic. My last personal experience involved waiting initially 12 minutes and then being cut off, then waiting 18 minutes and being cut off again. On my third call I identified myself as an officer of Truro Court and explained what had happened and the nature of my call and was put straight through. Not a 999 call, but nevertheless very important and my experience on this occasion was not an isolated one, either for me or for local people who have recounted similar frustrations. The 101 service does not have, generally speaking, a good reputation.</p> <p>Response to Q8. CBPC was not contacted by the Chief Officer Group.</p> <p>Response to Q9. CBPC has not been approached by Devon & Cornwall Police to discuss alternative options, etc.</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
		Carn Brea Parish Council would be prepared to provide myself, as a witness, to attend the PCP meeting on 17th October 2014.
Stithians Parish Council		<ol style="list-style-type: none"> 1 Why the Parish Council was not contacted directly is unclear. Without the foresight of Rob Andrew of Cornwall Council, the PC (and presumably all the other parishes in Cornwall) would have been unaware of the consultation. Even taking into account the date of the letter, the consultation period is ludicrously short. As it is Stithians Parish Council has had one week to respond – it is fortunate that during that week there was a PC meeting. Other parishes will not have been so fortunate. 2 Following the internet link brought to light a letter from the Police to various organisations, again not including Parish and Town Councils dated 13th May 2014. 3 The four page letter of 13th May describes the proposal to close twelve front offices in the D&C Police area from 31st October. 4 The rationale given is that they have conducted footfall surveys and examined demand on our front offices and have ascertained that demand has fallen since 2010. Reference is made to an enhanced appointment system. It does not say if those attending by appointment are included in the footfall numbers. 5 “During the review into our enquiry offices we found that in some of our smaller towns less than one member of the public was visiting the office per hour.”. It does not say if this was per twenty four hour period or per hour of opening. 6 It is proposed to retain six front offices: Barnstaple, Crownhill, Camborne, Truro, Bodmin, St Austell. No rationale is given for retaining these. 7 Newquay will be open in the summer only. 8 They state that no Police station is closing. This is no doubt true - what is also true is that they are closing to the public. A blue phone on the wall outside will connect callers free of charge to the central switchboard. 9 The document states that this move will save £750,000 which can be reinvested in frontline policing. Note it says ‘can’, not ‘will’ be invested. 10 Note also that it is a long term annual saving. Does this mean that in the short term there will not be this saving, perhaps due to the costs of making the staff redundant? 11 The document states: “We will do this as part of a new contact strategy by undertaking active local discussions and discussing alternative means of engagement with the public such as regular surgeries in libraries, supermarkets, partner agencies premises etc..... By the time of any changes we will have a clear plan of existing and additional police engagement opportunities in

ORG/AGENCY	AREA/ STATION	FEEDBACK
		<p>each locality” If such a clear plan is available, it is not referred to in this document.</p> <p>12 The next paragraph says: “We would really welcome discussions with yourselves and other local partners in order to engage with your ideas about how engagement and physical be further enhanced in each locality.” How is this going to happen when we are not even consulted by letter?</p> <p>13 The letter of 29th August asks some specific questions which are responded to below as highlighted:</p> <p>Answer to Q1: Only since 12th September against a deadline of 19th September so effectively one week’s notice. Made aware by Cornwall Council, not the Police.</p> <p>Answer to Q2: People will have to travel further to make contact with the Police face to face and the time available will be reduced. Will public transport allow people to make such contacts? This costs time and money.</p> <p>Answer to Q3: Not yet happened.</p> <p>Answer to Q4: Stithians Parish Council was not consulted.</p> <p>Answer to Q5: Stithians Parish Council is not aware of what the new strategy is as the consultation document did not lay out any specific proposals other than closure of twelve front offices and reducing the opening hours of others. It is suggested that the following be recommended as a contact strategy between the Police and public:</p> <ul style="list-style-type: none"> • Open an office in each village or suburb even if only during office hours. • Enable that office to conduct all aspects of police business, thus provide it with telephone and secure internet links. • Staff these offices with experienced officers and or PCSO’s, perhaps some who are close to retirement, perhaps some of those who otherwise might be paid off as unfit for whatever reason, so that their experience is brought to bear. • Have an on call contact phone for the officers staffing local offices, operated on a rota basis amongst a cluster of such offices, centred on a local town. • Ensure that patrol cars, PCSOs and other police contact the local office when they are operating in an area • Ensure that Police attend Parish and Town Council meetings regularly. Councillors are

ORG/AGENCY	AREA/ STATION	FEEDBACK
		<p>representatives of the people and are in touch with their constituencies.</p> <ul style="list-style-type: none"> • Fund this strategy by applying the funds 'saved' by closing the 12 offices. • Divert the staff from the closing offices to local offices thereby saving the costs of their redundancy. • Add to those the funds saved by abolishing the Police and Crime Commissioner and his office. • Either open or close Newquay. Closing part time saves no money. <p>Answer to Q6: No Answer to Q7: No Answer to Q8: Stithians Parish Council was not contacted. It is also likely from contacts with Mining Villages Regeneration Members that none of the other Member Parishes has been contacted either. Answer to Q9: Stithians Parish Council was not contacted.</p>
<p>Safer Communities Torbay</p>	<p>Torquay</p>	<p>Answer to Q1: I am aware of the proposals. From the hyperlink in your correspondence I note that the letter from Devon and Cornwall Police and the Office of the Police and Crime Commissioner was issued to various groups. Whilst Local Authorities feature, Community Safety Partnership (CSP) Chairs and/or Managers do not appear to be listed. I can confirm that <i>Torbay Council</i> did receive the correspondence.</p> <p>Answer to Q2: Without carrying out specific consultation on these proposals we are unable to provide an accurate and evidence based response to this question. However other than the changes already implemented to Station Enquiry Offices in Torbay, the correspondence does not appear to make reference to any significant changes for our area.</p> <p>Answer to Q3: The CSP has no data to provide an evidence based response to this question. I would however assume that Devon and Cornwall Police collate the views of communities when proposing/implementing changes to services so suggest that they would be better placed to respond.</p> <p>Answer to Q4: Having searched our records we cannot source evidence to indicate that Torbay CSP was formally consulted with.</p> <p>Answer to Q5: In my position as Interim Chair of Torbay's CSP I can confirm that I have no knowledge of the strategy or plan and as such have not been asked to comment on its contents.</p> <p>Answer to Q6: Not on this occasion. The CSP would however be willing to support the police with suggestions and creative solutions to engaging with communities. Our CSP has an excellent</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
		<p>relationship with our Area Commander and other senior police officers therefore I am confident that these discussions will take place.</p> <p>Answer to Q7:Torbay CSP has no data to provide an evidence based response to this question. I am however aware through anecdotal feedback of various issues relating to the 101 service.</p> <p>Answer to Q8: Torbay CSP was not contacted.</p> <p>Answer to Q9: Informally yes. I have had discussions with the previous Torbay Area Commander to explore the feasibility of several options within the Torbay area.</p>
<p>Penzance Town Council</p>	<p>Penzance/ Camborne</p>	<p>Penzance Town Council has consulted with its Members who have expressed their deep concern with the proposals which I have paraphrased below</p> <p>"as towns of a similar size with a similar night time economy, are losing public access to their police stations, perhaps we need to emphasise the number of visitors we get in PZ, it seems to have helped in the case of Newquay. Although if a place with the night life and visitor numbers of Falmouth is not exempt from this process I am not hopeful. The obvious place to make savings would actually be with the job of Police Commissioner itself".</p> <p>"The Police are becoming ever more remote (and unaccountable) from the community they serve and this has to be harmful. The opportunities for interaction are becoming more limited. The 101 telephone service is shockingly unresponsive. The website is anodyne/token – another impenetrable barrier. Opportunities to feedback to the Police information about situations that are suspicious or which might become criminal are limited and would become much more so with the loss of Penzance as a public access point. It is unreasonable that the nearest public access point for the Police serving 100,000+ residents and perhaps a further 50,000 visitors in Penwith/Lizard is to be in Camborne. Just how long does it take to get to Camborne from say St Just by public transport? Whilst I am sure the Police will produce figures showing that public's usage of Police Stations is limited, this is a result of a policy of disengagement at the local level. It is impossible for an ordinary resident to contact the local Police – every opportunity has been closed off. The public have no idea what the Police are doing or what their concerns are. It seems likely that the local Police are poorly informed about the concerns of local residents. The loss to the public seems out of proportion to the estimated savings"</p> <p>"In addition to the strong arguments already made in favour of keeping the desk open at Penzance</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
		<p>Police Station I'd like to add a more general point. Police forces around Britain must recognise that the public want them to be visible, active and approachable. Devon and Cornwall Police appear to be intent on moving in the opposite direction and retreating from the public wherever possible. It's seemingly impossible to telephone Penzance Police Station, you seldom see a full-time police officer outside a squad car and now they want to prevent the public from entering a police station (unless they're under arrest). In the light of recent revelations about the extent of police inertia in the face of serious allegations in other parts of the country and their reluctance to follow up what they regard as petty crimes, the constabularies everywhere need to stop regarding the public as a nuisance and to engage in rebuilding confidence in their ability to listen and to act"</p> <p>"Why can't the police, Cornwall council and the government just do what they are paid for for once they charge us enough. The police want to down grade car theft apparently and get us to deal with it ourselves. They don't deal with parking offenses any more, the list of what they don't do is getting longer and longer but the cost still go's up and up. And it seems no matter what and we are helpless to do anything about it. So yes I am opposed to the closing of the closing of the desk in the police station"</p> <p>"If you read the original letter of May 2014, the Chief Constable and Police and Crime Commissioner stress that the closure refers only to front line services and that staff will continue to work at the police station but the public will need to use the blue phone outside which from my own experience takes you to Exeter. They stress that no police station will close"</p> <p>"My opinion is that the size of our town needs a direct opportunity for the public to contact the police and the second reason is the fact that Penzance is at the top of the 8 main criminal incidents list when averaged out. Taking these two elements together, it would increase the efficiency of the police in West Cornwall and be cost effective to keep the station fully open"</p> <p>To answer the specific questions raised in your letter, as Town Clerk</p> <ol style="list-style-type: none"> 1 We became aware through a story that appeared in our local newspaper presumably following a press release from the PCC's office 2 This point is covered in the comments 3 Although our station retains limited opening hours, when they were reduced, there was a

ORG/AGENCY	AREA/ STATION	FEEDBACK
		<p>strong objection from the community particularly focussed on the poor non-emergency response.</p> <p>4 Yes we were consulted by letter and our Mayor of the time placed on record our objections to the proposals.</p> <p>5 No, we are not made aware of them until now.</p> <p>6 No</p> <p>7 As elected Members, the Penzance Town Councillors and I, as Clerk, frequently receive complaints about both front desk and the 101 number which given our office's near proximity to the Police Station, will no doubt increase.</p> <p>8 No</p> <p>9 No</p> <p>The Mayor, Councillor David Nebesnick and the Council would very much like to be kept informed of the outcome of the meeting on 17 October and whole heartedly rejects the proposal to close our Station to the public.</p>
Budock Parish Council	Falmouth Dracaena Avenue	<p>Budock Parish Council thanks you for the opportunity to respond to your review. We will make comment on the points as you have set them out.</p> <p>1. We are only aware of the proposals through the media i.e local television, radio and papers.</p> <p>2. There has been a history of declining service over many years. At one time there was a Police Station centrally positioned on the Moor in Falmouth and a Station in Penryn. The Falmouth Station was closed and replaced by a temporary Portakabin in Quarry Hill. Subsequently the Penryn Station and the Portakabin were closed and a new Police Station was opened on the outskirts of Falmouth in Dracaena Avenue. Over time the Front Office opening hours at Dracaena Avenue have been reduced. It was good to have a brand new Station but considerably less convenient for people to access. If this is closed to the public it will cause considerable inconvenience to anyone from Budock. We have a largely aged population many of whom do not drive or have computers. In the case of having to hand in found property, for example, it would involve an individual having to make a journey well in excess of one hour each way to either Truro or Camborne this involving two buses and considerable expense.</p> <p>3. See 2 above.</p> <p>4. Not to our knowledge.</p>

ORG/AGENCY	AREA/ STATION	FEEDBACK
		5. We are not aware. 6. We have not been contacted. 7. No feedback has been received. 8. No contact has been made. 9. We have received no approach from Devon and Cornwall Police.

'Open Letter' from the Chair of Devon and Cornwall Police and Crime Panel to members of the public in Devon, Cornwall and the Isles of Scilly

September 2014

Police Public Contact Strategy – Station Enquiry Rationalisation

At its meeting on 20th June 2014, the Devon and Cornwall Police and Crime Panel (PCP) agreed to conduct a scrutiny review in relation to the *"Police and Crime Commissioner's joint announcement with the Chief Constable in respect of Devon and Cornwall Police Public Contact Strategy – Station Enquiry Rationalisation"*.

The role of the PCP is to provide support and scrutiny challenge to the Police and Crime Commissioner (PCC), to promote openness in the transaction of police business and also to support the PCC in the effective exercise of their functions. The PCP is not responsible for scrutinising the performance of the police force as a whole or the Chief Constable, as this is the responsibility of the PCC. Both the role of the PCC and the PCP were created as part of the Police Reform and Social Responsibility Act 2011, which brought in new structural arrangements for national policing, strategic police decision-making, neighbourhood policing and policing accountability.

The PCP is due to undertake the review at its next meeting on 17 October 2014 and will be adopting a select committee style approach. In order to assist the PCP Members in effectively scrutinising the topic, the Panel is seeking written evidence from stakeholders and members of the public through the provision of responses to the following questions:

- 1) Are you aware of the proposals and if so, how were you made aware of them?
- 2) What do you think will be the impact for communities and service users in relation to travel, contact etc?
- 3) Where closures have already taken place, what is the impact on your perception and satisfaction?
- 4) As part of the consultation with the public and key stakeholders in 2010/11 regarding the proposal to rationalise public enquiry offices, were you consulted directly, or were you aware of any consultation and how it was carried out?
- 5) Are you aware of a new Public "Contact Strategy" and any local policing detailed "engagement plan" introduced by Devon and Cornwall Police and if so, what is your view of them?
- 6) Has Devon and Cornwall Police contacted you to actively discuss how they will engage more effectively with you in the future eg. through the use of regular surgeries in libraries, supermarkets, partner agencies premises etc?

- 7) Have you any concerns or comments in respect of accessing stations and/or using the 101 number?
- 8) Have you been approached by Devon and Cornwall Police, or had the opportunity to discuss alternative options with them to share any ideas you might have where a police enquiry office is being withdrawn and if so, what did these discussions entail?

The PCP would be grateful for your written responses to some or all of these questions. **The deadline for written responses is Friday 19 September 2014** and responses should be sent to:

Sarah Hopkins
Community Safety & Partnerships Manager
& Lead Officer – Devon & Cornwall Police and Crime Panel
Plymouth City Council
Civic Centre
Plymouth
PL1 2AA

Email: sarah.hopkins@plymouth.gov.uk

Please also let us know if you would be willing and able to attend PCP meeting on 17 October 2014, as a witness, to provide verbal evidence, and provide contact details. There will be a limited opportunity to hear from witnesses and those invited will be notified in advance.

Please note that, depending on the level/number of responses received, we may need to summarise responses for presentation to the Panel.

Members of the public are welcome to attend and observe Police and Crime Panel meetings. For more information about when meetings are occurring, and to view archived and live webcasts of Panel Meetings, please visit the Panel's website: <http://www.plymouth.gov.uk/dcpcpmeetingsandminutes.html>

Members of the public can also ask questions in respect of the functions of the Police and Crime Panel at Panel Meetings – to find out more about how to do this, information is available at <http://www.plymouth.gov.uk/dcpcpquestions.html>

Yours faithfully



Councillor Roger Croad
Chair, Devon and Cornwall Police and Crime Panel

DEVON AND CORNWALL POLICE AND CRIME PANEL SCRUTINY WITNESS CHARTER

Devon and Cornwall Police and Crime Panel (PCP) recognises the need to support witnesses attending scrutiny meetings and task groups, and the valuable contribution that expert witnesses make to the scrutiny process.

The Witness Charter and the Guidelines for Witnesses set out:

- What witnesses can expect when attending a PCP or task group meeting;
- The steps that will be taken to keep witnesses informed about the procedure; and
- What will be expected of witnesses throughout the scrutiny process.

The PCP will:

1. Let witnesses have details of the time, date and place of the meeting at which their evidence is to be taken.
2. Let witnesses have information about why they have been invited to attend a PCP or task group meeting and the matters which the scrutiny body might wish to ask them about.
3. Provide witnesses with copies of all relevant reports, papers and background information.
4. Ensure that witnesses are introduced at the start of a meeting.
5. Ensure that all witnesses are treated with courtesy and respect.
6. Ensure, where appropriate, that witnesses are provided with information about claiming witness expenses.
7. Ensure that witnesses are informed of any actions recommended as a result of a scrutiny review.

1. Who will be present at a scrutiny meeting?

PCP meetings are held in public and the press and media may be present. The PCP and any task groups may also have co-opted members, who are usually representatives of specialist organisations or groups. An officer from the Host Authority will also be present at the meeting as well as a committee services officer who will take the minutes of the proceedings.

2. Scrutiny meetings

PCP meetings are normally held in the Council House in the City Centre. However, sometimes it may be more appropriate for Task Group meetings, to be held at other locations depending on the issues being considered. We will write to you to let you know where the meeting is to be held.

Occasionally, if sensitive or confidential information is being considered, we may be required to hold the PCP or task group in private. We will let you know in advance if this is the case.

To help you prepare, a Host Authority officer will advise you before the meeting of the areas that the PCP or task group will focus on. The Host Authority officer will also be able to give you advice on the format of your evidence, and answer any queries you may have about the meeting. A copy of the agenda and any relevant papers will be sent to you prior to the meeting.

3. Giving evidence

The main aim of inviting witnesses to meetings is for the PCP to gain information and consider different experiences about a particular issue or concern. On the basis of the evidence received, any task group will make judgements and recommendations to the PCP, and the Police and Crime Commissioner.

PCP meetings are attended by perhaps 15 to 20 people and these meetings tend to be more formal than task groups which are smaller to encourage a more relaxed 'round-table' discussion.

You will normally be given a specific time to attend a PCP or task group to give your views and answer any questions. Every effort will be made to keep to the times allocated. When your item is reached, the Chair will invite the councillors and co-opted members to ask you, and any other witnesses, questions on the issues outlined. If you are not clear about a particular question, please ask for clarification.

In certain circumstances, you may be invited to submit written evidence prior to the meeting or asked to give a short presentation to the committee or task group. A Host Authority officer will contact you to give advance notice of any requests and discuss what is required with you.

4. Witness requirements

If you have any particular requirements or access needs to enable you to give evidence, please contact the Host Authority officer before the meeting so arrangements can be made in good time. If you need information in other formats, for instance in large print or on tape, please let us know as soon as possible.

5. After you have given evidence

Once you have finished giving evidence and there are no more questions, you can leave the meeting. Occasionally witnesses may be asked to stay to contribute to any following items or discussions.

Your evidence (together with that of other witnesses) will inform any conclusions and recommendations that the PCP or task group makes, and these are usually contained in a written report. If a report is produced, you will receive a draft copy and have an opportunity to comment on the factual accuracy of your contribution.

A scrutiny report will normally be submitted to the PCP, which will make a decision on any recommendations contained in the report.

6. Witness expenses

If you are attending a committee or task group as a witness, you are entitled to claim reasonable travel expenses (for instance bus fares or mileage and parking). If you are a carer, you are also allowed to claim an allowance for the care of a dependant relative. You should, wherever possible, obtain receipts for any expenditure. The Host Authority officer will be able to advise you on making a claim for expenses.

7. Feedback

We value your time and the contribution you make. If you have any comments (whether positive or negative) about your experiences as a witness or the scrutiny process in general, please contact the Host Authority officer following the meeting.



Devon & Cornwall Police

Building safer communities together

Police Enquiry Office Closures Police and Crime Panel

17th October 2014

Police Enquiry Office Review

Introduction

- In 2010/11 a Review into Station Enquiry Offices was undertaken and as a result the number of front offices reduced from 57 to the current number of 21. Exeter, Charles Cross (Plymouth) and Torquay are known as the three 'larger enquiry offices' due to their footfall and demand
- The Review professionalised the service, provided bespoke training, a centralised management structure and corporate opening times meaning the enquiry offices were always open when advertised to be so
- It also introduced corporate branding of enquiry offices and alternatives for accessibility. It renamed the Station Enquiry Officer role as 'Police Enquiry Officers' (PEOs)
- Recent indications have been that enquiry offices are not being used as much in 2013/2014 due to technological advances and increase in smart-phone and email usage
- In 2014, due to the revised Comprehensive Spending Review, a further review of enquiry office provision was commissioned. Key stakeholders were written to in March, and again in May, to inform them and seek feedback
- This document provides the evidence base for the decision made by the Chief Constable and supported by the PCC to close 12 of the 21 remaining enquiry offices on 31st October 2014



Financial Context

Police Staff

Police Staff numbers have reduced by 551 since 2009. This represents 25% of total police staff and came in addition to the recycling of 145 posts in 2008/9 which were used to release 200 police officers to front line duties. Further reductions of 90 police staff are planned over the next 2 years, taking the total reduction to 29%. The table below shows total staff reductions made between 2009/10 and 2013/14. These posts were released as a mixture of design reviews to improve service delivery, vacancy reviews, and value for money challenges.

Posts	Service Reviews :	VFM Scrutiny	Vacancy management	Grand Total
Human Resources/Finance/Admin	166	4	4	174
PEO	89			89
Civilian Investigators	82			82
Crime & Justice	30	20	16	66
Divisional staff		41		41
Corporate Comms	16	1	2	19
ICT	17	2		19
Call Handling	11	5	1	17
Operations	9	2	2	13
Performance & Analysis	12	1		13
Business Change	5		1	6
PSD	1	3	1	5
Territorial Policing Department		3	1	4
Diversity			2	2
COG Support		2		2
Grand Total	437	84	30	551



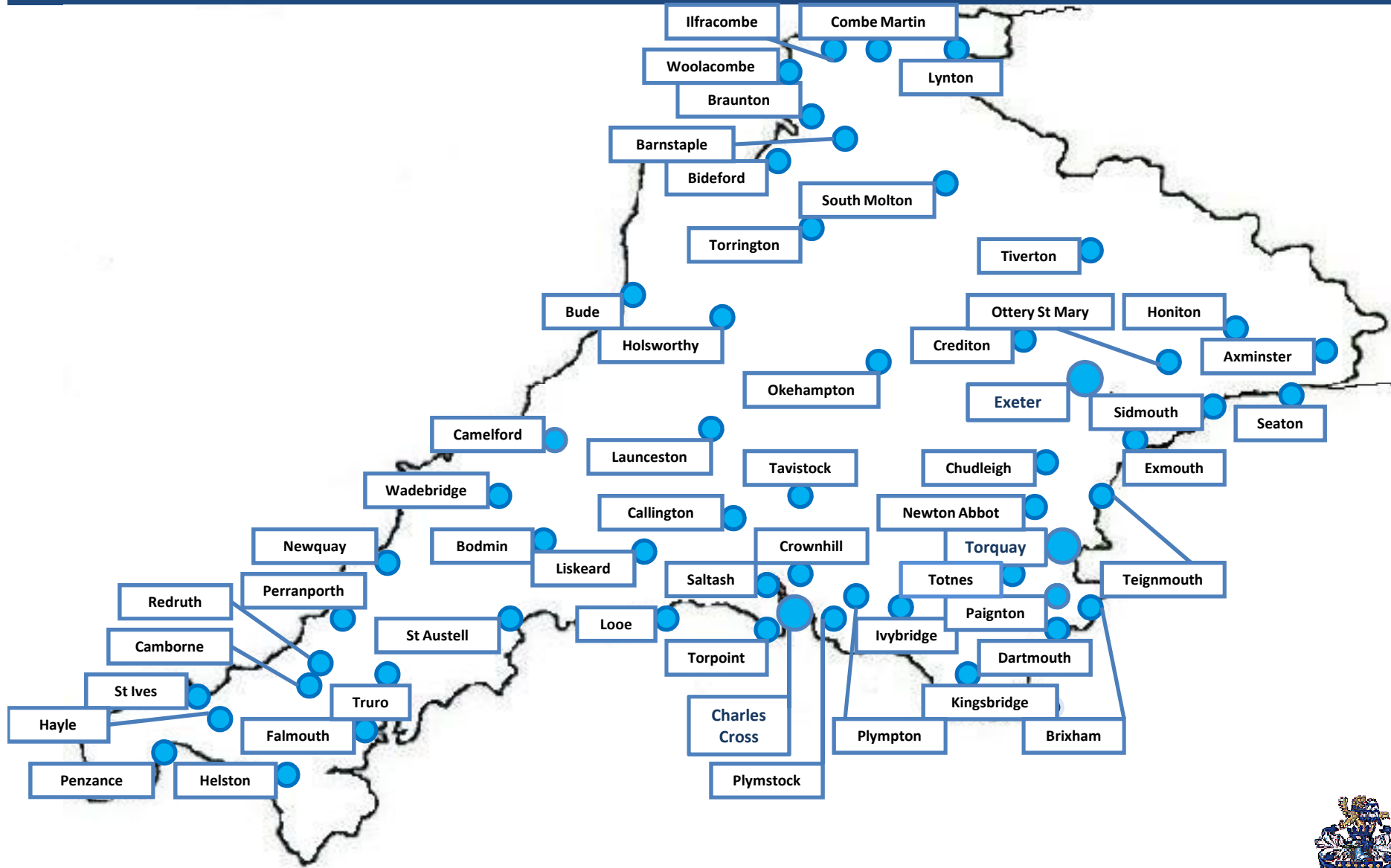
Financial Context

The second Comprehensive Spending Review brings further financial challenges for policing. Devon and Cornwall Police are required to find an additional £14,800,000 by 31st March 2019. It is envisaged there will be further cuts required post 2019. 81% of the force's budget is spent on police officer, PCSO and police staff salaries.

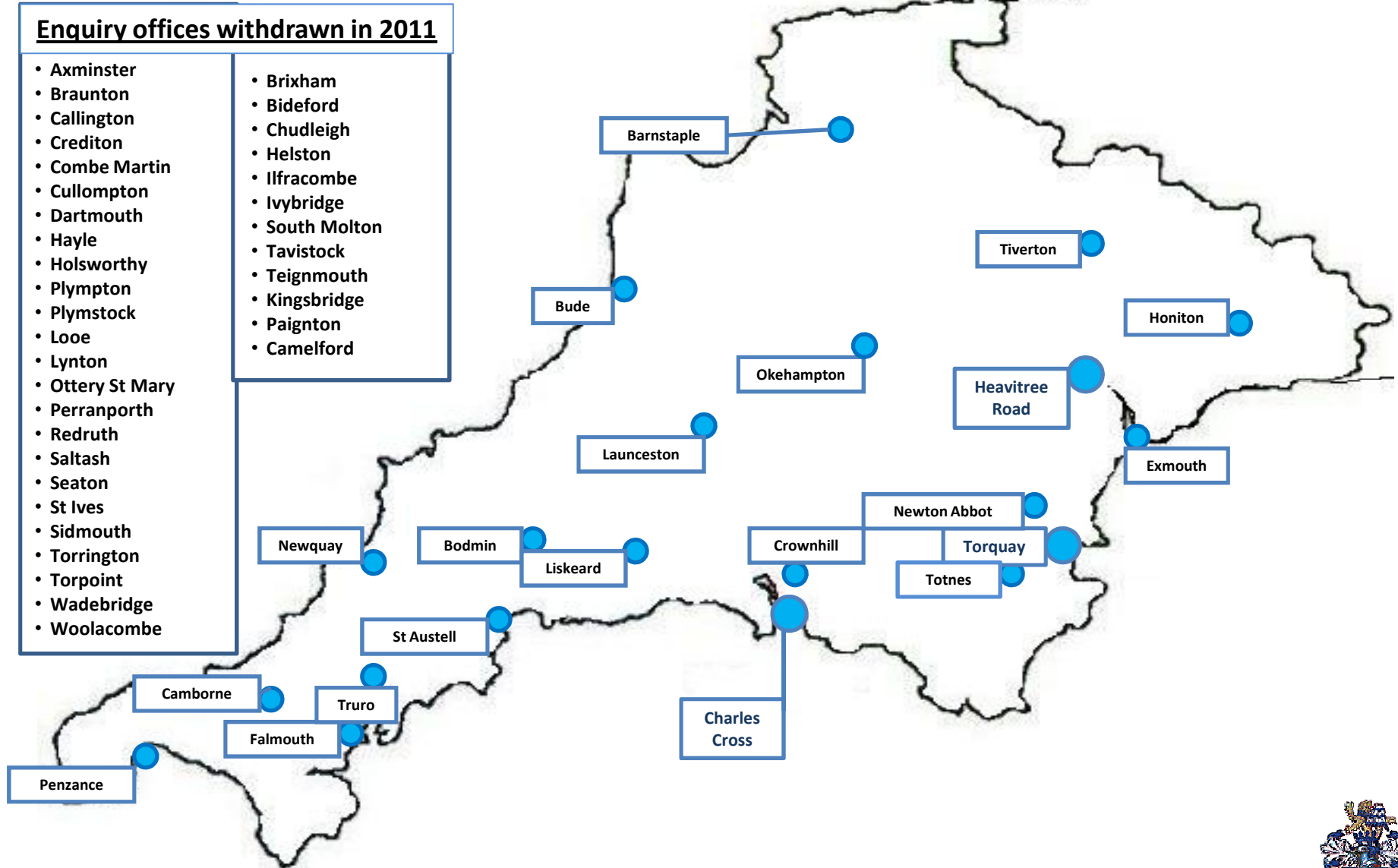
2015-16	2016-17	2017-18	2018/19
£1.2	-£6.6	-£12.9	-£14.8



57 x Police Enquiry Offices in 2010



21 x Police Enquiry Offices remained following the 2010/11 Review



9 x Police Enquiry Offices after
31/10/14



Savings to be Realised from Police Enquiry Office Review - 2014

Enquiry Office Locations

Enquiry Offices remaining

Charles Cross 5 x staff
Torquay 5 x staff
Exeter 5 x staff
Barnstaple 3 x staff
Crownhill 2 x staff
Camborne 2 x staff
Bodmin 2 x staff
St Austell 2 x staff
Truro 2 x staff

Supervisors 3 x staff
Total Staffing = 31.0

Costs per Year

Charles Cross £112,825
 Torquay £112,825
 Exeter £112,825
 Barnstaple £67,695
 Crownhill £45,130
 Camborne £45,130
 St Austell £45,130
 Bodmin £45,130
 Truro £45,130

Sub Total £631,820
 Supervisors £72,857

Grand Total £755,915

Evidence

Feedback from Police Enquiry Officer consultation groups informed the review team that with a new shift pattern the 3 larger stations' enquiry offices can reduce by x 3 staff in each location.

The smaller retained stations' enquiry offices will retain their current staffing, albeit with a change to their shift pattern. The opening hours will reflect a revised shift pattern to provide opening times of 0800-1800 Monday to Friday at the larger stations' enquiry offices and 0900-1700 or 09.30-17.30 at smaller stations' enquiry offices.

Staff will no longer be required to work weekends or incur anti-social hours allowances. Supervision of staff will be the responsibility of three first line supervisors, a reduction of 1 from the current position.

Pros:

- Generates savings towards the overall Force required savings
- All bar one enquiry office aligned to Custody Centres
- All bar one enquiry office aligned to Magistrates Courts
- Supervision ratio sufficient
- Even spread of enquiry offices across the most populated areas of the force, near arterial routes

Cons:

- Reduction in opening hours will impact on public accessibility
- Less resilience in the larger enquiry offices, though offset by change in opening hours
- Public perception of police withdrawing from communities

Impact

- Reduction in opening hours at larger station's enquiry offices
- Financial implications for staff in loss of shift allowance/weekend enhancement
- The footfall justifies Barnstaple remaining at 3 staff. For resilience it justifies remaining at 3 staff as it is too far from other enquiry offices for achievable mobility of other staff

Opportunity

Annual Savings

Reduction in current staffing from 60.97 to 31 (including supervisors)

Reduction in staff costs from £1,566,815 to £755,915

Annual saving: **£810,900**



Police Enquiry Office Review

Footfall Surveys 2010 and 2014 - Introduction

Overview of Footfall

In 2010 footfall data was collected over two weeks and formed part of the iteration process to identify which enquiry offices should remain open and which should close

In 2014 a further footfall exercise was undertaken over a two week (14 day) period

A worry about footfall displacement expressed in 2010/11 has never come to fruition. Indeed website hits have increased, and reasons to attend a police front counter in person has decreased (eg: driving document production is no longer required, as it is now electronic, and that alone formed 18% of footfall in 2010). The evidence is presented further on in the document

Evidence

Footfall surveys were carried out between 10th March 2014 and 23rd March 2014 to ascertain where the busiest enquiry offices were and at what times. The survey recorded ALL footfall, though for the decision making on this review only the footfall for police related matters that are auditable has been considered (e.g: crime reporting, lost/found property, sex offender registration, bail sign-on, incident reporting, Road Traffic Collision reporting). The decision making did not include giving directions, signposting to another agency, reception duties or other duties not part of the front office staff's role profile, though those demands were captured in the overall footfall statistics

All front offices have local maps on the wall outside the stations and a 'blue wallphone'

The final agreed opening hours from the public consultation in 2010 were implemented but a post implementation review in late 2011 showed that at evenings and weekends the offices were extremely quiet. This has remained the case in 2012/13. In addition the public and staff would prefer a Monday opening at the smaller front offices. This was not introduced in 2010 as there was a requirement for 'rest days' to be 2 x sequential (Sunday and Monday), but has been introduced as part of the 2014 review

Impact

The closure of over half of the force enquiry offices in 2011 appeared to have no negative impact on public confidence and satisfaction

Potential opportunity

- To make a substantial reduction in published opening hours would equate to a reduction in police enquiry staff numbers
- Reducing opening hours to provide the service only at the busiest times will negate the need for anti-social hours/shift allowance and weekend enhancement. This currently equates to £175,000 per annum and will significantly decrease under the new arrangements



Police Enquiry Office Review

Enquiry Office Footfall 2014 – by Weekday and Weekend

Overview of Footfall Data

This table shows that there is significantly more demand during the weekdays

* Honiton, Totnes and Newton Abbot are not included as the confidence factor in their data was too low. However, in 2010 their daily footfall was:
 Newton Abbot – 28
 Totnes – 24
 Honiton – 36

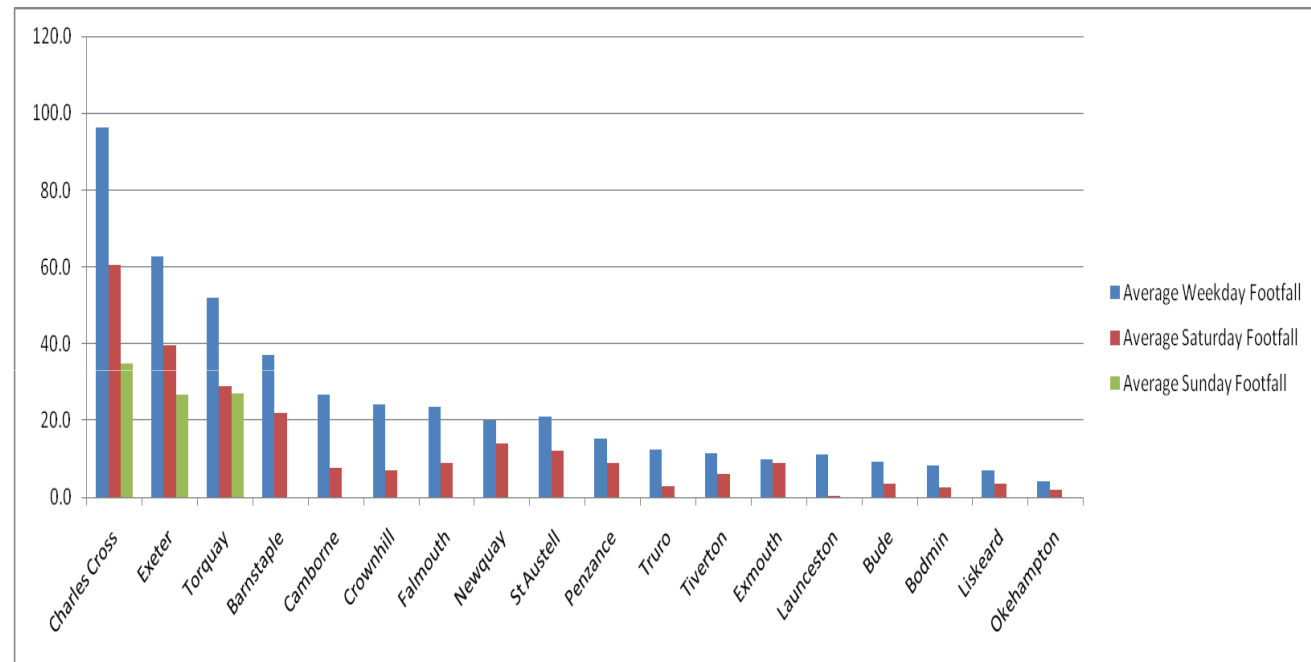
But we know from comparing 2010 and 2014 data that daily footfall has dropped significantly eg:

2010

Charles Cross – 112
 Exeter – 95
 Torquay – 86
 Barnstaple - 50

2014

Charles Cross – 96
 Exeter – 62
 Torquay – 52
 Barnstaple - 38



This graph demonstrates that the lowest average Saturday footfall of the three largest front office (Torquay) is still significantly busier than all but one of smaller stations average weekday footfall. This indicates that there is little justification for providing weekend opening at smaller front offices when weekend working is the least cost effective option and demand is at its lowest.



Police Enquiry Office Review Footfall Data per Hour - 2014

Overview of Footfall Data

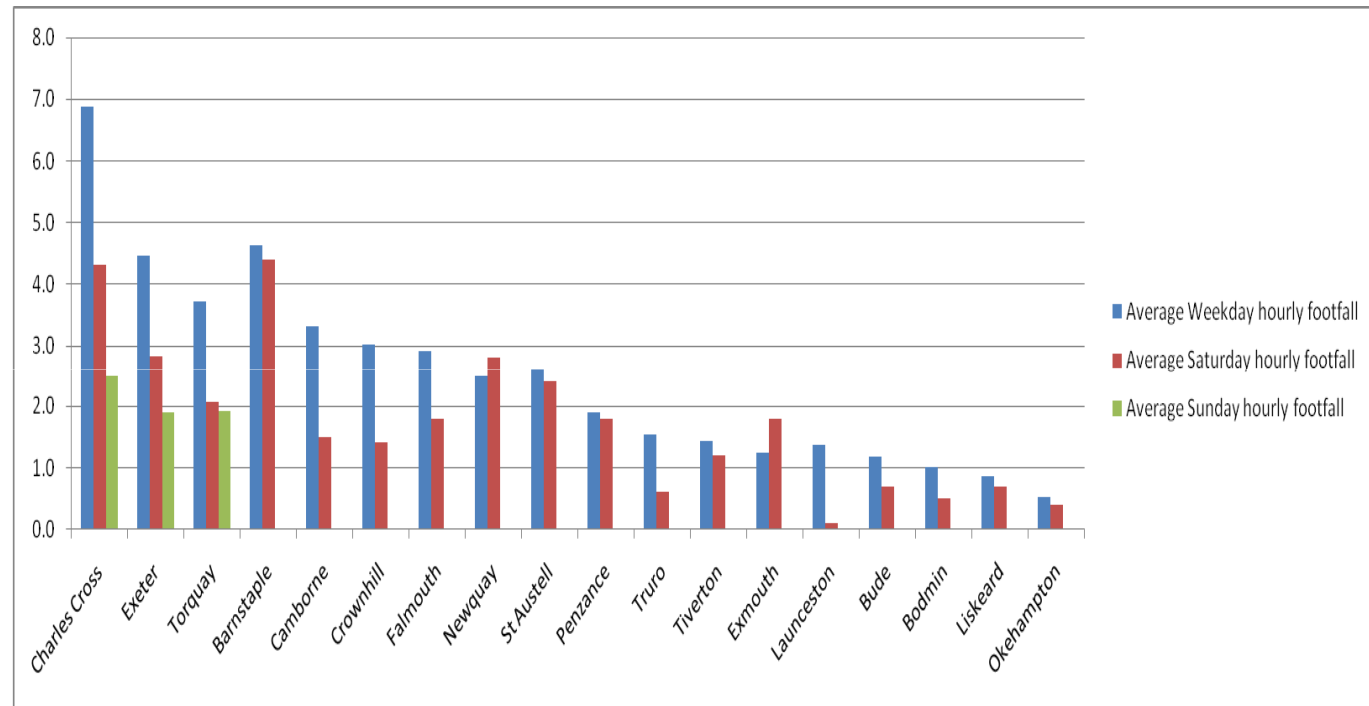
This table shows the average **hourly** footfall demand per station per weekday/weekend

*Honiton, Totnes and Newton Abbot data is not included as the confidence factor in their data was too low. In 2010 their data was:

Newton Abbot – 4 per hour
Totnes – 3 per hour
Honiton – 4 per hour

However we know that footfall has reduced across all sites between 15% and 40% since 2010

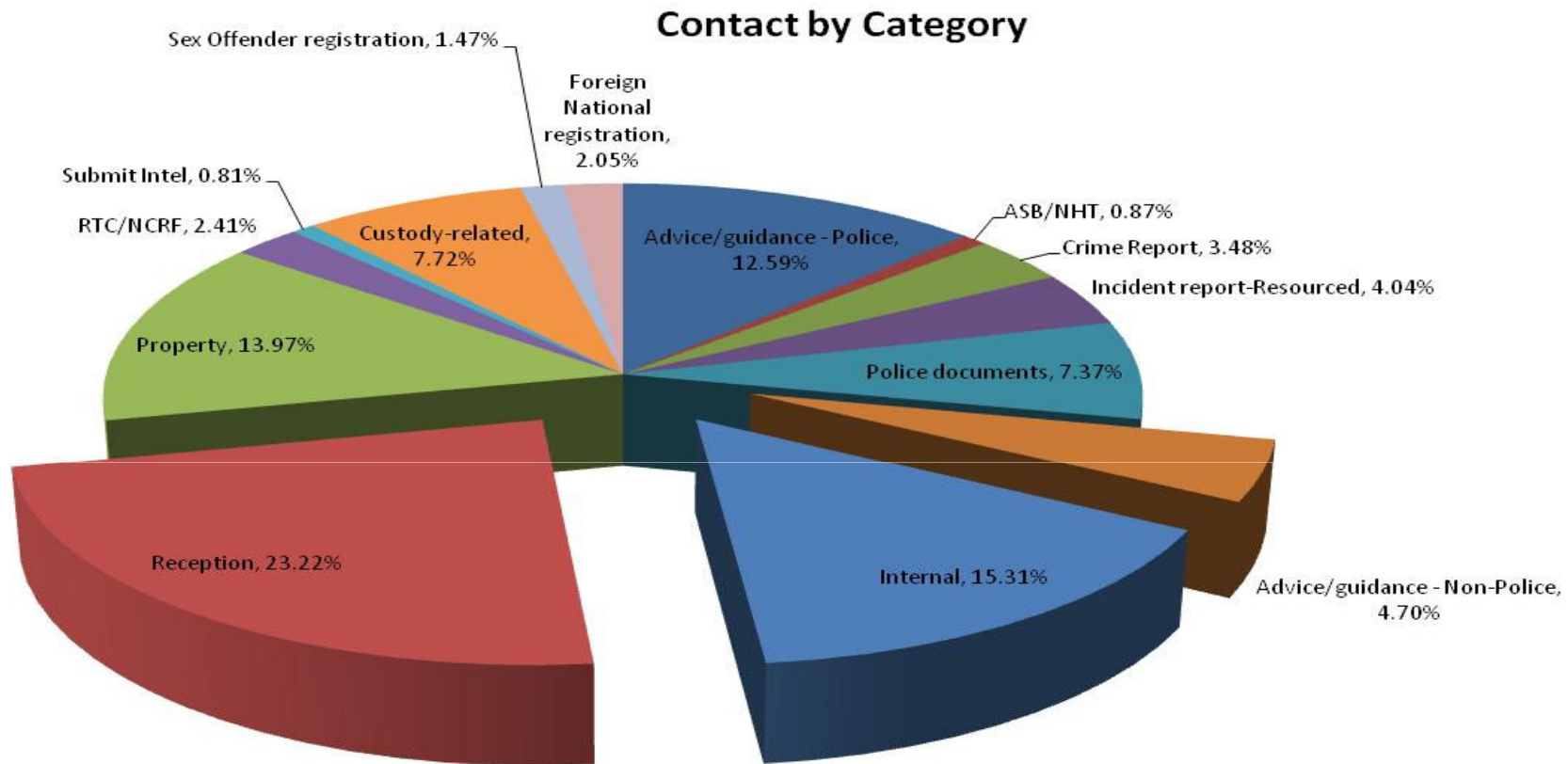
9 of the 18 sites who recorded data have less than 2 visitors per hour, on average



This graph shows that although some enquiry offices such as Barnstaple, Newquay and St Austell have a similar average hourly footfall at weekends, all the smaller offices are only open for 5 hours between 0900-1400hrs on Saturday compared to 14 hours between 0800-2200hrs at the larger offices stations, therefore the demand is condensed into shorter hours, but the overall demand is still significantly lower.



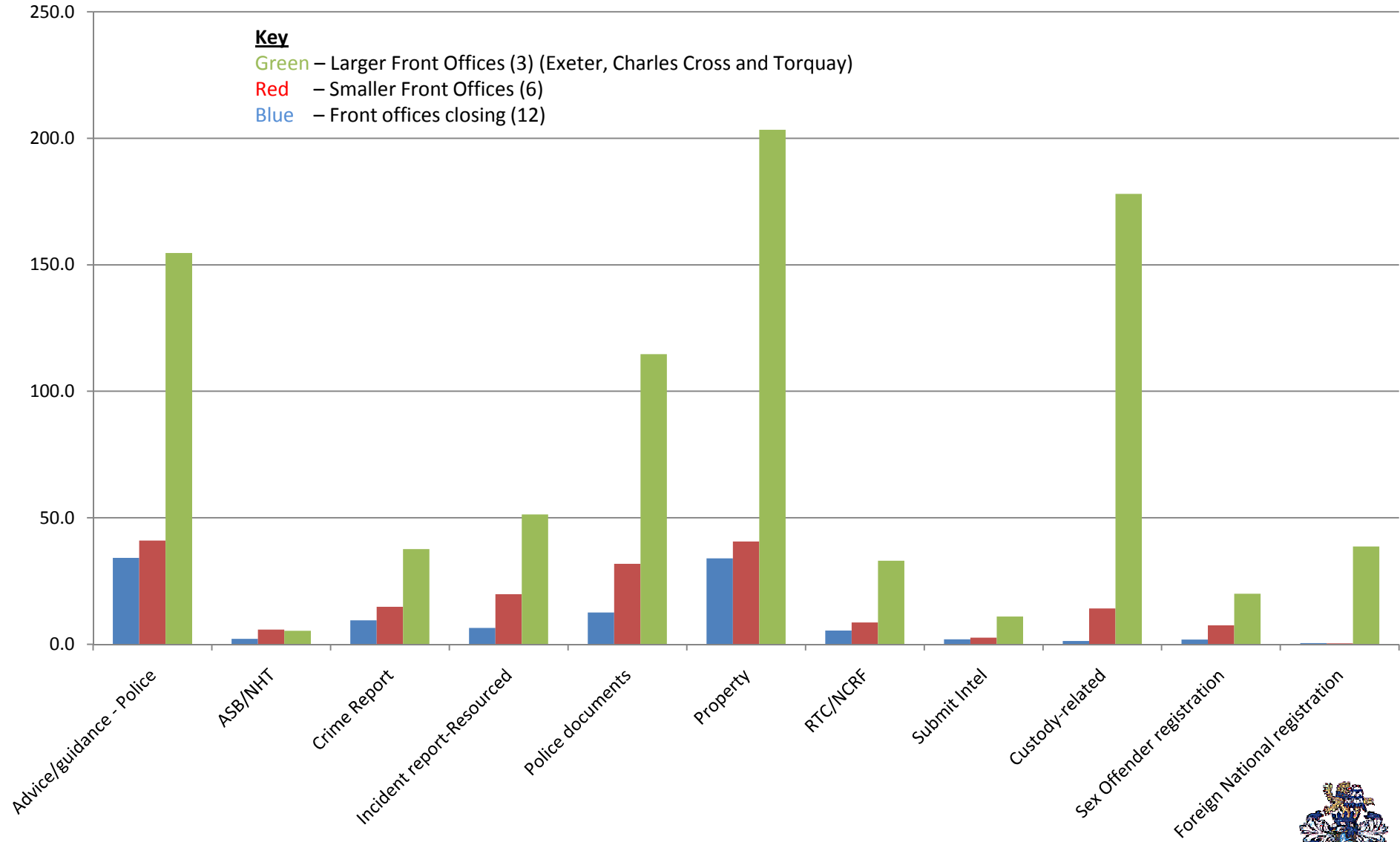
Police Enquiry Office Workload by Category – March 2014



KEY: RTC – Road Traffic Collision
 NCRF – National Collision Recording Form
 ASB – Anti-Social Behaviour
 NHT – Neighbourhood Team related enquiry



Activity Analysis - 2014 (Average number of visitors per week)



Police Enquiry Office Review – Key Factors considered

Community Impact Considerations

The level of public footfall is one key indicator of whether the retention of an enquiry office can be justified in the present economic climate but was not be considered in isolation.

A process was used to assess the viability of each enquiry office, and the impact withdrawing the service would have on the community and any potential increase in workload for neighbouring enquiry offices. The 2010 review expected displacement of demand to those offices that remained open, but surprisingly this has not occurred. This is due to improvements in accessibility via other means such as technology, social media and less legal requirements to visit a front office in person (eg: production of documents).

The review considered 7 issues: footfall, population, location, operational health check (Buildings), Custody Centres, Courts, tourism/seasonality . A degree of professional judgement was applied in conjunction with Local Policing Commanders that included such issues as local politics, deprivation indices, arterial routes and future removal and availability of other agencies accommodation.

Each neighbourhood and local policing area has revised its 'community engagement plans' in preparation for the front office closures



Result considered. Professional judgement applied to determine cut off point



De-selection of those enquiry offices that fell below cut off point



Police Enquiry Office Review

Public Consultation around Opening Hours

Overview of Opening Hours

The demographics of the force area and the population have not altered in any statistically significant way since the extensive public surveys were completed in 2010.

It is therefore perfectly reasonable to assume that the findings will not have changed in any statistically significant way

MPs, Chief Executives, partners and other key stakeholders have been written to twice regarding the 2014 review and observations and responses have been invited (see next page for information).

Having altered the opening times in 2011 to include more Saturday opening (from 47% to 100%) to reflect people's expressed desire, the actual footfall on a Saturday has been proved not to justify the additional cost in weekend enhancement, other than in the 3 larger stations (Exeter, Torquay and Charles Cross.)

Evidence

Between 1st March and 31st May 2010, 4,080 people were surveyed from the following groups across the force area:

- 2,405 customers attending the front counter
- 441 members of staff and officers within Devon and Cornwall Police, who responded as a member of public
- 1,107 people asked by their local Neighbourhood Beat Manager (NBM)/Police Community Support Officer (PCSO)
- 127 Neighbourhood Watch (NHW) members

They were asked to provide their preferences on access to police services. This included stating:

- What time of day they are most likely to want access, results as shown in **Fig 2**
- If weekdays or weekends would be most suitable for them, results as shown in **Fig 3**

Fig 2

Time of day	%
Before 9am	18%
Mornings after 9am	51%
Afternoons before 5pm	37%
Evenings after 5pm	37%

Note: The respondents to this survey were able to select multiple options

Fig 3

Day	%
Weekends	76%
Weekdays	43%

The consultation results showed that:

- There was low demand to open before 9am
- There was a higher demand for opening weekends, but since providing more weekend opening, the actual footfall, which is very low, doesn't justify the cost, other than at the larger enquiry offices

Impact

Potentially no longer providing a level of service for our customers when required that is affordable

Disability Advisory Group were consulted in 2010 and satisfied that sufficient other methods of contact were available including an appointments system

Potential opportunity

- To continue to provide wider accessibility to members of the community in the busiest places at the principal stations
- To reduce opening hours in the other front offices to still provide the service at their busiest times but increasing value for money by removing the need for shifts that attract shift allowances or weekend enhancement



Police Enquiry Office Review – Key Stakeholder Consultation

A letter was sent from ACC Paul Netherton to 52 key stakeholders in March 2014, outlining the terms of reference for the review and inviting feedback. A further letter was sent to the same stakeholders by the PCC Tony Hogg and Chief Constable Shaun Sawyer in May 2014 outlining the decision made regarding front office closures. Those written to were:

- All Members of Parliament in the Force area
- Unitary Council Chief Executives
- Devon County Council Chief Executive
- District Council Chief Executives
- District Council Leaders
- H.M. Courts Service
- Health Service/Trusts
- Crown Prosecution Service
- Victim Support
- Probation Service
- Lord Lieutenants
- Local Criminal Justice Board
- Prisons

Locally presentations have been given at some parish/town councils by local Commanders or Sector Inspectors. Engagement Plans have been drawn up, building on those already in existence, and in response to specific requests regarding local police surgeries and future engagement opportunities. Some concerns were expressed regarding the 101 service. A review led by the OPCC is underway with initial findings and recommendations are due shortly. Following the closure of the 12 front offices the blue wallphones outside the police stations will receive a priority status within the call centres.

In relation to both letters sent the OPCC received 24 responses and/or letters from members of the public in relation to the closing of the enquiry offices, the Chief Constable's office received 3 letters and 4 emails. All have been responded to and, where requested, meetings have taken place with local officers or the review team to discuss the issue.



Accessibility Data

Reducing footfall to Police Front Offices is a result of:

Better and more effective means of communication, through the increased use of telephony and internet:

- In 1970, 40% of households had a landline, increasing to a maximum of **95%** in 2013 (*Source: Ofcom, 2010 & 2013*)
- In 2010 89% of the UK adult population owned/used a mobile phone . In 2013 this increased to **94%** (*Source : Ofcom, 2010 & 2013*)
- In 2010 71% of adults had broadband. In 2013 this increased to **75%** (*Source: Ofcom, 2010 & 2013*)
- Between Oct 2009 & Oct 2010, the number of visitors to the Force website was 320,693, between Oct 1 2012 - Oct 1 2013 this rose to 523,896 an increase of **63%**
- Access to Force websites using mobile data devices

October 2010 to October 2011 mobile: (55,354) 7.70%

October 2012 to October 2013 mobile: (276,681) **27.07%**, tablet: (117,671) **11.51%**

- In September 2010, a Force survey found that 60% of respondents preferred to contact the police by telephone, compared with 26% who would attend a police station. In 2013 **84.7%** of respondents preferred to contact the police by telephone, compared with **9.7%** who would attend a police station. The remainder is via letters, email and force website

The Force currently has 37 Facebook accounts and 84 Twitter accounts and younger members of the public, in particular prefer these methods of accessing policing services and information and is likely to be an area of future growth



Police Enquiry Office Review

Alternative Accessibility Methods

Issue

Over the last few years the force has invested in it's web technology and has a new website. Advances in social media have meant more members of the public are contacting us through these means rather than by traditional face to face or home telephone .

The exponential increase in mobile phone owners also means that it is easy to call the police rather than to have to find a police station and call in personally.

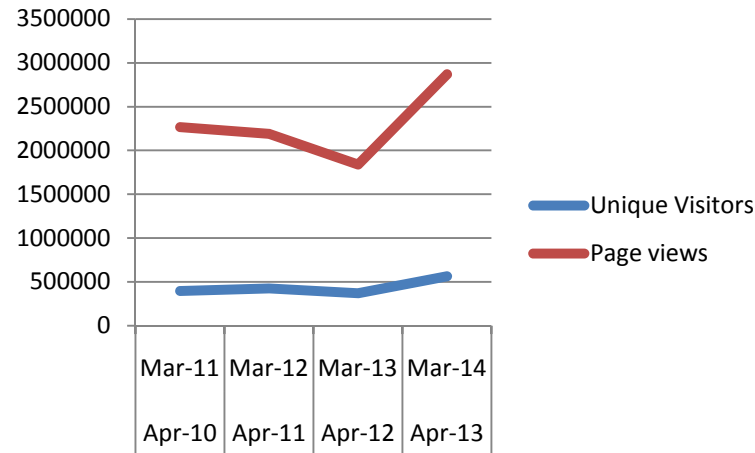
The increase in Smartphones means the public can access our internet site whilst out and about and are not dependent on having a home PC

There has been a massive increase of emails into the force as a chosen contact method over the last 10 years

Evidence

The below table shows the increase in unique visitors to our website (blue line) over the last two years in particular and the significant increase in page views (red line). This indicates that more people are accessing information on-line about our services and obtaining advice, thus negating the need for a personal visit to a police station front counter.

* The dip in stats (May-July 2013) is due to a change in the law around websites and cookie information stored.



Impact

- A reduction in footfall to front offices for non-essential enquiries as information available and accessible on line

Potential Opportunities

- Promote the use of the new force website
- FAQs already on website and will be enhanced on new website
- On-line crime recording and 'track my crime' facility
- New force 'Contact Strategy' being developed will include remote access opportunities
- Development of our own free Smartphone 'Apps'



Police Enquiry Office Review

Service when Station Enquiry Office is closed

Police telephone

Press 999

- If life is threatened, people are injured, offenders are nearby or if immediate action is required.

Press 101

- For information and advice
- To report a non-urgent crime

An outside line cannot be obtained from this telephone

Deaf/hard of hearing or speech impaired:

- Emergency SMS/text number 999
- Non-emergency SMS/text number 67101

Your nearest station



Scan this code with your smartphone to view your local policing team online information*

* Please note you will need to have a QR code reader on your phone.



Devon & Cornwall Police
Building safer communities together

Since the 2011 Review the station signage has been modernised to reflect customers needs and improve accessibility. Working in conjunction with Buildings & Estates and Corporate Communications, new, improved signage has been agreed and a rolling programme to update and refresh the signage has begun.

A map has been included to indicate the nearest open stations along with a QR code which links directly to the Neighbourhood Website for opening times and local information.

Blue Wallphones are currently available at 65 public and non-public police premises. The calls go straight through to our police Control Rooms and will have 'priority status'

The use of IT such as QR codes and maps with GPRS information future proofs the information as changes can be reflected on the Website rather than necessitating changes to the information boards.



Re-assurance, Engagement & Visibility

Police Engagement Plans and Visibility

At the request of the PCC each Local Policing Area sector has produced its own engagement plan tailored to local need. Should the needs of the communities alter, the LPA and Sectors would want to be informed by the communities, via parish council, groups, organisations or individuals so they can adapt the plans accordingly. Each area also has a number of Special Constables, Police Cadets and Volunteers who provide assistance with policing and engagement

The below list is not exhaustive but provides examples of highly visible partner agencies and advertised schemes providing re-assurance and support to the communities of Devon and Cornwall

Evening and night time economy

Military Shore Patrol (based at Plymouth but service Barnstaple and Exmouth)

Street Pastor scheme (Forcewide)

Street Marshalls (North Devon)

SIA door staff (Forcewide)

Safe guarding

Mental Health nurses on patrol (Plymouth & Exeter)

J9 (retail premises as a safe haven for Domestic Abuse victims - North Devon & Cornwall)

Safeplaces (retail premises offering support for people with learning difficulties - Forcewide)



ONS Mid-year population estimates 2013 based on administrative boundaries within Devon and Cornwall Police Force area.

Area	Total	Aged 0 - 15		Aged 16 - 64		Aged 65 and over	
	Number	Number	%	Number	%	Number	%
Cornwall	541,300	91,300	16.9	324,600	60.0	125,400	23.2
Isles of Scilly	2,300	300	15.3	1,400	60.3	500	24.4
Plymouth UA	259,200	45,400	17.5	169,300	65.3	44,500	17.2
Torbay UA	132,100	21,800	16.5	77,200	58.5	33,100	25.0
Devon CC	758,100	123,900	16.3	452,500	59.7	181,600	24.0
Devon Districts							
East Devon	134,900	20,800	15.4	74,400	55.1	39,700	29.4
Exeter	121,800	19,300	15.8	83,300	68.4	19,300	15.8
Mid Devon	78,700	14,600	18.5	46,900	59.6	17,200	21.9
North Devon	93,800	16,100	17.2	55,300	58.9	22,400	23.9
South Hams	83,900	13,400	15.9	48,900	58.3	21,600	25.8
Teignbridge	126,000	20,500	16.3	74,000	58.8	31,500	25.0
Torrige	65,100	10,700	16.4	38,100	58.6	16,300	25.0
West Devon	53,900	8,700	16.1	31,700	58.7	13,600	25.2

Source: ONS Nomis

Local Policing Numbers per LPA – (neighbourhood, response and local CID)

Local Policing Area	Officers FTE equivalent	Population in 2012 (Source: ONS)
East Cornwall	236	275610
West Cornwall	236	264568
East and Mid Devon	302.5	332091
North and West Devon	193	212449
South Devon	347.5	340109
Plymouth	379	258026

DEVON AND CORNWALL POLICE AND CRIME PANEL

Subject: Police and Crime Commissioner's Annual Report

Date: 17 October 2014

Author: Sarah Hopkins, Community Safety and Partnerships Manager

Host Authority: Plymouth City Council

Contact: Tel: (01752) 305542 Email: sarah.hopkins@plymouth.gov.uk

Executive Summary:

The Police and Crime Panel (PCP) is responsible for scrutinising and supporting the actions and decisions of the Police and Crime Commissioner (PCC) and also has a role in supporting the PCC in the effective exercise of his function, acting as a critical friend.

The Police Reform and Social Responsibility Act 2011 states that the PCC must produce an Annual Report, attached as Appendix 1, on the exercise of his functions in each financial year, and the progress which has been made in meeting the objectives in the Police and Crime Plan, which has been attached as Appendix 2.

Recommendations & Reasons for recommended action:

That the PCP uses its powers in accordance with the legislation to review, report and make any recommendations regarding the PCC's Annual Report.

Alternative options considered, and reasons for recommended action:

The alternative option would be for the PCP not to review, report and make recommendations regarding the PCC's Annual Report, and therefore the PCP will not have complied with their statutory functions as stated in the Police Reform and Social Responsibility Act 2011.

Background Papers: **None**

1. Background

- 1.1** The Police and Crime Panel (PCP) is responsible for scrutinising and supporting the actions and decisions of the Police and Crime Commissioner (PCC) and also has a role in supporting the PCC in the effective exercise of his function, acting as a critical friend.
- 1.2.** The legislation states that PCC must produce an Annual Report (Appendix 1) on the exercise of his functions in each financial year and the progress which has been made in meeting the police and crime objectives in the Police and Crime Plan (Appendix 2).

2. Annual Reports

- 2.1** Legislation states that the PCC must produce an Annual Report on-
 - a) the exercise of the PCC's functions in each financial year and the progress which has been made in the financial year, and
 - b) in meeting police and crime objectives in the PCC's Police and Crime Plan.
- 2.2** As soon as practicable after producing an Annual Report the PCC must send the report to the PCP.
- 2.3** The PCC must attend before the PCP and in public in order to-
 - a) present the report to the PCP, and
 - b) answer the PCP's questions on the report
- 2.4** The PCC must-
 - a) give the panel a response to any report or recommendations on the Annual Report and
 - b) publish a response
- 2.5** It is for the PCP to determine the manner in which a response to a report or recommendation is to be published.
- 2.6** It is for the PCC to arrange for the publication of his Annual Report and to determine the manner in which it is to be published.



PCC

Office of the Police and
Crime Commissioner
Devon and Cornwall

Annual Report

2013 -2014

Message from the Police & Crime Commissioner

I am pleased to present this annual report to you for 2013/14.

I am often asked by local people, and the media, what I have achieved as Police and Crime Commissioner. This report therefore sets out clearly the large body of work carried out by me and my team.

These are extremely challenging times, and, with financial and resourcing pressures stretching ahead of us, policing faces a tough future. You will see that we are making real progress in sustaining what we already have, and, with careful planning, providing resilience in the longer term. I am also keen to acknowledge the hard work and commitment of police officers and staff across Devon, Cornwall and the Isles of Scilly.

This is my first full year as Police and Crime Commissioner and I continue to make a pledge of keeping police officer numbers above 3,000. I share the public view that uniform visibility is very important.

In a short time we have

- Recruited police officers after reversing the Police Authority's decision to reduce numbers
- Allocated over £1.4m to Community Safety Partnerships and Drug and Alcohol Action Teams,
- Provided in excess of £800,000 to Safeguarding Boards and, Youth Offending Teams
- Established a new governance, accountability and performance framework
- Provided £200,000 to Sexual Assault Referral Centres
- Funded the increase of Special Constables which we will continue over the rest of my term in office.
- Provided Small Grants worth over £98,000 to local groups and community organisations
- Provided financial assistance to save Devon's Rape Crisis Centre from closing
- Dealt with over 1,400 pieces of correspondence



During my first full-year in office we have spent much time establishing the important governance structures and accountability arrangements that are required of this office. This internally focused work is extremely important – to ensure that we have the right systems and structures in place to improve accountability and to ensure that the public's interest and views are reflected in local policing. Much had been learnt in the first twelve months including a recognition for a need to refresh the initial Police and Crime Plan to refine its focus, improve the performance framework and set out more clearly how we will work with partners.



We must always remember that the Devon and Cornwall force area remains one of the safest in the country, However we cannot take this for granted. I am rigorous in my scrutiny of force performance while prioritising our efforts on the drivers of crime, such as alcohol misuse.

We have much work still to do but I as I approach the half way mark in this first term of office, this report highlights significant results

Tony Hogg
Police and Crime Commissioner

PROGRESS AGAINST THE POLICE AND CRIME PLAN OBJECTIVES 1 APRIL 2013-31 MARCH 2014

The Police and Crime Commissioner's (PCC) inaugural Police and Crime Plan was launched in March 2013. It identified five key objectives and described how the PCC would work to achieve them and how he would hold the Chief Constable to account.

This was the first Police and Crime Plan at the outset of a new era in police leadership and governance. The PCC was keen to reach out to well-established partnerships and networks in order to learn what works, carry forward successful programmes whilst bringing a new degree of scrutiny and accountability to the public.

The Police and Crime Plan was focused on five strategic objectives

- **Reducing crime and bringing offenders to justice**
- **Giving victims and witnesses a stronger voice**
- **Listening and responding to the public**
- **Investing in policing for the future**
- **Providing strong leadership at all levels**

These objectives were borne out of public consultation and professional opinion and adopted and supported the findings set out in the Peninsula Strategic Assessment (PSA). The PSA prepared by Community Safety Partnerships (CSPs) across Devon, Cornwall and the Isles of Scilly provides an overview of the threats and risks facing community safety in

the area, identifying the areas for priority action and the actions recommended to address them.

The five objectives were complemented with a small number of high-level improvement targets against which progress would be reported and the PCC could be held to account by the public.

The following section sets out each of the five objectives and highlights the developments undertaken in delivering against them in this first year of operation.

Reducing crime and bringing offenders to justice

The overall priority for the police is the eradication of crime. Devon, Cornwall and the Isles of Scilly is historically a low-crime area but the PCC set clear expectations that the police should continue to work with its partners to further reduce crime and anti-social behaviour. This is however a complex area and the PCC was concerned that some crimes, such as some types of domestic, family and sexual abuse and hate crime, by their very nature, went unreported. The PCC was clear that we wanted to encourage victims to come forward to authorities so that the police and their partners can take action. Such an approach may, the PCC accepts, affect the overall crime figures – due to a rise in reporting in some areas.

A clear priority for the PCC in this first year has been tackling the harm caused by alcohol. The PCC's Office (the OPCC) initiated a programme of work to understand the true harms caused by alcohol misuse, to challenge behaviours and to examine options available to the police and partners to reduce

harm. Alcohol misuse places an enormous burden on the police, health, social services and the communities in which we live. The PCC is unapologetic at the stand he is taking to reduce public harm and to alleviate the demands placed on public services by irresponsible attitudes and actions.

The PCC kicked off this campaign by hosting a partnership conference in Plymouth in September 2013. Over 60 delegates from across the region and national experts came together to discuss the issues and explore the range of actions being undertaken here and elsewhere to tackle the harm caused by alcohol. Speakers from the licensed trade and academia outlined the impact strategies would have in social, health and economic terms. The event included a live radio phone-in to a panel of experts.

The PCC used the occasion to call upon council leaders, licensees, the police and health sectors to work with him by leading a change in direction where attitudes to alcohol abuse were more stringently challenged and better education is provided.

The PCC is keen to raise alcohol-harm as a priority issue for all public bodies. He has been working closely with Health and Wellbeing Boards, the Local Criminal Justice Board, Community Safety Partnerships and local voluntary and charities to press upon everyone for the urgency that needs to be placed upon this issue. In March 2014 the PCC took the first step towards greater engagement with the retail sector. The PCC invited national retailers to attend a summit along with the OPCC and the police to ensure that they fully understand the issues we face and to engage their support in

tackling these problems. This work continues into the next financial year.

It is vital that we properly understand the problems caused by alcohol in our communities if we are to address them. The towns, cities and villages of Devon and Cornwall and the Isles of Scilly are not homogenous – we have differing socio-economic profiles, a huge variety of tourist towns, many rural areas and three university bases in our policing area. All of these pose differing challenges. So we have been working closely with partners, the police and academia to better understand the nature of alcohol related crime in our towns and cities to ensure that we identify solutions that work. We have also been working alongside existing local authority alcohol strategies – to see how we can support and complement their work – not cut across it.

The PCC has carried forward this area as a key priority for 2014 and beyond. The PCC remains determined to reduce the damage to society and people's lives by the irresponsible consumption of alcohol and the crime and violence that too often results. Using the preparatory work undertaken in the first year a strong programme of activity has been developed for the next two years on this issue.

The PCC wishes to encourage the public to work with the police and its partners to find solutions that best meet local circumstances. The PCC firmly believes that local communities, groups and organisations are often best placed to address issues of concern and to affect change in their local area.

As part of the PCC's plan to encourage local engagement with crime and policing issues, he launched a Small Grants Scheme in September 2013. Groups were invited to bid for grants of up to £5,000 for projects that would support local people and would support the community safety and witness care aspects of the PCC's Police and Crime Plan.

Phase one of the Small Grants Scheme awarded over £98,000 to 25 organisations and groups. Each successful application demonstrated how the bid would benefit local people and/or support victims. A further round of the Small Grants Scheme took place in May 2014.

In 2013, the PCC was pleased to be able to provide an emergency grant to Devon Rape Crisis Service in order that it could continue its essential work preventing women in Devon and Torbay becoming victims. The centre faced closure when its funding from central Government came to an end, The PCC provided £20,000 to ensure this vital service can overcome its funding shortfall. The grant ensured that the service could continue its vital work protecting and supporting victims of crime in our policing area.

The Government's key policy intentions behind the creation of PCCs were improved transparency and improved accountability at the local level.

To support this the Police Reform and Social Responsibility Act 2011 provided PCCs with the power to make grants to any organisation which will secure, or which contributes to securing a reduction in crime and disorder in the area.

As part of this policy approach the PCC took over responsibility for the allocation of monies previously supplied directly to local community safety organisations. Government decided that money previously passed directly to local community safety organisations should instead be passed to the PCC, albeit with a reduction in cash terms.

The OPCC carried out a detailed appraisal exercise exploring different ways in which the PCC could approach the distribution of this funding. The PCC recognised the importance of giving local partnerships sufficient time to plan for any more substantial change in arrangements and a February announcement for April implementation of any different process was assessed as too great a risk. As such the PCC chose to continue with historical funding patterns for local partners.

However the PCC considered it was vital to improve the level of accountability of partners to the PCC and significantly improve the level of understanding in the OPCC around partnerships patterns of spend, the rigour of their commissioning processes and the degree to which their spending patterns were supporting the aims of the Police and Crime Plan.

In order to improve understanding and accountability a framework of reporting was developed and issued alongside allocation letters to the wide variety of partnership bodies that were in receipt of PCC funding.

Giving victims and witnesses a stronger voice

In April 2015, the PCC will be responsible for the provision of services to victims of crime in Devon, Cornwall and the Isles of Scilly. This major change in service delivery is made possible by the Government's radical decision to improve the care and support provided to victims of crime and the introduction of the Victims Code.

Since its inception the OPCC has been committing considerable effort to establishing a new victim services hub for the area which will be operational in the spring of 2015.

The detailed scoping for this significant work began in mid 2013 to establish the principles upon which the commissioning decisions will be assessed. The OPCC conducted a thorough analysis of the breadth and depth of need across the policing area in order that the new victim service would be able to meet current and future demand and provide an enhanced service to victims who are currently not adequately catered for.

The PCC established a Stakeholder group comprising representatives from across the voluntary, charity and community sectors along with professional leads from public bodies to inform the development of the needs assessment, oversee the commissioning intentions plan and guide the progress of the victim services development. The PCC's decision to appoint a non-remunerated Victims Adviser played an important advisory role in these early stages, assisting in the formation of thinking on the shape of the new service.

Work towards developing the Victim Services Hub is on track for launch in April 2015. In the meantime, the PCC and Chief Constable are overseeing developments in order that their respective organisations meet their obligations.

One of the most pressing issues facing forces up and down the country is how to respond better to the needs of individuals with mental health needs. It is widely accepted that in most cases a police cell is not the best place for people who are detained under provisions set out in the Mental Health Act. In many cases, these individuals need help from health and social care agencies, not detention by the police. In February 2014, the PCC was signatory to the first mental health concordat which sets out shared national principles for a multi-agency response to individuals in mental health crisis. The PCC, his team and the police force are now playing an active and pivotal role in ensuring that issues relating to mental health and policing are gripped firmly and resolved.

Listening and responding to the public

The PCC recognised that his first year in office would necessitate spending much time meeting with the public, with partners such as local authorities, criminal justice agencies and of course members of the police service. The PCC wanted to build a positive and strong working relationship with those who he and his office would be looking to work with in the coming months and years. The PCC has spent a considerable amount of time travelling the length and breadth of Devon and Cornwall, and made several visits to the Isles of Scilly. These engagements are vital – to meet people and hear their concerns, build relationships and explain the new role of the PCC and the benefits it can bring.

The PCC carried out a full programme of public engagement events during 2013-2014 including holding surgeries for members of the public to meet one-to-one with the PCC as well as talks and presentations to community and social groups. The PCC is keen to allow as wide a number of people to correspond with him as possible and has a range of means in which the public can either meet formally with him or attend an open meeting.

The PCC places great importance on hearing the views and opinions of the police service itself – the officers, staff, PCSOs, Specials and volunteers. The PCC has spent considerable time meeting with staff and officers of all ranks and grades to understand the nature of the demands on their time, the pressures they face in their day to day service and how things can be changed and improved to enhance public service. The PCC accompanies officers on the beat out and about in Devon, Cornwall and the Isles of Scilly every month to experience first hand the realities of modern day policing.

The role of PCC brings with it the new opportunity to hold a single person accountable for the provision of efficient and effective policing. Before the introduction of PCCs public accountability for policing was unclear and often difficult to access. The PCC takes his role in public accountability seriously and is committed to working in an open and transparent way, He has provided a range of opportunities for the public and partners to question him, challenge actions and decisions and to require answers from him.

The PCC has taken part in a number of local radio phone-ins and television interviews each reaching a wide number of

viewers. These triggered a number of follow-up enquiries to the PCCs office asking further questions and following-up on responses provided. The PCC will continue to hold similar events in the years ahead.

The PCC has also attended local authority Overview and Scrutiny meetings to explain the decisions of the PCC and the impact of these on the public.

Formal scrutiny of the PCC's work is the responsibility of the Police and Crime Panel. This body of local authority councillors and independent members meets quarterly to hear from the PCC on the actions and decisions he has taken in delivering the Police and Crime Plan. The Police and Crime Panel also has statutory responsibility regarding the reviewing of the PCC's draft Police and Crime Plan, council tax precept proposal and Annual Report. The Police and Crime Panel is open to the public and is webcast by Plymouth City Council, as the host authority for the Panel. The PCC attended five meetings of the Panel during 2013-2014 during which he answered questions, spoke of developments within the OPCC, consulted members and proposed a budget.

Providing strong leadership at all levels

The introduction of PCCs across the country provides a new level of accountability and refreshed governance to policing and community safety. The role of PCC is distinct and clear from that of the Chief Constable.

The Chief Constable is responsible for operational policing and the day to day management of police officers, PCSOs, staff, Special Constables and volunteers.

The PCC is publically accountable for an efficient and effective police service and for setting strategic direction through a Police and Crime Plan. He is also responsible for the receipt of government grant money, the raising a local levy through a precept on the council tax and for distributing money to support the delivery of the Police and Crime Plan. Our PCC sees the role as a pioneering opportunity to corral service providers by influencing, bringing decision-makers together and reaching decisions on shared action and progress to the benefit of the people of Devon, Cornwall and Isles of Scilly and the public purse.

One of the first decisions the PCC took upon taking office was the appointment of the Chief Constable. The PCC conducted a selection process overseen by independent observers with the PCC's decision to appoint Shaun Sawyer subject to endorsement by the Police and Crime Panel.

In March 2013, the PCC set out a Police and Crime Plan which established the strategic objectives for Devon and Cornwall Police. The Chief Constable is required to have regard to this Plan as he manages resources and the deployment of officers and staff in the delivery of policing.

Decisions on the appropriate level of resources to be deployed to deal with an incident, investigation or emergency are the responsibility of the Chief Constable. In 2013-2014 we saw a number of significant resourcing challenges compounded by a harsh winter and severe flooding. This was a clear example of where the police reacted well to a major event by working with partners. I commend the entire policing family in Devon and Cornwall and the Isles of Scilly for how

they responded to these challenges – providing support, assistance and advice to members of the public and businesses who were affected by the winter storms and the subsequent disruption.

During 2013-2014 the PCC began working with the 5 Health and Wellbeing Boards within the Peninsula to ensure that issues linked to community safety are properly reflected in the agendas of these important groups. The PCC sits on all five Boards and has made issues linked to alcohol and mental health a particular priority. He meets regularly with local authority leaders – again pursuing shared agendas on matters such as efficiency, community safety, alcohol and mental health. All of these issues affect local authorities and wider partners as well as policing and the development of effective partnership solutions is essential. This work will continue.

The PCC's priority is the people of Devon Cornwall and the Isles of Scilly and he is working nationally to try and ensure that the decisions made in Whitehall reflect the needs and interests of our communities. In order that our region's voice is heard in Whitehall, the PCC works closely with Government departments and national organisations to ensure the peninsula's best interests are properly considered when national decisions are taken.

The PCC is also working with the 18 MPs who represent this area in Whitehall – to identify areas of common interest and to garner their support for key issues, such as the need to see a fairer share of police funding come to Devon and Cornwall and the Isles of Scilly. The OPCC has commenced a programme of engagement to work with and influence

national policy development and lobby law-makers. The PCC and the Chief Constable meet regularly with the 18 MPs covering Devon and Cornwall and is engaging directly with Ministers and senior officials to press the case for licensing reform, police funding decisions and the repeated calls of local police forces to support national policing commitments such as the NATO summit.

The PCC also plays a leading role in the south west region by convening regular meetings of fellow PCCs and Chief Constables to take forward ways of closer working between Forces with a view to greater interoperability and efficiency.

Investing in policing for the future

The PCC is proud to have ended the police officer recruitment freeze that had been in place for several years. The PCC's early decision to reverse the former Police Authority's reduction of police officer numbers and to keep police officer numbers above 3000 is essential if we are to keep more officers in frontline and neighbourhood roles. This substantial commitment at a time of financial strain demonstrates the PCCs determination to build on the good work police have already done to develop networks and partnerships in order to protect the vulnerable and keep people safe.

This was complemented with the PCC's decision to significantly increase the number of Specials. If the number of officers had been allowed to fall to nearly 2,800 it would have left just 125 for neighbourhood policing in the entire force area by 2015. That would have had a serious impact and was unacceptable. The continued squeeze on public

finances in order to address the national deficit means that police service has been required to absorb its share of central Government cuts. The PCC has lobbied hard that the continued shaving of policing grant will place the services that the public value the most – namely neighbourhood policing.

The PCC will continue to call for the Government to reform the way police resources are allocated by Whitehall and give greater flexibility to local decision-makers to choose how best to use the money it is provided with. The PCC has also been vocal in challenging current Government policy of top-slicing grant settlements to help bolster national agencies that are distant from local people. The PCC is also campaigning to stop the farcical situation that requires policing areas to enter submissions through a competitive bidding process to reclaim their own money lost through top-slicing – which merely increases bureaucracy and wastes precious resources.

However while such approaches remain in place the PCC is committed to working hard to ensure that Devon and Cornwall and the Isles of Scilly benefit from such bidding rounds. In November 2013, the Home Office launched its first such bidding round for a share of a £20 million precursor Innovation Fund. PCCs were invited to submit match funded bids for projects that would transform policing through innovation, efficiencies and enhanced collaboration.

Devon and Cornwall were part of several successful bids for

- The South West regional forensics programme
- South West regional body worn video cameras
- The roll-out of mobile data across Devon and Cornwall Police.

This move to mobile data is incredibly important and is long overdue. It will improve police accessibility and visibility by boosting productivity and enabling officers to carry out many functions without the need to return to stations.

The financial imperatives facing the police have meant that the PCC is looking to find efficiencies through closer working with other police forces, particularly in the south west. Whilst the scale and complexity of policing across an area stretching from the Isles of Scilly to Swindon has its challenges, the PCC is determined to improve interoperability and develop innovative ways of working to help reduce financial overheads. With the PCCs of Avon & Somerset, Dorset, Gloucestershire and Wiltshire he has agreed collectively to take forward any proposal that demonstrates clear benefits to operational policing whilst reducing ongoing costs.

In May 2013, the five PCCs and Chief Constables from the south west region signed a deal that will improve the way the region prevents terrorism. A collaboration arrangement has been agreed that will see the five forces sharing resources and joining up services in order to boost the service provided by Special Branch officers across the south west.

This was followed by an agreement for a new streamlined regional forensics service. By using existing estate and capacity the forces expect to save around £1.9 million in the short term. By 2018-19 it is forecast that regional savings from the collaborative project could be as high as £6.6m

Further progressive approaches that are being taken in the region include the Regional Organised Crime Unit which

brings together experts from different enforcement agencies to prevent and pursue criminal gangs perpetrating some of the most serious harm. This unit comprises distinct disciplines including cyber crime, people trafficking unit and asset seizure and builds resilience and efficiencies.

In late 2013, the PCCs of Devon and Cornwall and Dorset with the full support of the respective Chief Constables, announced a major programme of work to explore the benefits that would be gained for forming a Strategic Alliance between the two forces. The financial pressures that all Forces face are requiring bold decisions to be made and radical approaches to be examined. The PCCs of the two Forces believe there may be merit in Devon and Cornwall and Dorset aligning its services in order to protect frontline policing, make better use of the resources available and create efficiencies. A comprehensive evaluation exercise commenced in early 2014 and has continued into the next financial year. The purpose of this work is to protect locally- responsive, neighbourhood policing by sharing resources and combining organisational support. There is no intention to merge the two Forces.

Other activities

Alongside this work there has been considerable activity undertaken by the OPCC to fully establish new accountability and management frameworks. Work has also been required to complete financial and governance changes necessitated by the introduction of PCCs. These matters are reported on in the final section of this Annual Report on Governance.

Overview of Performance 2013/2014

This year is the first full year performance data against the measures set out in the 2013 Police and Crime Plan.

Overall, total crime increased by 0.2% as compared to the 12 months to 31st March 2013.

This was a particularly challenging year for Devon & Cornwall Police. Demand was unusually high with an exceptional number of summer visitors and severe storms and flooding lasting several weeks in the winter months.

Devon and Cornwall Police adapted well to meet these challenges, adopting a more proactive response to low level violence, targeting acquisitive crime and the offenders responsible for crime increases. In light of the challenges that were faced in 2013/ 2014, it is commendable that the Force ended the year with overall crime in a break- even position.

The Force has continued to drive down serious acquisitive crime in the area , making it one of the safest places to live, work or visit. This is reflected in an increase in public confidence with the force moving up 6 places in the national ranking to the 7th best position (as of April 2014).

For next year a new approach to performance management has been agreed which will provide a more sophisticated measurement and assessment of police activity and is explained in more detail in a separate paper to the Police and Crime Panel.

The work done to mitigate the impact of the challenges faced in 2013/14 means that we are now in a strong position to drive towards delivering improvements in some of the remaining areas of concern.

The PCC remains concerned at the persistently high levels of violent crime in Devon & Cornwall. A higher rate of recorded violent crime is seen in Devon and Cornwall than in Greater Manchester, West Midlands or Merseyside. Reducing violent crime is a specific focus of the refreshed Police and Crime Plan and one of the target outcomes looked for from the alcohol-related crime delivery plan. Victim satisfaction is another area where performance remains of concern. Acknowledging this, the Force is developing a new approach to this issue which will focus on ensuring satisfaction for all victims regardless of whether the incident is screened out.

Three key significant improvements that the PCC will look for are a more developed understanding of the drivers of problematic areas of crime (including violence, sexual offences, domestic abuse and public order offences), a sharper response to emerging performance threats and in the longer term the development of more innovative strategies for balancing demand with available resources.

Force Performance 1 April 2013 to 31 March 2014 against targets in the Police and Crime Plan

Reducing crime and bringing offenders to justice

To reduce crime	Force Target	Rolling 12 months
%age reduction in total crime	-2%	+0.2%

Total crime increased by 0.2% as compared to the 12 months to 31st March 2013. This year has seen exceptional demands placed upon the police in Devon and Cornwall in particular bad weather and flooding, high numbers of missing persons and section 136 detentions and a high number of summer visitors. We would clearly have liked to see the total crime figure reduce, however we recognise that the total crime figure is complex and contains many variables such as increased reporting of domestic abuse and sexual violence that distort this figure. Key issues driving overall crime include increases in violence without injury, shoplifting, other theft and public order offences. Reductions in serious acquisitive crime including domestic burglary, robbery (commercial and personal) and vehicle offences continue to support Devon & Cornwall as one of the safest places to live, work or visit.

To reduce violence against the person	Force Target	Rolling 12 months
% reduction in violence against the person	-2%	+0.8%

Violence against the person (excluding domestic) increased by 0.8% as compared to the 12 months to 31st March 2013. Levels of violent crime in Devon & Cornwall are far too high. We believe that alcohol is one of the main drivers of violent crime. The new Police & Crime Plan focuses on this issue through the priority to reduce alcohol-related harm.

Giving victims and witnesses a stronger voice

To increase the percentage of crimes which result in a positive outcome	Force Target	Force Actual
Positive outcome rate	38.0%	33.8%

The positive outcome rate ended the performance year below the Force target at 33.8%. The performance framework going forward will reflect the new national outcomes measures and will enable us to understand with greater clarity the barriers to achieving a positive outcome.

To increase victims' satisfaction with the police	Force Target	Force Actual
Overall satisfaction	88.0%	84.6%

The victim satisfaction rate has maintained the improvements in victim satisfaction apparent since June 2013. However victim satisfaction ended the performance year below the Force target at 84.6%. Performance improvements appeared to be driven by improvements in satisfaction relating

to vehicle crime following changes to the crime screening policy. Violent crime satisfaction rates remained low.

Listening and responding to the public

To increase public confidence in the police	Force Target	Force Actual
Public confidence (local survey)	64.0%	66.8%

The public confidence rate as measured by the Crime Survey for England and Wales has increased recently and is currently achieving the attainment level. Relative to all forces in England & Wales, Devon and Cornwall is now ranked 7th.

To increase satisfaction with the police response to a non emergency matter

The 101 caller satisfaction rate indicates 83.3% satisfaction for callers generating an incident log or crime record through the 101 number. The level of correspondence on this issue received by the OPCC suggests that in some cases this does not reflect the public's experience. The OPCC and the Force are working together to identify the underlying causes of this difference in perception and to establish a way forward.

Investing in policing for the future

To begin recruitment in order to maintain an establishment of at least 3,000 police officers

Recruitment is underway and transferees will be recruited into hard to fill posts. Officer numbers were 3081 at the conclusion of the performance year. It remains the PCC's intention that

this will be a sustained ambition in his Police and Crime Plan going forward.

To begin recruitment in order to achieve an establishment of at least 650 special constables by 31st March 2014.

The special constable strength was at 627 at the end of the performance year. For the forthcoming year performance against this target will be measured in the number of hours worked.

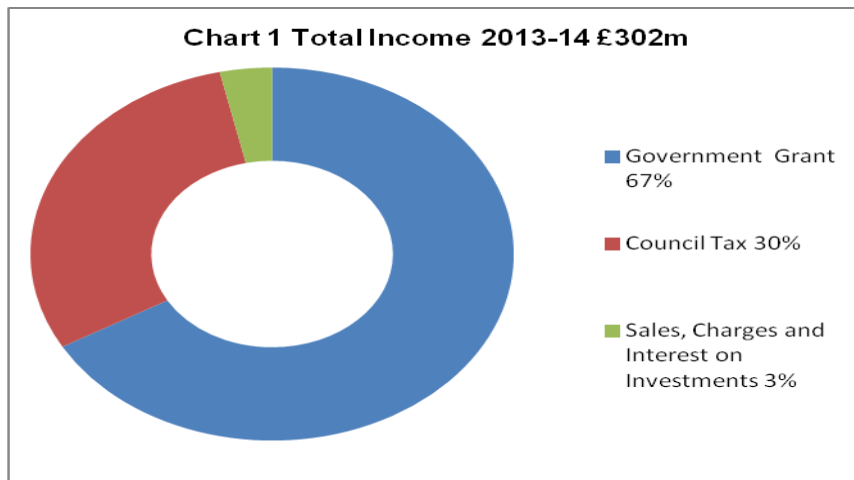
Providing the Resources

This section contains the OPCC Treasurer's report.

Introduction

This section of the Annual Report provides the draft income and expenditure for the year and the draft balance sheet for the financial year ended 31 March 2014, subject to statutory audit. It also provides a general guide to the financial situation of the PCC as at 31 March 2014, full details are provided in the draft Statement of Accounts 2013-14.

Where the money came from



Central Government formula grant for Devon and Cornwall and the Isles of Scilly was £198.4m. This figure represented a 1.6% reduction from the previous year.

In addition to the police formula grant, the government made available a grant equal to a 1% increase in council tax, to allow PCCs to freeze their council tax precept rates if they wished to do so. The PCC opted to forgo this additional grant offer and increase the Council Tax by 2%, which was supported by the Police and Crime Panel. This decision not only increased the income available in 2013-14; it protected the funding base for future years and it will allow police officer numbers to be maintained above 3,000.

Where the money was spent

Chart 2 shows that 93.4% of the expenditure of the PCC goes towards operational policing. This part of the budget is managed by the Chief Constable and chart 3 (next page) shows how the Chief Constable spent this money across policing activities. A full definition of the expenditure headings is provided in the Statement of Accounts 2013-14 on page 29.

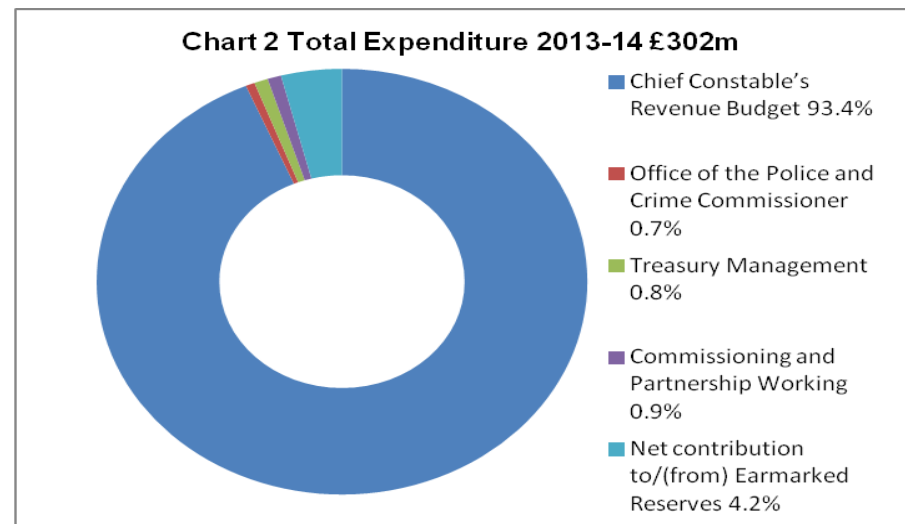
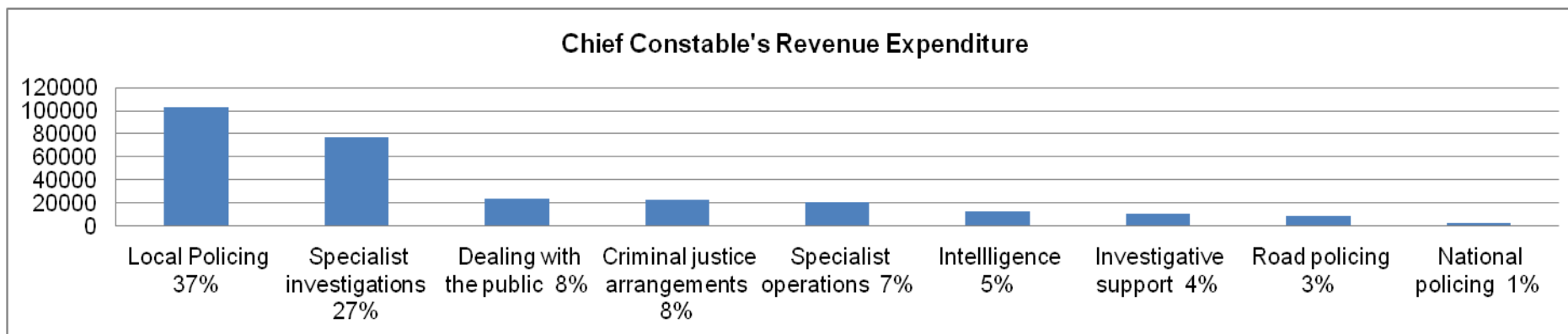


Chart 3



Actual Expenditure Compared Budget for the Year

In order to set the Council Tax and provide a basis for planning expenditure, the PCC sets a budget in April of each financial year. This budget is regularly monitored to ensure that spending is on target. At the end of the year, any underspend is placed in reserves to support one off expenditure in future years or to provide against future financial risks.

Table 1 below shows that £7.8m more than budgeted was contributed to reserves in 2013-2014. It was possible to do this because revenue spending was £5.9m less than forecast and revenue income was £1.9m more than forecast. The main reasons for the variations in expenditure and income are:

- Investment in the Force change programme which was to be funded from reserves was delayed

- Police officers choose to retire earlier than expected leaving a time gap between officers retiring and new recruits joining the organisation.
- Significant savings were made on overheads including in particular ICT, premises and vehicles

Income was higher than forecast in 2013-2014 due to additional income received from the provision of mutual aid to other Forces.

The additional contributions to reserves can be analysed as follows:

- an additional contribution of £3.1m was made to the revenue smoothing fund. This fund is used to smooth the impact of future reductions in central government funding and allow time to achieve the required savings through service transformation
- £0.9m was contributed to the capital financing fund to support future capital expenditure

- Contributions arising from timing differences – in particular delays in spending on specific projects were £3.8m.

Because all of the under-spend in 2013-2014 has been matched by making additional contributions to reserves, there is no movement on the PCC's General Fund. This is different

from the deficit recorded on the Comprehensive Income and Expenditure Statement on page 20 of the PCC's Statement of Accounts. The reason for this is that the financial statements include items such as depreciation and pension charges that should be excluded when considering the annual budget and the amount to be charged against Council Tax. A full copy of the accounts can be accessed from the OPCC website.

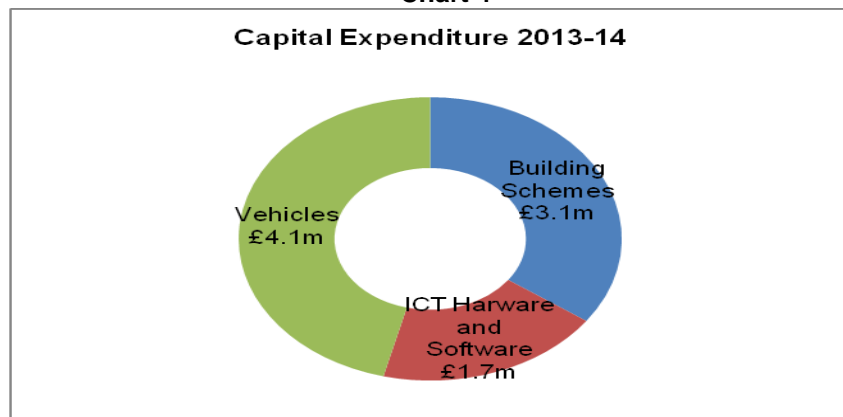
Table 1 Comparison of Actual Expenditure and Income 2013/14 to Annual Budget

	Budgeted Expenditure and Income		Actual Expenditure and Income		Variation	
	£000		£000		£000	
Chief Constable's Revenue Budget	289,229		282,863		(6,366)	
Office of the Police and Crime Commissioner	1,633		1,949		316	
Treasury Management	2,734		2,724		(10)	
Commissioning and Partnership Working	2,624		2,756		132	
Net Contribution to/from Earmarked Reserves	4251		12,088		7,837	
Gross Spending	300,471		302,380		1,909	
Specific grant and other income	(11,939)		(13,848)		(1,909)	
Net Spending	288,532		288,532		0	
Government Formula Grant	198,439		198,439		0	
Council Tax	90,093		90,093		0	
	288,532		288,532		0	

Capital Expenditure 2013-14

Investment expenditure which includes work to existing and new buildings was £8.9m in 2013-2014. This spend is analysed in chart 4 below.

Chart 4



Implications of the Revenue and Capital Outturn for Future Years

As noted above, an additional £3.1m was added to the revenue smoothing fund at the end of 2013-14. This contribution (which supplemented a budgeted contribution of £5.5m) was anticipated when the 2014-15 Medium Term Financial Strategy was approved in February 2014. It assists the PCC in balancing the budget over the four year period 2014-15 to 2017--18 and maintaining police officer numbers above 3,000 over this period.

Staffing Resources

Staff numbers at the beginning and end of the period were:

Table 2 Staff Numbers

	As at 31 March 2013	As at 31 March 2014
Police Officers	3,204	3,086
Police Community Support Officers (PCSOs)	359	384
Police Staff - Chief Constable	1,696	1,685
Police Staff – Office of the PCC	12	20

Main Asset and Liabilities

Assets - The PCC owns approximately 100 buildings across Devon, Cornwall and the Isles of Scilly with a net book value of £127m. A rationalisation programme is underway aimed at reducing the cost of the estate whilst maintaining a presence across the peninsula. This programme includes the disposal of a portion of the HQ site at Middlemoor. The remaining fixed assets include vehicles and ICT equipment with a total value of £20m. In addition the PCC has cash and investments of £61m.

Pensions Liabilities – The PCC’s main liabilities relate to the obligation to pay pensions to current and former staff, they total over £2.3 billion of which £0.1 billion relates to the police staff scheme and £2.2 billion relates to the police officer schemes. The value of this obligation is calculated by independent actuaries and can be fairly volatile. The pension scheme for police staff is funded and the PCC is committed to achieving a funding level of 100% and hence eliminating the net liability over the next 20 years. The police officer scheme

is unfunded and under current regulations the Home Office is committed to providing funding to cover the annual gap between the cost of pensions and the cost of employer and employee pension contributions. In addition the Government has made changes to the scheme aimed at reducing the impact on the public purse. More information on pension liabilities is provided in the PCC's Statement of Accounts on page 44.

Other Liabilities – The PCC is able to borrow funds to finance capital spending and at 31 March 2014 this totalled £33.3m including an estimate for interest payable.

Summary Balance Sheet

A summary balance sheet, which excludes the pensions liabilities described above and unusable reserves which are held for accounting purposes only, is provided in table 3.

Table 3 Summary Balance Sheet at 31 March 2014

	£m	£m
Long Term Assets		
Property Plant and Equipment	147	
Long term investments	2	
Other long term assets	2	
		151
Current Assets		
Short Term Investments and Cash and Cash equivalents	59	
Other current assets	22	
		81
Current Liabilities		

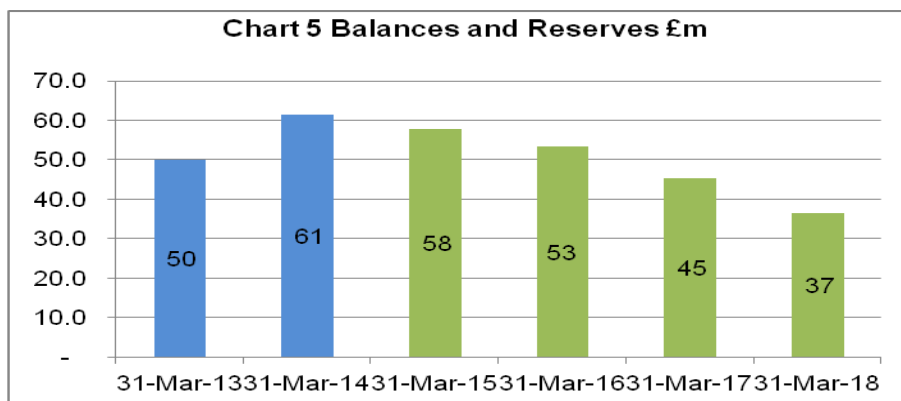
Short term borrowing	(3)	
Other current liabilities	(28)	
		(31)
Long Term Liabilities		
Long term borrowing	(31)	
Other long term liabilities	(3)	
		(34)
Net assets excluding pensions liabilities		167

Revenue Reserves		
General Reserves	6	
Earmarked Reserves	55	
Total Revenue Reserves		61
Usable Capital Reserves		5

Further information is available on page 21 of the Statement of Accounts

Reserves and Balances

Reserves and balance have increased by £9m in 2013-14 from 57m to £66m. This is mainly due to a £8.6m contribution to the revenue smoothing fund. This fund is used to smooth the impact of future funding reductions and help maintain officer numbers and hence service provision over the next four years. Chart 5 shows actual reserves (blue) and forecast reserves (green); the latter are planned to reduce over the next four years in order to maintain police officer numbers at above 3,000.



Our Financial Risks: Current and Future

Current Risks

The major risks for the current financial year relate to service delivery within the current funding envelope; they are:

- achieving the changes in service delivery required to improve the efficiency of the Force within the funding envelope of Programme and Projects
- the Chief Constable is not able to meet the Police and Crime Plan targets within the resources available
- the cost of workforce modernisation exceeds the funds available in the budget and earmarked reserves;

The PCC hold reserves and balances to help mitigate these risks.

Future Risks

In order to set a four year Medium Term Financial Strategy (MTFS) the PCC has to make estimates of future central

government funding. These are made using the best information available. Central government has not released detailed information about its spending plan beyond 31 March 2016. The most significant future risk is that government funding is less than the forecast contained within the MTFS. Additional risks include:

- central government controls mean that the 2% increase in council tax included in the medium term financial strategy for 2015-16 and future years is not achievable;
- inflation exceeds the estimate built into the budget;
- other variations in pay costs and/or liabilities, in particular employment related claims

Our Financial Outlook for the Future

As outlined above, the PCC faces considerable funding uncertainty. He has sought to mitigate this by the use of reserves. Based on current estimates of funding over this period, this will allow police officer numbers to be maintained.

Based on the current information available, the PCC has an underlying budget gap of approximately £14m in 2018-19. This occurs because the current strategy relies on the use of reserves to fill the gap between expenditure and income in 2016-17 and 2017-18 and the reserves are not unlimited.

To address this issue the PCC is developing a financial roadmap with the objective of identifying efficiency savings that close the funding gap whilst maintaining service delivery.

OPCC Governance and Accountability

A considerable amount of time was invested in the first year of the PCC's term of office to establish the governance mechanisms and procedural arrangements for the OPCC. The handover of police governance and accountability from the Police Authority to the PCC brought about by the Police Reform and Social Responsibility Act 2011 provided newly elected PCCs with much discretion to how they organise the governance arrangements necessary for such an organisation.

The Police Reform and Social Responsibility Act 2011 created two statutory entities known as corporations sole. There is a separate corporation sole for the PCC and one for the Chief Constable. Significant work was required to establish the arrangements surrounding these two corporations sole in 2013-2014.

For the introduction of PCCs in 2013 it was necessary to prepare a scheme of governance to set out the details of the respective responsibility for functions of the PCC and the Chief Constable. This required the establishment of rules of procedure under which the two corporations sole would operate and the policies which would apply to them. The scheme of governance also included details of the financial regulations, scheme of delegation and allowances scheme. However the Home Office required that a secondary transfer take place by April 2014. This involved a review of functions by the PCC and CC and agreement to be reached on the police staff who would remain in the employment of the PCC, those who will be employed directly by the Chief Constable and under whose direction and control they operate.

Under these new arrangements

- **The PCC** has responsibility for holding the Chief Constable to account for the exercise of the Chief Constable's functions and those given through consent and the exercise of functions of persons under the direction and control of the Chief Constable.
- **The Chief Constable** has direction and control over officers and directly employs police staff of the Constabulary.

The overarching Governance Framework is then supported by Internal Control Frameworks for both the OPCC and the Force.

The establishment of new governance groups and bodies that recognised the separation of functions between the PCC and the Chief Constable has now been fully completed and are described in more detail at the end of this section and on the OPCC website.

Significant internal work took place within the OPCC during its first full year in operation to ensure that the required resources, policies and processes were in place to ensure effective support to the PCC. This included a comprehensive review of staffing requirements, the creation of core office policies on information management, HR and financial matters and the establishment of arrangements for joint management of risk by the PCC and the Chief Constable. The PCC also appointed a new Chief Executive Officer.

Good Governance Principles

The PCC has adopted the following principles of good governance

- Focusing on the purpose of the organisation and on outcomes for the community including citizens and service users and creating and implementing a vision for the local area.
- Elected representatives and officers working together to achieve a common purpose with clearly defined functions and roles.
- Promoting the values of the PCC and demonstrating the values of good governance through behaviour.
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Developing the capacity and capability of members to be effective and ensuring that officers – including statutory officers - also have the capability and capacity to deliver effectively.
- Engaging with local people and other stakeholders to ensure robust local public accountability.

The Police and Crime Panel (PCP)

The Police and Crime Panel is the statutory scrutiny body for the PCC. The Police and Crime Panel is required to undertake a number of specific functions such as reviewing the PCC's proposed council tax precept and draft Police and Crime Plan. The Panel also has a general responsibility to review and scrutinise the decisions made and actions of the PCC.

The Police and Crime Panel comprises Local Authority councillors from across Devon, Cornwall and the Isles of Scilly plus two independent members. The Police and Crime Panel is a joint committee of the local authorities in Devon, Cornwall and the Isles of Scilly and is managed by Plymouth City Council, [view](#) website.

The Joint Management Board (JMB)

The purpose of the JMB is to act as a co-ordinating and advisory forum for the PCC and the Chief Constable as two separate corporations sole to consult on the most significant strategic issues that jointly affect them with a view to determining the strategic direction of the Force. The JMB meets monthly and provides an advisory forum in which the PCC and Chief Constable can take advice from statutory officers. It does not replace the need for the Police and Crime Commissioner and Chief Constable to hold separate strategic meetings.

Membership of the JMB comprises:

OPCC: PCC, Senior Advisor, Chief Executive Officer and OPCC Treasurer

Force: Chief Constable, Deputy Chief Constable, Director of Finance and Resources, Director of Legal Services, Director of People and Leadership and Assistant Chief Constables.

Performance and Accountability Board (PAB)

The PAB, which takes place monthly, provides a mechanism for the PCC to fulfil his statutory obligation for holding the Chief Constable to account for delivering an effective and efficient police service.

Membership of the PAB comprises

OPCC: PCC, Senior Advisor, Chief Executive Officer and OPCC Treasurer **Force:** Chief Constable, Deputy Chief Constable, Director of Finance and Resources, Director of Legal Services, Director of People and Leadership and Assistant Chief Constables.

The Joint Audit Committee (JAC)

The Joint Audit Committee provides comments, advice and assurance to the PCC and Chief Constable on matters relating to the internal control environment of the OPCC and the Force. It has oversight of general governance matters and will provide comments on any new or proposed PCC policies and strategies or changes to policies and strategies. The Committee has 5 members, independent of both Devon and Cornwall Constabulary and the Office of the Police and Crime Commissioner.

Appointments and Remuneration Committee (ARC)

The Appointments and Remuneration Committee considers and advises the PCC and the Chief Constable on remuneration policies and practices for both the OPCC and with regard to senior posts within the Force. Members are appointed by the PCC and Chief Constable. The Committee comprises of three members who are

independently recruited and free from any business or other relationships which could interfere with the exercise of their independent judgement.

PCC Commissioning Scrutiny Board

The PCC Commissioning Scrutiny Board advises the PCC that the resources available for commissioning are achieving best outcomes as measured against the Police and Crime Plan. It will govern the use of those resources to ensure value for money is achieved where they are deployed and the reporting mechanisms that will be used to measure success. It also provides a Commissioning Intention Strategy annually.

Members of the Board are appointed by the PCC. The Board comprises two independently recruited members, representatives of the OPCC and Force and representatives of the community and voluntary sector.

The OPCC is also represented on a number of Devon and Cornwall Police project boards such as the Change Programme Board and Grading and Pay Steering Group.

Police and Crime Plan

The PCC is required to publish a Police and Crime Plan and keep this under review during his term of office. The Police and Crime Plan expresses the PCC's police and crime objectives, and policing that will be provided along with the financial and other resources which the PCC will provide to the Chief Constable and others to exercise these objectives. The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly 2014-2017 can be found [here](#).



**Office of the Police and Crime Commissioner
Endeavour House
Pynes Hill
Exeter
Devon
EX2 5WH**

(01392) 225555

opcc@devonandcornwall.pnn.police.uk
www.devonandcornwall-pcc.gov.uk

Join the debate on [Twitter](#), [Facebook](#) and [Youtube](#)

'Safer Together'

The Police and Crime Plan for Devon,
Cornwall and The Isles of Scilly 2014-17



PCC
Office of the Police
and Crime Commissioner
Devon and Cornwall

The Police and Crime Plan 2014-2017

Contents

Foreword by Tony Hogg	2
Executive Summary	3
The Six Priorities	
To make our area a safer place to live, work and visit – reducing the likelihood that people will become victims of crime.	10
To reduce the crime and harm caused by the misuse of alcohol.	15
To make every penny count in protecting policing for the long term. We need to drive for further efficiency, work to secure more central funding and actively explore all avenues to deliver the significant savings we require from 2017/18 to sustain our services.	19
To promote an effective Criminal Justice System for our area, delivering a high quality service for victims, witnesses and society.	24
To deliver a high quality victim support service across our area.	29
To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer	32
Annexes	
Annex 1: Performance and crime measures	35
Annex 2: Financial resources and expenditure	41
Annex 3: Glossary	43

Foreword by Tony Hogg, Police and Crime Commissioner

As the Police and Crime Commissioner for Devon and Cornwall and the Isles of Scilly (the Commissioner) I am elected to represent the public. I take important decisions on funding, set the strategic direction and hold others, particularly the Chief Constable, to account for the work that they do. I challenge and criticise to seek improvement and I praise and champion good work where appropriate. In everything I do I act in the best interests of Devon and Cornwall and the Isles of Scilly – a place I am honoured to represent.

My vision is straightforward.

To make Devon and Cornwall and the Isles of Scilly a safe place to live, work and visit. I want to cut crime, keep people safe and encourage everyone to work together to make communities stronger and safer.

We live in a beautiful, vibrant part of the country. It is a special place, both for those of us that live here and for the millions of tourists we welcome to the area each year. My goal is to improve the lives of people living in and visiting the peninsula, especially if they become witnesses or victims. We all want to build our homes, raise our families and run our businesses in a safe and secure environment during the day and night; and be certain that when bad things happen the police and others will be there to protect us.

These are challenging times. Against a backdrop of continued cuts in funding for public services we must deliver significant efficiency savings through innovative thinking about how services are provided. We must work closely with partners like local authorities, health services and the third sector to ensure that, despite reduced budgets, important support services are maintained. In addition, we need to develop effective systems to help reduce reoffending, create safe and sustainable communities and prevent new offenders turning to crime.

I cannot do this alone. It requires us all to work together. The police, local authorities, partners, like health and probation and the voluntary sector, all have key roles to play. So do members of the public and our local industries. If we all pull together there is much we can achieve.

A handwritten signature in black ink that reads "Tony Hogg." The signature is written in a cursive style with a large, sweeping initial 'T'.

Tony Hogg

Executive Summary of the Commissioner's Police and Crime Plan 2014-2017

"This Police and Crime Plan for 2014-2017 sets out my priorities for policing, crime and community safety in Devon and Cornwall and the Isles of Scilly. I have identified six priority areas where I want to make significant progress over the next three years and this Plan describes the actions that need to be taken to deliver against these priorities. There are many people involved in policing and community safety and I intend to work closely with the Chief Constable and with our statutory and voluntary partners to deliver this Plan. I also want to work with members of the public to help them to play their part in keeping us all safe. I will continue to listen to the public to understand their views on the most important issues and to help find solutions. This plan is not just for the Chief Constable. It sets out what I will do, what I expect the police to do and how I will look to work with partners. This Plan will shape the work of my office, the police service and our work with partners over the next three years."

The Commissioner's Six Priorities



Priority 1: To make our area a safer place to live, work and visit – reducing the likelihood that people will become victims of crime.

The overriding objective is to keep crime levels low and to make Devon and Cornwall and the Isles of Scilly a safer place through effective crime and harm reduction strategies. To deliver against this priority we must focus on the areas identified in the Peninsula Strategic Assessment, alongside work with communities, businesses and partners to prevent lower level crimes and to stem emerging problems. The Commissioner will keep police officer numbers above 3000 and support neighbourhood policing through this Plan.

There is a strong emphasis on reducing those crimes that cause the greatest harm particularly against the most vulnerable members of our society, specifically violent crime, domestic abuse, sexual assault and hate crime. In a number of these areas there is a real concern about under-reporting and we want to encourage more people to report these crimes and to seek help and support from the police and other agencies.

The Plan includes an enhanced focus on crime prevention where we want to work collectively with individuals, communities and businesses. Similarly it recognises the importance of early intervention work, in particular by partners, to safeguard vulnerable people and to help address some of the complex and interlinking problems such as alcohol and substance dependency, which can drive crime and reoffending. Through this Plan we will work with local authorities and partners to support the continuation of such services in the current financial climate.

This Plan is based upon our current understanding of the picture of crime and offending in our area but crime is not static. New threats and challenges are continually emerging. We will be working with partners and the police to improve our collective understanding of the drivers of crime. We also need to build a better understanding of the impact of emerging threats like crime committed through the use of technology and the internet.

This year we are transforming the use of performance measures to get rid of targets that might create incentives for poor practice. By establishing a more mature performance regime we hope that police officers will never need to chase targets as an alternative to doing to best thing for the public.

Priority 2: To reduce the crime and harm caused by the misuse of alcohol.

The Commissioner has particular concerns about the role that alcohol plays in causing crime and in making individuals more vulnerable to becoming a victim. It contributes to a wide range of offences including, sexual violence, domestic abuse, hate crime and violence in public places and places significant strain on our emergency services and on communities. Currently our area has very high levels of violence, public order and sexual assault compared to other parts of the country, much of which is likely to be linked in some

way to alcohol. These figures are far too high and a significant programme of work is being put in place under this Plan to reduce this problem and to improve the safety of our communities.

We want to create an environment where the sale and consumption of alcohol is undertaken responsibly and where the impact that alcohol can have on others and the community at large is properly recognised. We must be clear that tolerance is low for those who engage in crime as a result of excessive drinking and we must challenge providers who encourage or facilitate criminal behaviour through lax licensing practices. The issues surrounding alcohol-related crime are complex. We will be working closely with our partners to ensure that high quality and effective arrangements are in place to support victims and to help offenders who are dependent on alcohol to access treatment services.

The actions and activities set out in this Plan are focused on achieving these aims and include a clear commitment to work actively with the police, local authorities, partner agencies, businesses, communities and the third sector who all have important roles to play.

Priority 3: To make every penny count in protecting policing for the long term. We need to drive for further efficiency, work to secure more central funding and actively explore all avenues to deliver the significant savings we require from 2017/18 to sustain our services.

The financial pressures placed on all public services over recent years have been intense. While significant efficiency savings have already been achieved (£40m since April 2011) we will need to deliver further cost reductions to balance the books and sustain policing in the long term. It is estimated that we will need to find additional savings of around £12m per annum from 2017/18 to offset expected budget cuts from central government.

Under this Plan we will launch a major project in 2014 to consider how this can be achieved and to create a joint Financial Roadmap between the Commissioner and the Chief Constable which sets out the scope for further financial savings. We will explore the scope for savings through greater collaboration which may help deliver real financial savings for all parties, including ways we can work with the private sector, where appropriate. We will also be looking at new ways in which we may be able to increase policing income. Important work is already underway to explore the scope for a possible Strategic Alliance between Devon and Cornwall Police and Dorset Police which will inform this work.

As part of this Plan we will continue to look closely at ways in which we can increase efficiency and improve productivity. This includes steps to reduce the running costs of the Commissioner's Office.

Priority 4: To promote an effective Criminal Justice System for our area, delivering a high quality service for victims, witnesses and society.

It is essential that all parts of the Criminal Justice System function well and that all of the key agencies work together in an efficient and effective way. We need to make sure that the needs of victims and witnesses are properly understood and that we provide high quality services to meet their needs.

This Plan sets out a range of actions to improve the efficiency of the existing system, including services to victims and witnesses for example, through access to a range of restorative justice solutions. The Commissioner does not control many of the levers that will help to deliver the actions set out in this priority. The Commissioner will therefore work with other organisations to deliver improvements. The Commissioner will focus on vulnerable groups that are less well served by the current system. For example, guarding against certain sections of society entering the Criminal Justice System unnecessarily due to limited capacity in mental health services.

The Government is introducing significant changes to offender rehabilitation services in the next year. During 2014 we will see the widening of rehabilitation services to offenders sent to prison for less than twelve months and the commissioning of services to the private and voluntary sectors for lower risk offenders. A major focus of our work under this priority will be our engagement with those leading the reforms. The Commissioner must take an active and central role; to ensure that these changes work well for our local area and that we see real reductions in reoffending through robust and high quality services.

Priority 5: To deliver a high quality victim support service across our area.

The rights and entitlements of victims are at the heart of this Plan. The Commissioner will, through this Plan, ensure that all victims receive access to the support they need in order to help them cope and recover from the effects of crime.

In April 2015 the Commissioner takes direct responsibility for victims services. There is significant work to be done to make sure that we understand the varying and complex needs of victims and to ensure that the support services that we fund are an effective response to those diverse needs. The Commissioner's Office will establish improved services, working closely with the police, partner agencies, community groups and the third sector to secure an effective service for victims.

The new national Victims Code will be implemented locally under this Plan. It will provide an enhanced level of service for certain victims, including vulnerable victims and those subject to repeat victimisation. It will also pave the way for better use of Victim Impact Statements so that courts get a clearer view of the harm caused by the criminal act. The

Commissioner will work with the Chief Constable and criminal justice agencies to drive forward local implementation of the Code and to ensure that the voices of victims are heard and understood.

Priority 6: To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.

This Plan places an enhanced focus on involving the 1.7 million residents of the peninsula in the policing mission and on ensuring that the right structures and support are in place to facilitate this. The public want to do more and we want to look at how we can engage them more directly in keeping their communities safe. Closer engagement provides a valuable bridge between the police and communities and will help foster greater understanding and boost confidence in the police.

This is not a new concept. Such schemes already exist but there is scope to widen these pathways to help us continue to deliver high quality services in this challenging financial landscape. The Commissioner is committed to expanding the involvement of individuals and communities in policing and community safety and will provide help and support to get initiatives off the ground. Through this Plan we will work to remove barriers and reduce red tape and will provide seed funding, where appropriate. This Plan initiates a review of the current extent of volunteering within the policing family to explore the benefits of widening the use of volunteers and to look at how we can make the most of volunteering. It also recognises the need to address issues relating to infrastructure to ensure that volunteers are properly supported. We will be working closely with the police service and partners to engage these groups closely in work to encourage greater participation by individuals and communities in crime prevention and to improve community safety.

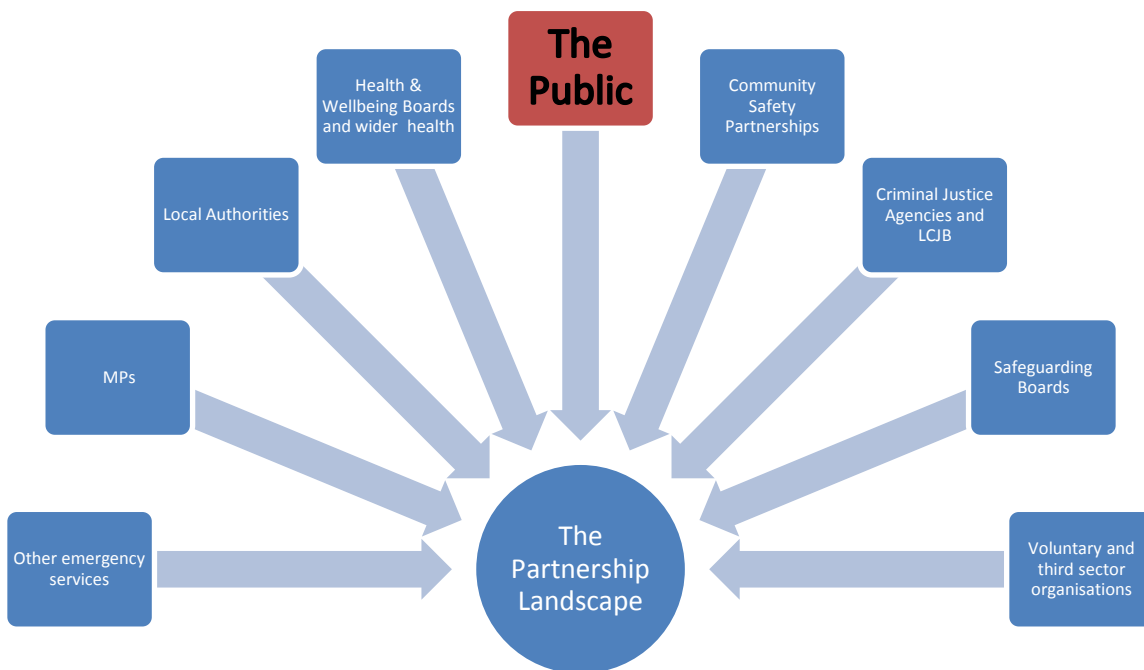
In addition to these Priorities, the Commissioner remains committed to:

- Maintaining an ongoing discussion with the public – through active and open dialogue and debate - to ensure that the public's views on the issues we face are understood and to improve understanding between the police and the public.
- Tough and continual scrutiny of performance and efficiency measures within the police; challenging under-performance and praising success; and by involving the public in scrutiny through open debate not just of the police but of the work of partners as well as of the Commissioner and his office.
- Making decisions based on evidence and informed by strong and wide-ranging engagement to ensure that public views are well understood, especially the views of diverse community groups.
- Keeping this plan under regular review. Remaining alert to emerging threats and issues and being responsive – adapting our approach and priorities as needed.

- Strict compliance to high standards in public office and thorough scrutiny of the Force's compliance with the Code of Ethics.

Delivering the Police and Crime Plan

Delivery of the Police and Crime Plan for 2014-2017 cannot be achieved by the Commissioner and the Chief Constable acting in isolation. We will need to work closely with our statutory partners, the third sector and the public. While the partnership landscape is inevitably complex there are many shared agendas and we will be working closely with a wide range of partners on the actions identified in this Plan.



Assessing progress against the Plan

Each of the six Priorities set out in this Plan contain a series of actions and activities that will be taken by the Commissioner and the Chief Constable. In order to track progress against the delivery of these actions, a series of Strategic Delivery Boards will be established jointly between the police service and the Commissioner's Office. These Boards will be tasked with driving forward progress against a particular priority and will report jointly to the Commissioner and the Chief Constable at regular intervals. Public progress reports will also be made available online on a quarterly basis to provide greater transparency and will be submitted to the Police and Crime Panel to aid their scrutiny of the Commissioner's work.

A new framework for measuring performance towards this Plan is set out in Annex 1.

Improving transparency

The Commissioner is committed to improving transparency of his work and will be increasing the range and quality of information that is available to the public through the Commissioner's website.

The Commissioner holds the Chief Constable to account for the totality of policing through an established Performance and Accountability Board. Going forward these meetings will be held every two months and will be open to the public.

Priority 1: To make our area a safer place to live, work and visit – reducing the likelihood that people will become victims of crime.

“My overriding priority is to make Devon and Cornwall and the Isles of Scilly a safer place via crime and harm reduction strategies. We must put victims at the heart of everything we do, we must bring offenders to justice and we must reduce levels of reoffending in our area. I want to focus on the priority areas identified in the Peninsula Strategic Assessment alongside working with communities and businesses to prevent other types of crime and to identify and turn-around emerging problems. “

Areas flourish when they are healthy, prosperous, appealing, well managed and safe. Devon and Cornwall and the Isles of Scilly have lower levels of crime than most parts of the country but there is still too much crime in our area. The Commissioner is particularly concerned about the high rate of violent crime. This Plan includes new work to ensure that the causes of violence are better understood so they can be acted upon. The police, supported by partners, have the primary responsibility to cut crime and this Plan sets a clear expectation on the Chief Constable to do this.

The Commissioner has kept to his promise to keep police officer numbers above 3000 for the duration of this Plan, despite government budget reductions. We need to ensure that resources are deployed efficiently within the force to maximise frontline policing and improve accessibility.

All crime should be taken seriously but we must place an additional focus on reducing those crimes that cause the greatest harm and on ensuring the most vulnerable members of our society are protected. The Peninsula Strategic Assessment (PSA), which has been prepared collectively by community safety and crime prevention agencies across the area, identifies four specific areas for priority action. This Plan supports the findings of the PSA and sets out clearly that these four areas should be properly addressed by the police.

Peninsula Strategic Assessment

The Peninsula Strategic Assessment describes the crime and community safety issues affecting communities across Devon and Cornwall and the Isles of Scilly. This allows organisations to identify shared priorities and indicates where joint approaches and co-ordination of partnership resources may be most effective. The Peninsula Strategic Assessment identifies four priorities that most affect communities across the Peninsula

- Domestic, family and sexual abuse
- Alcohol, violence and the night time economy
- Anti-social behaviour
- Reoffending

Alongside this we must ensure that we are able to meet our national obligations, through our commitment to the Strategic Policing Requirement to tackle threats such as counter terrorism, serious and organised crime and civil contingencies. These areas of policing may not be regularly raised by members of the public but they are a significant risk to all of our communities.

This Plan places a strong emphasis on crime prevention. Successful crime prevention leads to fewer victims, less police demand and safer communities. Low crime areas encourage investment, attract visitors and instil greater confidence and feelings of safety. Crime prevention is the responsibility of all parts of society. The police acting in isolation can only do so much. It is essential that local communities, partners and businesses work with the police – to deter offenders, to increase local resilience and to help the police investigate and pursue offenders. The use of watch schemes, enhanced security systems, CCTV, greater intelligence and data sharing all have a role to play. The police can and will provide support to businesses, individuals and communities who want to play their part in the community's stance on crime. The Commissioner also stands ready to support such efforts – through this Plan and by working to remove barriers and red tape that may be preventing people from playing a more active role.

In all areas of our work to deliver against this priority and the overall Plan we will look to work closely with our statutory partners including Safeguarding Boards, Community Safety Partnerships and local authorities. The Commissioner sees a central role for local Health and Wellbeing Boards in this area given the impact of crime on community safety and on individual health and wellbeing and wants to work closely with them on these issues.

In tackling crime we need to ensure that victims are at the heart of everything we do. This Plan contains a series of actions to help protect the most vulnerable people in our communities, to safeguard and protect them from harm, to encourage them to report crime and to seek support. The young, elderly, disabled and disadvantaged as well as those from diverse communities are all more likely to face threats and risks and are sometimes less likely to come forward to seek help. Similarly victims of certain types of crime, notably domestic abuse and sexual assault, are sometimes reluctant to contact the police or partner agencies for assistance. The reasons for this reluctance are complex but actions will be taken under this Plan to reduce barriers and to improve victim confidence in the system.

Offending is influenced by a range of factors often interlinked to present a complex and stubborn problem. The continued provision of support services by partners, in areas such as substance addiction, mental health, support for young people and action to address anti-social behaviour (ASB), is a key factor in helping to prevent crime occurring. The current balance of the police service working alongside partner agencies from community safety partnerships, local authorities, charities and the voluntary sector needs to be sustained and enhanced.

Partners and those working in the third sector are under significant financial strain in the current climate and there is a real risk that valued services may be cut back or withdrawn. The actions identified in the Plan recognise the need for the Commissioner and the Chief Constable to do all that they can to minimise the impact of the cuts – by looking for ways to work more closely with others to improve efficiency and sustain key services. We need to move to a position where joint working is the norm and move to shared strategies and shared delivery. We must not work in silos. Critically, we need to share information with each other far more freely and willingly. Too often we hear of cases where victims have been let down by the apparently simple failure to pass information between agencies. To support this, the Plan will support and champion closer working between the police and partners, including the potential for extending data sharing.

The Commissioner will continue to spend significant sums of money on commissioning key services which support crime reduction and community safety through Community Safety Partnerships. Such services include the provision of drug and alcohol treatment services and well as action to tackle ASB and to help rehabilitate offenders. In addition, the Commissioner will continue to provide direct funding to Youth Offending Teams and Sexual Assault Referral Centres and will provide smaller sums of money through the PCC's Small Grants Scheme which provides grants of up to £5,000.

Over the past year the Commissioner has heard a number of concerns from members of the public about the 101 non-emergency phone service. In response to these concerns, this Plan includes a review of the existing 101 service to assess how well it is meeting the needs of callers and to identify and deliver any required changes.

The threat posed by crime continues to evolve and so we must remain vigilant. We need to work together with our partners in other agencies to develop our understanding of crime trends and the risk of emerging threats. Areas such as internet grooming and other cyber crimes, as well as the impact of so called 'mate crime', which can have a devastating impact on the vulnerable, call for new approaches in order to address them effectively. Through this Plan we will seek to work more effectively with the research community to validate and supplement our own analysis work.

The Commissioner will:

- Support neighbourhood policing and keep police officer numbers above 3000 for the duration of this Plan.
- Keep crime levels low by focusing on prevention and on reducing reoffending and anti-social behaviour
- Require a continued focus by the police on the key threats identified in the Peninsula Strategic Assessment, in particular to work closely with partners to tackle domestic abuse and sexual assault, to ensure that vulnerable adults and children are supported through effective safeguarding mechanisms and to tackle drug and alcohol-related crime.

- Support crime reduction activities by commissioning services through Community Safety Partnerships and directly from Youth Offending Teams and support from Sexual Assault Referral Centres, as well as by providing funds directly through the PCC's Small Grants Scheme.
- Actively encourage and enable greater involvement by citizens and communities to support policing, reducing antisocial behaviour and to help us reduce crime.
- Encourage the business community to work closely with the police to help deter crime and detect offenders.
- Explore (with our partners) ways to further develop the peninsula-wide evidence base to better inform crime reduction strategies and join up approaches to solving problems.
- Respond to the needs of the community by working with the Chief Constable to review the 101 non-emergency service and to agree any changes that need to be made to the service to better meet the needs of callers.

The Commissioner expects the Chief Constable to:

- Keep our area safe and crime levels low by focusing on reducing crime.
- Reduce the risk to victims in the area of domestic abuse and effectively tackle perpetrators of domestic abuse, to reduce repeat victimisation and repeat offending.
- Improve the service provided to victims of rapes and serious sexual assaults through the actions of the police and through effective working with other criminal justice agencies.
- Actively encourage the increased reporting of domestic abuse, sexual assault and hate crimes.
- Find new ways to work with communities, businesses and citizens to help prevent offences occurring and to increase community resilience to crime.
- To protect and keep safe vulnerable people, through integrated working arrangements with partners, including co-locating services.
- Deliver enhanced analysis that provides evidence based insight into the drivers of crime and to provide and evaluate solutions.
- Deliver a high quality and accessible call-centre function for emergency and non-emergency calls, ensuring all callers receive the support they need in a timely fashion.
- Work with the Chief Constable to review the 101 service and to take forward any agreed recommendations for improvement.
- Deploy an efficient workforce mix within the Force that maximises frontline services.
- Deliver our required contribution to national policing priorities including those set out by the Home Secretary in the Strategic Policing Requirement.

The Commissioner will work with partners to:

- Strengthen and maintain services which help prevent crime occurring, such as early intervention, prevention and recovery services and to explore how we can support each other.
- Focus on protecting the most vulnerable members of our society.

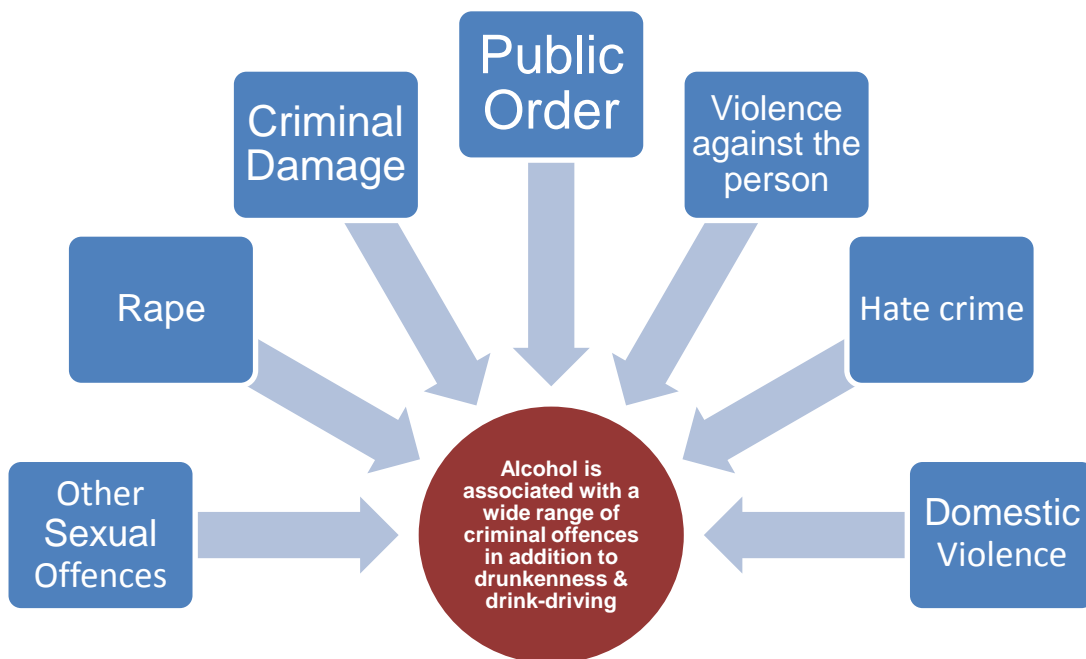
- Ensure that local Health and Wellbeing Boards see crime as part of their wider agenda by working with Community Safety Partnerships and others to recognise its impact on community safety and on individual health and wellbeing.
- Work collectively with each other and the police to build a better understanding of emerging threats through improving information sharing and developing a broader evidence base.
- Help manage and rehabilitate prolific offenders within the community by providing timely access to pathway services such as housing and employment.
- Examine how they can help us improve the accessibility to and service received by people calling the 101 service for non police matters.

Priority 2: To reduce the crime and harm caused by the misuse of alcohol.

“I want us to work together to reduce the social, economic and individual cost of alcohol-related crime and harm. We need to encourage a more responsible drinking culture and reduce tolerance for alcohol-related crimes in our area. To achieve this we need to improve education and awareness and pursue offenders vigorously.”

Alcohol-related crime and harm is a significant problem in our area. The Peninsula Strategic Assessment estimates the cost of alcohol-related crime and harm in the area to be over £360m per annum. Whilst responsible drinking is not a problem, excessive drinking poses a number of threats to the safety of our communities, which need to be addressed.

The Commissioner has particular concerns about the role that alcohol plays both in offending and in making individuals more vulnerable to becoming a victim of crime across a wide range of offences including; violence, hate crime, sexual assault and domestic abuse. These crimes impose significant costs on public services and most importantly they damage communities and individuals, especially children. We have one of the highest rates of violent crime in the country which is far too high. Emerging analysis indicates that around 40% of those crimes are alcohol-related – although we believe this figure is likely to be considerably higher (with some data sets suggesting it could be more than two thirds). Concerted action needs to be taken to turn this problem around and to improve the safety of our communities.



While ultimate responsibility rests with the offender, there are a range of parties who have a role and some degree of responsibility. These include retailers, publicans, schools, parents, universities and voluntary groups as well as our statutory partners. We will be looking to work with all of these groups to deliver against this Plan priority.

We need to create an environment where the sale and consumption of alcohol is undertaken responsibly and where the impact that alcohol can have on others is properly recognised. Tolerance must be low for those who engage in crime as a result of excessive drinking, and for those who encourage or facilitate criminal behaviour through poor licensing practices. This Plan sets out a range of actions to be taken by the Commissioner, the police and others to reduce the volume and impact of alcohol-related crime.

The Plan sets a clear expectation that we have a proactive and tough response to alcohol-related offences and anti-social behaviour fuelled by alcohol by both the police and licensing authorities. Licensing processes and laws must be used effectively and promptly to tackle problem premises and areas. Alongside this we will be taking steps to raise awareness and improve education about alcohol-related harm. We want to work collaboratively with partners to build upon existing best practice, as well as supporting new initiatives.

The Plan challenges alcohol retailers and publicans to work with us to help address some of the problems in our area. The Commissioner has already begun to work with retailers and we will be looking to work with a wider range of businesses, including licensees and manufacturers to deliver against this priority.

Alcohol-related crime is not confined to the Night Time Economy (NTE); it affects all parts of the community. Alcohol is highlighted frequently as a problem in families where there is domestic abuse and an estimated 38% of domestic violence offences recorded are alcohol-related. We are also seeing a rising trend in violence in other settings. We need to address alcohol-related crime in all its forms if we are to make progress against this priority. This Plan contains a range of actions to ensure that we build a clearer and more sophisticated understanding of alcohol-related crime across urban, coastal and rural settings and its impact on our communities, in particular to better understand the picture of violence in non NTE areas and its causes. We will be seeking to work closely with academics and the research community, as well as with the police and our partners to deliver this enhanced picture over the lifetime of this Plan.

The Commissioner and the Chief Constable share a growing concern about the impact of 'pre-loading' on alcohol-related crime and on the management of the NTE in our area. The arrival of large numbers of intoxicated drinkers into the NTE at a fairly late hour is placing a significant strain on policing and on others involved in the management of the NTE. While we need to do more to understand both the scale and impact of pre-loading, recent studies indicate that levels of violence and sexual assaults increase when pre-

loading occurs. In addition, people who preload are making themselves increasingly vulnerable to becoming a victim of crime. Under this Plan we will be taking a series of steps on pre-loading, including work to better understand the growing threat posed by pre-loading, actions to help support the NTE in managing the impact of pre-loading and initiatives to improve education and awareness. We will be looking to work closely with a wide range of partners, including retailers and licensees, to drive forward progress on pre-loading.

The issues surrounding alcohol-related crime are complex and we need to work closely with our partners to ensure that high quality and effective support systems are in place to support victims. We must also help those who offend due to a dependence on alcohol to access treatment services. There are significant challenges involved in achieving this, particularly in light of budget reductions across the public sector but we must work closely with partners to boost confidence and protect key services including a greater focus on preventative intervention. The actions and activities set out in this Plan are focused on achieving these aims and include a clear financial commitment through the commissioning of support services via Community Safety Partnerships, as well as direct funding of Sexual Assault Referral Centres and Youth Offending Teams. The Commissioner is keen to support action by businesses, communities and the third sector to help tackle alcohol-related crime and 40% of the PCC's Small Grants Scheme funding for 2014 will be ring-fenced for projects which have a focus on tackling alcohol-related crime and harm.

Good work is already being carried out within the peninsula by the police, community safety partners, voluntary organisations and others but a further action needs to be taken. We must all work together if we are to reduce the harm that alcohol-related crime has on our society. We need to ensure that we have a good collective understanding of the issues, that we identify and champion good practice, and that we deploy the right solutions across our urban, coastal and rural areas. We must also ensure that we work effectively to share information and resources, and avoid duplication. The Commissioner wants to work with partners through this Plan to help them deliver their own alcohol strategies and to add value to their work. In particular, we will be working closely with colleagues from health and the local Health and Wellbeing Boards – to reflect our complementary agendas and to drive forward progress on our common goals.

The Commissioner will:

- Champion a more responsible approach to the sale and consumption of alcohol across the peninsula and seek a shift in cultural attitudes towards crime and antisocial behavior that is fuelled by excessive drinking.
- Campaign for a more responsible approach from retailers to help reduce the harm and crime caused by alcohol.
- Advocate a more responsible approach from all licensees where harm is minimised and tolerance for unacceptable behaviour is low.
- Raise awareness and improve education about the harm caused by alcohol, in particular to raise awareness amongst young people and parents.

- Support community safety work on alcohol through commissioning funds and through the PPC Small Grants Scheme.
- Highlight and promote best practice in tackling alcohol-related crime and ASB.
- Work with the Chief Constable and partners to protect our communities, in particular vulnerable people, from alcohol-related crime and to identify and address service gaps and issues.
- Lobby the area's eighteen Members of Parliament and government directly, and work with the media to support partnership alcohol strategies.

The Commissioner expects the Chief Constable to:

- Reduce alcohol-related crime, working across urban, coastal and rural settings.
- Work with partners to reduce alcohol-related violence and alcohol-related abuse in the home.
- Maintain effective policing operations by deploying the full range of police powers effectively to pursue drink drivers and to deter drink-driving.
- Effectively target locations in which alcohol-related crime and anti-social behavior repeatedly occur.
- Make good use of licensing mechanisms to manage problem premises and if needed to seek their closure.
- Deploy the full range of police powers available to them to address alcohol-related crime and disorder problems.
- Work with the Commissioner and others to raise awareness and improve education on alcohol-related crime and harm.

The Commissioner will work with partners to:

- Make alcohol a major focus of local Health and Wellbeing Boards in the coming years.
- Protect and enhance key recovery and support services through better integration, and to improve the availability and outcomes of alcohol treatment arrangements.
- Secure effective management of their NTE areas to reduce harm and boost community safety.
- Effectively deploy the range of legal measures that are available to them to address alcohol-related crime and disorder problems, such as Fixed Penalty Notices and Dispersal Notices.
- Ensure that licensing processes are robust and that police concerns are fully considered.
- Support them in examining new ways to address alcohol issues in their licensing areas; including the use of restricted hours, late-night levies and tighter licensing controls.
- Encourage a proactive approach to licensing enforcement, including the use of test purchasing.
- Enhance the local data picture on alcohol-related crime and other impacts of problem alcohol use on our communities.

Priority 3: To make every penny count in protecting policing for the long term. We need to drive further efficiency, work to secure more central funding and actively explore all avenues to deliver the significant savings we require from 2017/18 to sustain our services.

“I will take significant steps to ensure policing is financially sustainable in the long term and to remove our reliance on reserves to fund annual running costs by 2017/18. I will work with the Chief Constable to drive for further efficiency and to actively explore all avenues to deliver the savings we require. We will look to collaborate with local partners, the Dorset policing area and more widely to deliver greater efficiency, and will explore the extent to which the private sector could help us to reduce costs. I will also explore ways in which we can increase the income received from central government and the potential to secure funding from other sources to boost funds for local policing and help us maintain and improve services for our communities.”

Policing is expensive and resource intensive. Our policing area of Devon and Cornwall and the Isles of Scilly is the largest in the country and covers a landmass equal to Warwickshire, Wiltshire and West Mercia combined. This large geographical size, the annual summer influx of over ten million tourists, and the rural, coastal and urban mix of our communities all place particular pressures on us and have an impact on the costs of running the police service.

In 2014/15 the Commissioner received £284m to fund policing and community safety work across Devon and Cornwall and the Isles of Scilly. Around two thirds of which comes from central government with a further third coming from local taxation via Council Tax. A further £6m of funding is provided via locally generated income.

The overriding majority of these funds will be spent directly on Devon and Cornwall Police with around 80% accounted for by staff costs (including officers). Devon and Cornwall Police employ over 5500 officers and staff, with an annual bill for pay and associated costs of approximately £229m. Other major costs derive from the need for complex and large scale ICT systems and an extensive estate. We have over 140 buildings including sixty police stations across the peninsula, including premises with specific needs in terms of size, security and facilities (such as custody suites). The expected costs of the Commissioner’s Office for 2014-15 are approximately £1.8m.

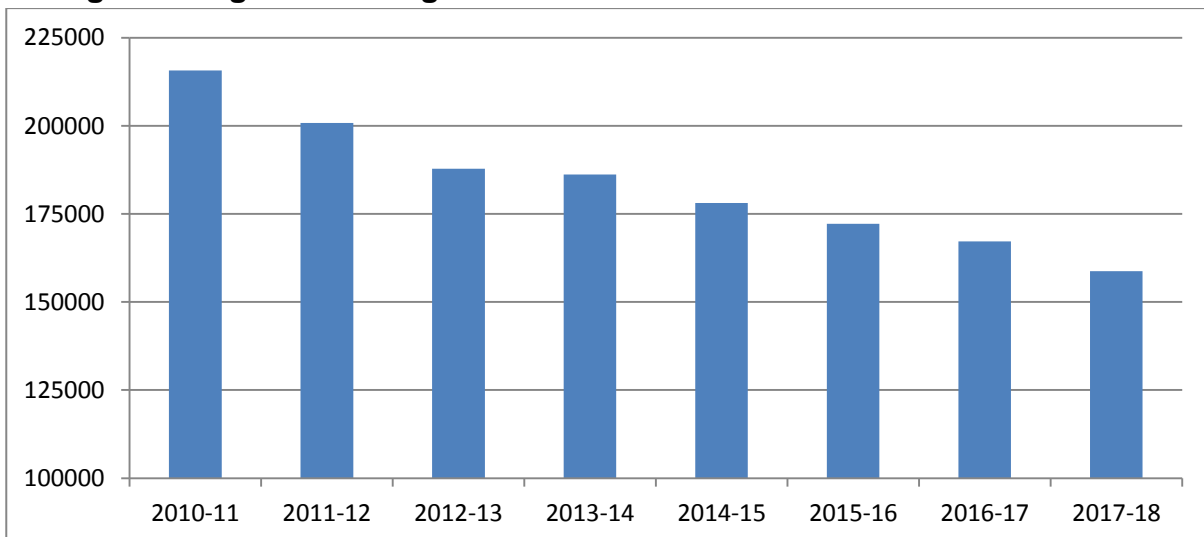
Like most public services, policing budgets are being continually squeezed and we face significant financial challenges. Efficiency, economy and value for money are not new concepts in the public sector. Public money must be used wisely and important checks and balances have been in place for many years to ensure that this is the case and to drive down costs. However, the financial pressures placed on all public services over

recent years have been intense, and the funding landscape for policing over the coming years is likely to remain extremely challenging. Over £40m of cost savings have already been achieved within Devon and Cornwall Police since 2011 but further action is required due to continued austerity. Given that over 80% of police budgets are spent on operational policing, the frontline is becoming increasingly vulnerable and we need to look innovatively at how we can make the best use of our resources. Specific actions will be taken under this Plan to make sure that we take all possible steps to realise the benefits offered from efficiency measures and collaboration. We need to seize all opportunities to boost productivity, in particular through addressing issues such as sickness absence, and by maximising the potential offered by e-services and technology to free up police time and resources. Where savings are identified we will work closely with the police to ensure we realise those benefits and convert them into real cash savings to reduce our cost base.

In December 2013 the Government announced further cuts to Home Office budgets for the next two years of around 1.5% each year which is likely to mean a further cut in our central government grant next year; this trend is expected to continue well into the next Parliament. Our area is already served poorly by the national policing grant – receiving £10 per head of population less than the national grant average and with no additional funds to reflect the impact on policing caused by over 10 million tourists visiting the area each summer.

In addition, the Government has begun to divert significant funds away from local policing towards wider initiatives such as the new College of Policing and to fund expansion of the Independent Police Complaints Commission. Both are important developments and require investment but these further reductions in funds for local policing will hit hard.

Falling central government grants for Devon and Cornwall and the Isles of Scilly



Whilst significant progress has been made over recent years to reduce costs by £40m, further action is needed. Based on projected budget cuts from the Government, it is estimated that we will need to find additional savings from 2017/18. We need to think radically about how we can deliver these savings. It is a priority within this Plan to face

those challenges head-on, and the Commissioner and the Chief Constable will work jointly throughout 2014 to develop a Financial Roadmap to reduce annual costs by around £12m per annum by 2017/2018. We need a new approach and new ideas and maintain service to the public whilst delivering cost reductions and efficiency savings. We need to examine key services, find new ways to work with partners so we can reduce our respective costs, become leaner and identify new ways to boost our income.

Through this Financial Roadmap we will explore the scope for savings through greater collaboration with other police forces and via partnership working with local agencies and other public sector bodies, including the emergency services. The greater integration of services and the potential pooling of commissioning budgets are just some of the areas where closer working could help deliver real financial savings for all parties and ensure that we can protect and improve services in spite of reducing budgets. We will also be assessing, as part of this work, the potential for cost savings through outsourcing and by re-examining our needs for the police estate to identify further ways to reduce building costs and to free-up capital.

As well as examining ways to increase efficiency and reduce costs, the Financial Roadmap will look at how we can boost our income. This includes the scope to secure funding from new sources such as European funding streams and central Government Innovation Funds. Another area for examination is the amount of income received for services provided by the police. Police income in our area is forecast to be £6m for 2014/15 and we need to explore how we can improve this picture. Under this Plan we will be examining the current range of services that are charged for by the police and to assess the scope for expansion and the appropriateness of any fee changes. We will also be looking at wider opportunities to boost funding to support local policing, including the use of sponsorship and endowments.

As we strive to meet these long-term challenges all options will be considered and inevitably we will face some tough choices. We will be looking to work closely with partner agencies, individuals, communities and the voluntary sector to understand their views on these issues, and to identify areas where we can work together to maximise our collective resources.

The Financial Roadmap is a significant piece of work but it is not the only action that is being taken under this Plan to support our long-term financial future. Important work is already underway to explore the scope for a possible Strategic Alliance between the police forces of Devon and Cornwall and Dorset. This work is exploring the potential opportunities and benefits in terms of policing services and cost savings that could come from working more closely with Dorset. This is a historic development and has the potential to deliver important financial and operational benefits. For example, by aligning functions, training and processes under a combined leadership and management structure. The Commissioner and the Chief Constable will make a decision on the extent of any Strategic Alliance later in 2014.

Alongside this, the Commissioner will continue to lobby at the national level to ensure that our area receives a fairer share of national funding in future years and to secure a greater proportion of money seized from criminals so we can invest it in local policing.

The Commissioner will:

- Work with the Chief Constable over the next 9 months to develop a vision for how we will deliver a balanced budget by the end of 2017/18 with around £12m of additional annual savings.
- Publish a Financial Roadmap in December 2014 to provide a clear direction for future years which will remove the structural deficit from 2017/18.
- Provide financial support (through the use of reserves) to make necessary investments that are required to help us deliver that balanced budget from 2017/18.
- Actively explore the scope for collaboration with Dorset Police through a potential Strategic Alliance.
- Carry out a strategic review of the following issues to inform that Financial Roadmap
 - Examining the scope for efficiency savings and making rapid progress through collaboration and partnerships.
 - Considering private sector options for service delivery in those areas where change is required.
 - Assessing options for increasing the revenue received by the Force for services.
 - Reviewing the police estate to identify opportunities for shared estates with partners, as well as the scope for asset sale and cost minimisation.
 - Scoping the potential for further cost savings from improved productivity, greater efficiency in business, operational support functions and all other non-pay costs.
- Lobby our national government to deliver a better police funding settlement for Devon and Cornwall and the Isles of Scilly.
- Bid for funds from the Home Office's Police Innovation Fund to support collaboration, partnership working and innovative policing in our area.
- Campaign for a greater share of Proceeds of Crime Act funds to be allocated to police rather than be retained by central government.
- Support our economy by working with the Chief Constable to explore ways in which we can get our highways reopened more quickly following road accidents – including through investment in technology and equipment.
- Ensure value for money in the operation of the Commissioner's office and look to make efficiency savings wherever possible.

The Commissioner expects the Chief Constable to:

- Work closely with him and the Chief Constable and Police and Crime Commissioner of Dorset to scope the potential for a Strategic Alliance between our two Forces.
- Work with him to develop our vision for the Financial Roadmap through a joint project to actively explore all options for collaboration, income enhancement and efficiency savings.
- Deliver the efficiency savings already identified, and drive forward the Force's existing change programme to ensure we can realise maximum benefit.
- Work to make policing more efficient across our area.
- Deliver clear and measurable improvements in productivity by reducing sickness absence, reducing bureaucracy and improving the effective use of IT.

The Commissioner will work with partners to:

- Bring forward new ideas and proposals, and help to identify areas where collaboration or new service approaches might deliver savings or generate income. For example, with the Voluntary and Community sector.
- Understand their requirements for policing to help inform our vision for the Financial Roadmap.

Priority 4: To promote an effective Criminal Justice System for our area, delivering a high quality service for victims, witnesses and society.

“I am determined to play an active role in ensuring that the criminal justice agencies work more effectively together to improve the overall service to the public. All of us that are involved in the administration of the system – from the courts, to prosecutors, to the police and probation - must make sure that the voices of victims and witnesses are heard and listened to throughout the system and that we provide swift and joined-up processes. We need a system that effectively brings offenders to justice and supports the successful prosecution of offences. We also need a system that is able to rehabilitate offenders so that we can reduce levels of reoffending and make our communities safer over time. As we prepare for major national changes to rehabilitation and victims services, it is more important than ever that we take a system-wide approach to ensure that essential services are protected and enhanced. I will be working hard with colleagues across the Criminal Justice System to ensure we provide an effective service that meets the needs of victims, witnesses and our society overall.”

The Criminal Justice System (CJS) is a complex network of agencies – which includes the Crown Prosecution Service, the courts, probation and the police- all of whom have distinctive (but interlocking) roles. It is essential that all parts of the Criminal Justice System function well and that all of the key agencies work together in an efficient and effective way. The system needs to work in a holistic way, with a focus on quality outcomes that support the victim at all times. The CJS is in the midst of significant change. In particular, probation and rehabilitation services are being transformed by Government to cut cost and introduce more competitiveness into the service. Victims Services too are being reformed and responsibility for delivery of those services is being handed to Police and Crime Commissioners. This Plan recognises the significance of these developments and contains a series of actions to prepare for these changes. To manage risks and to try to ensure that victims, witnesses and society receive high quality services.

The Commissioner has a statutory duty to work with criminal justice bodies to provide an efficient and effective CJS for the police area and has a powerful voice - both locally and nationally. However, he does not control all of the levers that will help to deliver the actions set out in the Plan for this priority. Where progress is dependent on action by others the Commissioner will work with them to make the case for action, to praise progress, contribute ideas and resources, challenge under-performance, and will work to ensure that the views and interests of our communities are understood and addressed.

First and foremost we need a system that effectively brings offenders to justice through an

appropriate range of mechanisms for dealing with offences – including the use of court action, out of court disposals, asset recovery and victim-focused restorative justice. This Plan sets out a range of actions that will be taken by the Commissioner, the police and our partner agencies, which are focused on improving the efficiency of the existing CJS and on improving the services provided in particular to victims and witnesses.

Historically the Criminal Justice System has been slow in responding to the needs of victims and practitioners. Significant efforts have been made over recent years, in particular through the Local Criminal Justice Board (LCCLB) to make real improvements and some good progress has been made. Aided by closer working through the LCJB, we have started to see progress in terms of how technology is being used to boost productivity and to provide additional support services and choice to victims and witnesses. However there remains more to be done. The current LCJB Improvement Plan sets out a range of actions to address current barriers that stand in the way of improving the service received by the victims and public. This is a good basis to move forward and we will work with our partners on the LCJB as part of this Plan to make progress on efficiency, effectiveness and quality.

We must make sure that the needs of victims and witnesses, in particular the often complex needs of vulnerable people and those from diverse communities, are properly understood and that we provide high quality, accessible services to meet their needs. This consideration must run through the heart of the CJS – with services, outcomes and interventions developed in a way that is sympathetic to the needs of victims and witnesses at all stages. Shortcomings in the current system are widely acknowledged and are the main driver behind the development of the new national Victims Code that was launched in December 2013 and which is now being implemented locally. The Code introduces new entitlements to a wider range of victims. Those who are vulnerable or intimidated will receive enhanced services throughout their journey through the CJS. Victim Personal Statements will also give victims an enhanced voice in criminal proceedings. The service provided to victims is a key focus for the work of the Commissioner and the Chief Constable and a specific priority (priority 5) has been included within this Plan setting out a range of actions that will be taken to improve the services provided to victims.

The Commissioner has recently been given responsibility for commissioning a range of restorative justice solutions which will be offered to victims of crime. This is a new area of work for the Commissioner and we will work with victims and partner agencies as part of this Plan to inform this commissioning process and to put these services in place. Restorative justice is a broad concept. Services may provide an opportunity for victims to tell the offender how they feel about the crime and to seek answers from the offender to help them understand why the crime occurred. They may also include more practical steps. For example, through the offender repairing property that was damaged as a result of their offence. Restorative justice services will not be appropriate in all instances and not all victims will wish to access these services but they are important and will provide

another option for victims to help them come to terms with what happened and to move forward.

While witnesses and victims must be at the heart of the CJS we must also ensure that the needs and interests of offenders are appropriately understood and addressed in order to prevent further offending. This is particularly important in the context of mental health. Service delivery has not kept up with the often complex needs of people with mental illness and this often places sufferers in unacceptable situations and puts further demand on services that are not appropriately skilled or resourced to cope with these challenges. We must all do more to ensure that people with mental health issues do not enter the CJS unnecessarily due to lack of available facilities in local authorities. We must also take steps to ensure that they do not become victims of crime. It is vital that local authorities and health services step up and meet their obligations to these vulnerable people. It is also essential that those working within the CJS receive proper training and support so that they understand the needs of people suffering from mental health issues and can treat them appropriately. Through this Plan, we will work to ensure that these issues are addressed more effectively going forward and the Commissioner will lobby nationally and at the local level to ensure that appropriate support is put in place.

The most significant challenge facing the CJS at this time is the upcoming reforms to probation and rehabilitation services, which will come into effect later in 2014. The Government has decided to open up these services to a more diverse range of service providers in an attempt to achieve efficiencies, encourage innovation and better protect the public. This major change programme carries uncertainty as new markets are developed and existing structures make way for the new National Probation Service and new Community Rehabilitation Companies. The new arrangements will have a direct impact upon the continuing safety of the public in our area. The changes are likely to take time to bed-in and it is essential that all parties within the CJS, including the Commissioner, play a full part in helping to ensure these significant changes are managed effectively and risks are managed well. Through this Plan we will work closely with partners to ensure that the arrangements being put in place for our area meet local needs and that risks from this significant change are understood and effectively managed. We will scrutinise the performance of the new Community Rehabilitation Companies and will raise issues and concerns about performance with the Ministry of Justice where appropriate.

Effective steps to reduce the risk of reoffending are essential and the Commissioner will continue, as part of this Plan, to support a range of actions and activities. This includes the commissioning of services via the Community Safety Partnerships, direct funding for Youth Offending Teams and the provision of small sums of money through the PCC's Small Grants Scheme.

It also includes a series of other measures to ensure that offenders are brought to justice and to make sure that crime doesn't pay. Too often criminals benefit from their ill-gotten gains despite being found guilty of major crimes. The police and other criminal justice

partners possess powers to confiscate assets gained through criminal means and these powers should be used in all appropriate cases. In addition we need to seek improvements to the existing legislation on seizures and on the enforcement of confiscation orders. The Commissioner will lobby nationally to deliver important improvements to the existing legislative framework.

The Commissioner is keen to explore ways in which we can divert young people away from crime. A criminal record can have a devastating impact on someone's career prospects and for young people in particular, it can greatly limit their training and employment opportunities and threaten the right start in life. This in turn can lead them into future offences – creating a vicious circle. When a young person commits an offence, a swift and strong intervention of corrective action is needed. However, where appropriate, there may be real benefits for a first offence being dealt with through a non-custodial sentence. For example, through the use of an agreed community resolution – where the victim agrees and work will be carried out.

The Commissioner will:

- Influence and shape the upcoming reforms to rehabilitation services to ensure they reflect local needs and strengthen efforts to keep our area safe.
- Discharge his responsibility to ensure an efficient and effective Criminal Justice System by working with partners to deliver the Local Criminal Justice Board Action Plan.
- Improve the options available to victims on how offences are dealt with through commissioning a range of restorative justice solutions.
- Advocate the importance of a victim focused Criminal Justice System which delivers high quality services for victims and society, according to need, and to champion the interests of all victims and witnesses.
- Campaign for greater action by partners on mental health to prevent people entering the criminal justice system unnecessarily and to ensure that the needs of people with mental health issues are well understood within the criminal justice system.
- Explore how electronic tagging could help us to manage prolific offenders in our area.
- Closely scrutinise the use of out of court disposals to make sure they are used appropriately.
- Support efforts to prevent reoffending by young people, by encouraging the appropriate use of non court actions and mechanisms like community resolution for first time offenders.

The Commissioner expects the Chief Constable to:

- Work with other agencies to support delivery of an effective Criminal Justice System for our area.
- Ensure that police documentation and inputs into the wider Criminal Justice System are of a consistently high quality and to work with the Crown Prosecution Service to identify and address any process issues.

- Make use of new national data on the outcome of investigations to better understand where there are barriers and blockages, which might prevent the Force achieving successful outcomes for an investigation, and to make improvement as appropriate to address them.
- Vigorously pursue the assets of serious and organised offenders who fund their lifestyles through crime.
- Target those who jeopardise the safety of others through serious driving offences through asset seizure processes, where appropriate.
- Maximise opportunities to divert young people from career criminality through appropriate use of restorative justice outcomes.

The Commissioner will work with partners to:

- Ensure that the rehabilitation service contracts being put in place in 2014 reflect local needs, and transition does not adversely impact services and affect reoffending.
- Support the development of innovative approaches for restorative justice services.
- Encourage them to provide the required support for people suffering from mental health issues to avoid them entering the police environment unnecessarily.
- Join the national campaign for a greater level of support for those suffering from mental health issues.

Priority 5: To deliver a high quality victim support service across our area.

“I will put victims of crime at the heart of my Plan and my work in Devon and Cornwall and the Isles of Scilly. I will champion the interests of victims and will work with the police and partners to deliver high quality services to all victims, and to ensure that we understand and meet the needs of victims. In particular that the services can respond to the complex and diverse needs of vulnerable victims in a timely and effective fashion, to provide the necessary care and help the recovery process.”

Being a victim of crime can be distressing and disturbing. Some crimes impact on the whole family and can have implications for friends and the wider community. It is vital that victims are treated with dignity and that the needs of the victim and their family are understood, and that the network of support services put in place is able to meet those needs.

The Commissioner has made a clear commitment to champion the interests of victims and that remains a central feature of this Plan. Through the actions set out in this Plan we will ensure that all victims, regardless of whether they have reported the crime, receive access to the support they need in order to help them cope and recover from the effects of crime.

We are at a watershed moment in terms of victims services, with the recent introduction of the new national Victims Code in December 2013 and the forthcoming transfer in April 2015 of responsibility to the Commissioner for the commissioning of most victim services across the peninsula¹.

The new national Victims Code is an important step forward. It recognises that there was a need to strengthen and enhance services for the victims of crime, place a duty upon all agencies within the CJS to provide services that deliver victims’ entitlements. The Code widens the scope of victim services and requires an enhanced level of service to be given to victims who are vulnerable, intimidated, persistently targeted or who are the victim of a serious crime. This enhanced service requires higher levels of support and care, and more frequent communication from criminal justice agencies. Victims also have the right to make a victim personal statement to the court and to be offered restorative justice services.

The Commissioner will work with the Chief Constable and criminal justice agencies through this Plan to drive forward local implementation of the Code and to ensure that the voices of victims are heard and understood. The potential for technology to provide an enhanced service for victims, through developments such as ‘Track My Crime’ or by allowing victims to participate in the criminal justice process in a more flexible manner, are significant and will be thoroughly explored under this Plan.

¹ Some victims services will continue to be commissioned nationally, from 2015, including rape support centres, a homicide service, services for victims of trafficking and a court based witness service.

We must ensure that timely information, support and care are provided to victims of crime. We must also work to ensure that support services must be flexible, sustainable and appropriate and must meet the diverse and often complex needs of victims. The Commissioner will continue to champion the interests of victims and will work to ensure that they receive high quality services.

Under this Plan the Commissioner will continue to provide funding for Sexual Assault Referral Centres and will take on important new roles in commissioning restorative justice and victims services for our area. Small amounts of funding will also be available through the PCC Small Grants Scheme to support projects

The shift to locally commissioned support services for victims from April 2015 offers us an opportunity to ensure that we get the right solutions in place to meet local needs. We have completed a Victims Needs Assessment (published on our website) following consultation with a wide range of victims and victim service providers. This has identified the wide number of existing groups and organisations who currently support the diverse needs of local victims. This support is often provided without formal recognition and in addition to their core functions. The Victims Needs Assessment highlighted that victims of sexual violence, domestic abuse and same-sex partner abuse must be encouraged to come forward to access the support and care they need to keep them safe, and to recover from their experience. This must be our primary concern before consideration is given as to whether a victim wants to report the crime to the police and support a prosecution. The Victims Needs Assessment also confirmed how important it is that we communicate clearly to victims the support that is available to them and the importance of providing help and support for victims with diverse and complex needs. As we prepare to commission victims services we will need to take full account of the findings from the Victims Needs Assessment.

The Commissioner will work closely with the Chief Constable, partner agencies, community groups and the third sector under this Plan to deliver an effective service for victims and to prepare for the transition in service provision from April 2015.

The Commissioner will:

- Champion victims' interests, nationally and locally.
- Commission a high quality, effective and improved service for all victims of crime which will be in place for April 2015 and monitor the performance of existing providers from April 2014.
- Drive forward implementation locally of the new National Victims Code.
- Fund wider services which provide support for victims through the commissioning process and directly through funding of Sexual Assault Referral Centres and the PCC Small Grants Scheme.
- Engage and respond to the views and needs of victims, working closely with support groups and partners to ensure the needs of victims from diverse communities and vulnerable victims are properly understood.

The Commissioner expects the Chief Constable to:

- Work with him to deliver an effective service for victims and to prepare for the transition in service provision from April 2015.
- Ensure that the needs and interests of victims are well understood within the Force.
- Treat victims with dignity and offer them appropriate support according to their need.
- Put in place arrangements to ensure that victim personal statements can be used within the Criminal Justice System in an effective and timely manner.
- Protect and keep safe vulnerable victims through integrated working arrangements with partners, including the use of co-location, as appropriate.

The Commissioner will work with partners to:

- Shape the future of victims' services in our area.
- Improve signposting and referral systems for existing and new services so we can make sure victims get the best possible service according to their need.
- Help protect vulnerable victims, through integrated working arrangements with partners, including co-location.

Priority 6: To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.

“I want to ensure that the public are able to play their part in making their neighbourhoods and communities safe. I will work with the Chief Constable to open up the police force and will encourage other criminal justice agencies to do the same. This is recognition that there is a valid role for members of the public in policing – to bring new skills and new perspectives and to help us to enhance our service.”

There are 1.7 million residents of the peninsula and community safety is the responsibility of every one of us. Individuals and communities have the potential to play a significant role in helping us to cut crime and to make our areas safer.

The Commissioner is determined to make a difference here and this Plan sets out a range of actions to support greater involvement by individuals and communities. We are not talking of an auxiliary force or a reserve but of a committed body of volunteers who would be willing to support the police, and it is hoped the wider Criminal Justice System. However, wider involvement in policing can help build confidence in the police. It can improve understanding of the work that they do and can also help to aid transparency and accountability.

The benefit to the police service of a good volunteer who is well supported in their role is a valuable asset. A conservative estimate suggests that volunteering benefited the Force to the tune of £100,000 last year. Volunteering, whilst undertaken willingly, does not mean it is ‘free’. The well-established Special Constabulary is an example. Specials give their time freely to the police service yet the cost of training, kit and equipment provided to them to carry out their excellent work comes at a financial cost. This is a sound investment and it is on this basis that the Commissioner believes that more can and should be done to encourage more into the wider policing family.

There is already a good base to build upon. In 2013, volunteers outside of the Special Constabulary donated in excess of 14,000 hours of their time across more than one hundred locations across Devon and Cornwall and the Isles of Scilly. This is a promising start but we can go much further. Volunteering can help us free up police resources where appropriate and allow us to tap into the wider skills and expertise that volunteers are able to bring to the table. For example, there may be scope to access highly specialised ICT skills to aid work to tackle cyber crime, to engage university students in work to boost crime prevention and safety on campus or to involve members of the local community in the review of CCTV footage to aid investigation of crimes.

If we are to make effective use of the untapped potential that we believe exists in our communities, then the police needs to be more open. Through this Plan the Commissioner expects the Chief Constable to seek out new opportunities for volunteers to support officers, staff and PCSOs in appropriate circumstances. A specific review of existing volunteering opportunities will be carried out and steps will be taken to ensure that there is a clear, robust strategy and that support systems and structures are in place.

The Commissioner is keen to champion the concept of '*Active Citizenry*', the belief that our communities are home to a myriad of skills and abilities that would greatly benefit society when targeted effectively. Organisations, not solely the police, should encourage the public to fulfil the potential that is offered through volunteering. The public should receive more assistance in working to improve their communities through clearer information, better support and genuine encouragement. We want to encourage members of the community to work together and propose ways in which they could support community safety initiatives themselves. When a group of people has a well-refined proposal, and with checks and balances in place, we will consider providing small establishing grants to get the wheels in motion to launch a project.

The Commissioner will:

- Champion and enable greater involvement by citizens and communities to support policing, and help keep their communities safe including ways to prevent crime occurring.
- Support the development of active citizenry schemes and community projects by working to remove unnecessary barriers and red tape.
- Provide seed-funding and support, when appropriate, to help initiatives get off the ground.
- Encourage businesses to work more closely with the police to help deter crime and apprehend offenders.
- Establish PCC Awards to recognise the most effective schemes and ideas.
- Explore how the police and partners can better support existing schemes.
- Ask the Chief Constable to review the scope and scale of volunteering in policing and examine:
 - The volume and range of volunteer roles and civic engagement opportunities.
 - The potential costs and benefits of more radical approaches to civic engagement and community involvement.
 - How we can make the most of volunteering.

The Commissioner expects the Chief Constable to:

- Think creatively about how to work with citizens and communities in policing, crime prevention and community safety and, in particular how they can help manage demand on the police in peak summer months.
- Deliver at least 150,000 hours of service per annum by Special Constables distributed across the Force area by the end of the Plan period.

- Review the current extent of public participation within policing and community safety, including the existing support infrastructure and work with the Commissioner, partners and volunteering organisations to build a strategy for:
 - Greater involvement of volunteers in policing, including a wider range of roles.
 - Identifying and pursuing opportunities to work with others to boost volunteering.
 - Improving engagement, support and infrastructure within Devon and Cornwall Police to ensure the long term sustainability of volunteering and satisfaction of volunteers.
 - Improving the diversity of the volunteer base.

The Commissioner will work with partners to:

- Engage them in work to review the relationship between policing, communities and citizens – to share experiences, ideas and best practice.
- Assist with the establishing of networks and promote opportunities for the public to participate in policing more effectively through guidance, support and advice.
- Support him in finding new ways to optimise volunteering and in helping with the review of existing activities.

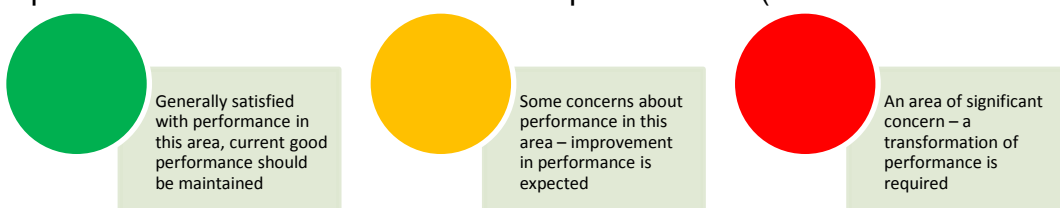
ANNEX 1: PERFORMANCE AND CRIME MEASURES

How we will measure success and hold the Chief Constable to account

There has been much debate nationally about the relative merits of targets in measuring the effectiveness of policing. Targets are an essential tool for performance measurement and improvement. However, targets require interpretation and often do not tell the whole story. In addition, if targets are used in the wrong way they can create perverse incentives and drive inappropriate behaviours. Therefore for this Plan the Commissioner's Office have engaged with the performance specialists in Devon and Cornwall Police to develop a more mature approach to performance measurement.

We will not be setting numerical targets such as a precise percentage crime reduction total in any area for the coming year. Experience shows us that this can sometimes create a culture in some quarters of driving to hit the precise measure. Rather than identifying a specific target to be achieved the performance and crime measures in this Plan set out a direction of travel – which will be the basis on which progress will be assessed.

1. There are a number of areas where the force is performing well. We want to ensure that this performance is maintained but see no requirement for additional resources, which could be channelled to a more demanding area (green in the tables below).
2. We have identified a number of specific performance issues where there is potential for performance to be improved over the next year. For example, victim satisfaction is an area where although force performance is currently in-line with the national picture, we believe that the force should aspire to deliver a better standard for the people of our area. For measures that fall within this attainment category the Commissioner will expect the Chief Constable to improve performance (orange in the tables below).
3. Finally there are some issues where force performance needs radical transformation. Violent crime is one such area. It is not acceptable that Devon and Cornwall and the Isles of Scilly currently has the seventh highest level of violent crime in the country. A key challenge is the lack of understanding of the drivers of violent crime in our area. Transforming performance in this area is likely to require an extensive delivery programme and we may not see the benefits of this work for some time. The Commissioner expects these issues to be addressed by an extensive and frequent multi-agency response, which will be monitored on an on-going basis and at critical milestones. For measures that fall within this attainment category, the Commissioner will require the Chief Constable to transform performance (red in the tables below).



Another significant change in approach for the Plan is the way in which we monitor the total crime figure. It is incorrect to equate the total level of crime directly with police performance. For example, drug offences can be almost directly associated with the amount of activity the police commit to uncovering drug crimes such as possession. In other areas, we wish to encourage greater reporting of crime. This is particularly true for domestic abuse and hate crime. We will therefore be removing some crime types from our primary measure of total crime to encourage increased reporting and ensuring that the police are not discouraged from proactively tackling certain crime types.

Shoplifting is a high volume crime within Devon and Cornwall and across the country. To significantly reduce the level of this crime, large retailers must take more responsibility to protect their stores through the use of security staff, CCTV and intelligent store placement of at-risk items. Major retailers that take these steps significantly reduce the number of crimes. Smaller retailers can also take some steps to reduce their vulnerability to shoplifting but often don't have the same opportunity to secure their stores. Following discussion with the Chief Constable, we have agreed that the police will have particular focus in supporting smaller retailers that are subject to theft. This is in-line with the principal used elsewhere in this plan to support vulnerable victims. We will develop means of measuring this during the next few months.

There are a number of measures where further work is required in order to develop the measure. These measures will be developed over the year and the attainment level will be determined once a reliable baseline is established. The overall performance framework will be reviewed at regular intervals to ensure that it is supporting effective performance scrutiny in the priority areas of the Police and Crime Plan.

Alongside developing a new performance framework, the Commissioner has also reviewed the processes that are used to hold the Chief Constable to account. The Commissioner will use the new performance framework to ensure that his understanding of the issues driving force performance are better understood and communicated.

Priority 1: To make our area a safer place to live, work and visit – reducing the likelihood that people will become victims of crime.

This priority area is one where we have paid particular attention to the national debate about the reliability of crime data. Reflecting on this debate we have decided to focus this headline measures on two different aspects of crime. Firstly there are the areas of criminality where the Commissioner expects the Chief Constable to continue to deliver reductions. These are offences such as burglary, vehicle crime, violence, criminal damage, theft and shoplifting. The second main area of focus is on those potentially high risk areas of crime where the evidence suggests that victims are sometimes reluctant to come forward. These include domestic abuse, sexual offences and hate crimes. In relation to this second area of crime, the Commissioner is asking the Chief Constable to work

effectively with our partners to increase victims confidence to come forward and report these offences. Furthermore, in response to increasing expressions of concern from the public, I will work with the Chief Constable to develop a measure of how effectively the roads are policed.

In addition to measures of criminality we have also focused on two key enablers of service delivery; the ability of victims and the public to contact the police to report an incident, and the Commissioner’s commitment to maintaining officer numbers.

Headline Measure	Attainment	Secondary measure	Attainment
Victim based crime (excluding domestic and sexual abuse and hate crime)	Improvement in performance is expected	Total number of recorded crimes per 1000 population	Subject to performance in victim based crime, domestic abuse, sexual abuse and hate crime.
		Victim-based crime specific to rural areas	Current good performance should be maintained
		Victim-based crime specific to urban areas	Current good performance should be maintained
		Number of recorded domestic burglary offences per 1000 households	Current good performance should be maintained
Number of recorded domestic abuse crimes and non-crime incidents	Increased public confidence to report	Numbers of recorded repeat victims of domestic abuse as proportion of all recorded domestic abuse	Subject to baseline
		Measure of how effective the DASSP process is at identifying, managing and bringing to justice the most serious DA offenders	Subject to baseline
		Victim satisfaction with support and outcome	Subject to baseline
Number of recorded sexual offences	Increased public confidence to report	Victim satisfaction with support and outcome	Subject to baseline
Number of recorded hate crimes	Increased public confidence to report		
%age of 101 callers satisfied with the overall service	Current good performance should be maintained	%age of 999 calls answered in target	Current good performance should be maintained
		%age of abandoned non-urgent FEC calls	Transformation of performance is required
Police officer establishment (above 3000)	Minimum 3,000 officers required	Proportion of workforce allocated to operational frontline duties	Current good performance should be maintained

Priority 2: To reduce the crime and harm caused by the misuse of alcohol.

The evidence is clear that alcohol plays a role in creating offending. It can often make people more vulnerable to becoming a victim. It is a particularly prominent feature of the violent crime landscape in our area with crime records indicating that at least 37% of violent offences are alcohol-related. Our understanding of this area of criminality has been hampered by a lack of reliable data. For this reason, the Commissioner has asked the Chief Constable to focus on two key performance areas: the rate of recorded violent crime and the rate of alcohol-related violent crime. The Commissioner will also be asking for an independent review of the reliability of the alcohol-related violent crime measure in order to ensure that it is being consistently applied.

Headline Measure	Attainment	Secondary measure	Attainment
Number of recorded violence against the person (excluding domestic abuse) offences per 1000 population	Transformation of performance is required	Number of recorded alcohol-related violent crime offences per 1000 population (excluding domestic abuse)	Transformation of performance is required

Priority 3: To make every penny count in protecting policing for the long term. We need to drive for further efficiency, work to secure more central funding and actively explore all avenues to deliver the significant savings we require from 2017/18 to sustain our services.

In the challenging financial climate it is essential that we ensure we are taking all necessary steps to deliver efficiency. We have developed a package of performance measures to better understand and track the progress that is being made. With respect to the savings delivered through collaboration with other police forces or partner agencies, the Commissioner is seeking a transformation of performance. This reflects the scale of the financial challenge we face and reiterates the important of ensuring that we are able to realise the benefits of efficiency measures and convert them into cash savings.

Headline Measure	Attainment	Secondary measure	Attainment
Cost per 1000 population	Current good performance should be maintained	Average number of working days lost through sickness	Current good performance should be maintained
Cost savings achieved through collaboration	Transformation of performance is required		

Priority 4: To promote an effective Criminal Justice System for our area, delivering a high quality service for victims, witnesses and society.

The public confidence measure provided by the Crime Survey for England & Wales (CSEW) is a nationally recognised and reliable measure of overall confidence in the Criminal Justice System. Performance in our area is good for this measure and has improved in the last performance year. The Commissioner is asking the Chief Constable to continue to focus on this important measure of public perception and to continue to deliver current good performance.

We are at the very beginning of an exciting time in policing with the introduction of a new national outcomes framework that will give greater clarity to the reasons for offences failing to achieve a positive outcome. This will allow us to more effectively identify and address problems. This new framework comes into effect at the beginning of April 2014, but it will take time for the process to bed-in, and for reliable data to be available.

The new framework will focus on ensuring that the right outcome is achieved for each offence. We will also work with the Chief Constable to develop a measure of case outcome timeliness during the next year. Together these measures will help us to ensure that the right outcome is achieved for every victim without unnecessary delays.

Headline Measure	Attainment	Secondary measure	Attainment
Public confidence from the Crime Survey for England & Wales	Current good performance should be maintained	New outcomes framework measure(s)	Subject to baseline
		Case outcome timeliness measure	Subject to baseline

Priority 5: To deliver a high quality victim support service across our area.

All victims should have access to a high standard of service and support, and the Commissioner aspires to ensure that victims in our area are among the best served in the country. Victim satisfaction is an area where although force performance is currently in-line with the national picture, the Commissioner believes that we should aspire to deliver a better standard and so an improvement in performance is expected by the Chief Constable.

Headline Measure	Attainment	Secondary measure	Attainment
Victim satisfaction	Improvement in performance is expected	Satisfaction of victims of violent crime	Improvement in performance is expected
		Timelines of victim contacts and updates	Subject to baseline
		Complaints allegation rate per 1000 employees	Subject to baseline

Priority 6: To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.

The Commissioner expects the Chief Constable to work with him to increase community and citizen engagement in tackling crime and increasing community safety. There are already a number of opportunities including volunteers, special constables, neighbourhood and other watch coordinators and the Commissioner is asking the Chief Constable to increase the contribution from these existing roles and the number of hours worked. The Commissioner is also looking for reassurance that the citizens that give up their time to support the police are satisfied with their personal outcomes. In addition I am asking the Chief Constable to review the range of roles available for volunteers, increasing the number of hours worked.

Headline Measure	Attainment	Secondary measure	Attainment
Number of hours of service provided by special constables	150,000 hours +	Satisfaction of specials, volunteers and watch coordinators	Subject to baseline
Number of hours worked by volunteers	Subject to baseline		

ANNEX 2: FINANCIAL RESOURCES AND EXPENDITURE

The Commissioner has set a budget and expenditure programme in order to meet the requirements of this Police and Crime Plan whilst recognising the need to make substantial financial savings now and in the future.

The table below illustrates the budget requirement.

Budget Division	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
Previous budget requirement	284.1	280.9	279.8	283.0
Pay and prices inflation	3.3	3.4	3.4	3.4
Impact of police officer recruitments and retirements	-2.6	-2.2	-3.4	-3.2
National Insurance Changes			4.5	
Other cost pressures on the force	1.4	0.5	0.9	1.6
Small Grants Scheme	0.1			
Capital Financing	0.1	-0.1	-0.1	-0.1
Support for Collection of Council Tax	0.1			
OPCC Budget	0.2			
Policing Plan Priorities (now reflected in OPCC and Force Budgets)	-0.9	0.4	0.6	0.5
Total budget requirement before savings	285.8	282.9	285.7	285.2

The table below illustrates the budget deficit and savings requirements for 2014 to 2018.

Budget Division	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
Total budget requirement	285.8	282.9	285.7	285.2
Total funding(inc grants and council tax @ 2% precept increase)	284.4	280.0	276.1	271.3
Budget Deficit (-)- Surplus (+) Before new savings	-1.4	-2.9	-9.6	-13.9
Identified Savings				
Efficiency Savings	3.3	0.5	0.6	0.1
PCSO Planned Cost Reductions	1.0			
Police Staff Planned Cost Reductions	0.2	1.1	0.8	
Police Officer Planned Cost Reductions	0.4	1.5	0.8	0.2
Total identified savings	4.9	3.1	2.2	0.3
Unidentified Savings			0.5	5.1
Remaining Budget Deficit (-)/ Surplus (+)	3.5	0.2	-6.9	-8.5
Contributions to (-)/from (+) the Revenue Smoothing Fund	-3.5	0.2	6.9	8.5
Balance on Revenue Smoothing Fund	26.5	26.7	19.8	11.3

ANNEX 3: GLOSSARY

Best Bar None	A national Awards Scheme for all licensed premises recognising active partnerships between the licensed trade, local authorities and police
CCTV	Closed Circuit Television
Code of Ethics.	This Code, established by the College of Policing, is the highest-level declaration of the principles and standards of behaviour expected by the police service
Community Safety Partnerships	A partnership of ‘responsible authorities’, (police, local authorities, fire and rescue authorities, probation service and health) working together to tackle crime and anti-social behaviour
Criminal Justice System	The collective name for the police, prosecution, courts, prisons, youth justice services and probation. responsible for the process from an offence being committed through to an outcome reached
Dispersal Notice	A mechanism whereby a police officer and police community support officer has the power to instruct a group of people to leave an area
Financial Roadmap	A exercise to identify the areas of the organisation that have the potential to make further savings or increase income to support the efficiency requirements for 2016/17 and 2017/18
Fixed Penalty Notice`	A means of enforcing a low-level crimes,
Health & Wellbeing Boards	A forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities
Local Criminal Justice Board	The LCJB works to improve the criminal justice system in an area and brings together the Police, Crown Prosecution Service, Courts and Tribunals Service’ Her Majesty’s Prison Service’ Probation Trust and Youth Offending Services
Police and Crime Panel	A board of local authority councillors and independent members whose role it is to scrutinise

the actions and decisions of the Police and Crime Commissioner. In particular the Police and Crime Panel has the power to veto the proposed precept on the Council Tax and a proposed candidate for the position of Chief Constable

Proceeds of Crime Act	The legal framework enabling enforcement agencies such as the police to seize the assets of criminals. The proceeds are divided between HM Treasury, the enforcement agency, courts and the Crown Prosecution Service
Safeguarding	The duty on public bodies to work together to protect vulnerable people and keep them from harm
Sexual Assault Referral Centre	A facility providing welfare support to victims and specialising in the investigation of serious sexual assaults.
Strategic Alliance	An agreement between two or more forces to pursue a set of agreed objectives, while retaining separate identities.
Sexual Assault Referral Centre	A specialist medical and forensic service funded and run in partnership between the NHS, police and the voluntary sector providing victims of rape and serious sexual assault with medical care and counselling.
Strategic Policing Requirement	A framework against which local police Forces are required to provide resources to support national policing demands
PCC's Small Grant Scheme	Established in 2013, this fund provides financial support to and encouragement for community groups which work in their localities to help make people feel safer and reduce crime.
Track My Crime	A web-based facility allowing victims of crime to access the progress of the investigation of their crime (<i>not yet available in Devon and Cornwall</i>)
Youth Offending Team	YOTs work with young people that get into trouble with the law and help them stay away from crime.



PCC
Office of the Police
and Crime Commissioner
Devon and Cornwall



**Police and Crime Panel Meeting
17 October 2014
Report of the Police and Crime Commissioner**

POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT

1. Introduction

This report to the Police and Crime Panel presents an update on the performance measures set out in the Police and Crime Plan 2014-2017.

2. The Performance Framework

The Police and Crime Plan 2014-2017 adopted a bold, new approach to performance management. This new approach will allow the PCC, the public and the Police and Crime Panel to more effectively assess delivery against the objectives set out in Plan and enhance our understanding of the scope and scale of offending within our area. The new framework provides greater depth of detail of the performance landscape, with many more aspects of police service provision being monitored than was previously the case. It also shifts the focus of our performance scrutiny towards a more effective understanding of the drivers of performance and a more sophisticated understanding of performance. In addition we have removed the potential for conflicting messages which can arise – for example when requiring decreases in volume crime at the same time as increases in reporting by vulnerable victims.

The performance framework (as presented to the Panel at its meeting in June 2014) is attached for reference at Appendix 1 of this Report.

3. Performance against the measures set out in the Police and Crime Plan 2014-2017

At the Police and Crime Panel meeting in June 2014 the PCC set out his intention to present progress against the new performance measures to the Panel using slides prepared by the Chief Constable for the Performance and Accountability Board meetings, with additional commentary from the PCC. This Report takes that format and the PCC would welcome comments from the Panel on this approach.

The most recent performance data against the measures set out in the 2014- 2017 Police and Crime Plan is attached at Appendix 2 to this report. This Report was presented to the PCC at the Performance and Accountability Board on 24 September 2014.

The PCC would draw the attention of the Police and Crime Panel to the following matters.

a) Areas of improvement

The long-term trend in victim-based crime is down. Monthly comparisons show that it has remained below the 3 year average for the first 5 months of the current performance year.

Of particular note is good performance over the summer months of this year compared to previous years with an 11.3% reduction in victim-based crime for the 3 summer months June-August as compared to the same period last year

Key trends within victim-based crime include long term reductions in serious acquisitive crime and an emerging downward trend in shoplifting. Total crime (a secondary measure) is also showing a reduction of 3.5%.

b) Areas of Significant Challenge

Violence without injury remains a particular challenge and forms the focus of activity related to the Police & Crime Plan priority to reduce alcohol-related harm.

Trends in sexual abuse continue to rise as reported previously and again analysis of the factors driving these trends is to be provided by the Chief Constable.

c) Areas Requiring Better Understanding

A more complex picture is emerging in relation to domestic abuse with long term upward trends showing some signs of change. A detailed understanding of what is driving this trend is needed before we can be satisfied that this is the product of a reduction in victimisation.

The Chief Constable has committed to providing this analysis at the next Performance and Accountability Board meeting in November.

d) Areas where measures are still being developed

In a number of areas, work is continuing to develop the baseline data and reporting arrangements that are required to enable us to assess performance against the new framework. The need for this additional work was noted in the June 2014 report to the Police and Crime Panel.

4. Revisions to the format for the PCC's Performance and Accountability Board

The PCC's Performance and Accountability Board (PAB) is the formal mechanism at which the PCC holds the Chief Constable to account for the performance of the Force. The PAB meets bi-monthly in public in different locations across the peninsula. The Board also serves as the Strategic Delivery Board for the Priority 1 within the Police and Crime Plan - *Cutting crime, keeping Devon and Cornwall safe.*

Where an area of performance is assessed as requiring more thorough examination or poses a specific level of risk, a PAB 'deep dive' will be conducted. These occur in the intervening months between the public PAB meetings. These 'deep dives' allow for a more detailed level of analysis on issues and threats. The first of two of these deep dives focused on Safeguarding the Vulnerable and on the use of Out of Court Disposals. Key issues from the deep dive meetings will be fed back to the public at subsequent PAB meetings.

The operation of the bi-monthly public PAB meetings has recently undergone a transformation to encourage more meaningful engagement with the public. From September 2014 these meeting will include a direct focus on the concerns that the public have raised with the Police & Crime Commissioner. Each meeting a series of questions will be presented to the Chief Constable by the PCC on behalf of the public. These questions will be drawn from recently received correspondence and relate directly to police and crime priorities.

Despite adverse media coverage of this new approach in the September 2014 PAB meeting, the feedback received by the OPCC from the public about this new approach has been uniformly positive. In particular we have had messages of support from members of the public whose questions and concerns were raised with the Chief Constable at the September 2014 meeting under these new arrangements. We have also received expressions of interest from members of the public about contributing to future meetings.

We would welcome the support of the Panel members in developing this meeting format further and in seeking to represent the issues that most concern the public.

Contact for further information

Andrew White

Chief Executive

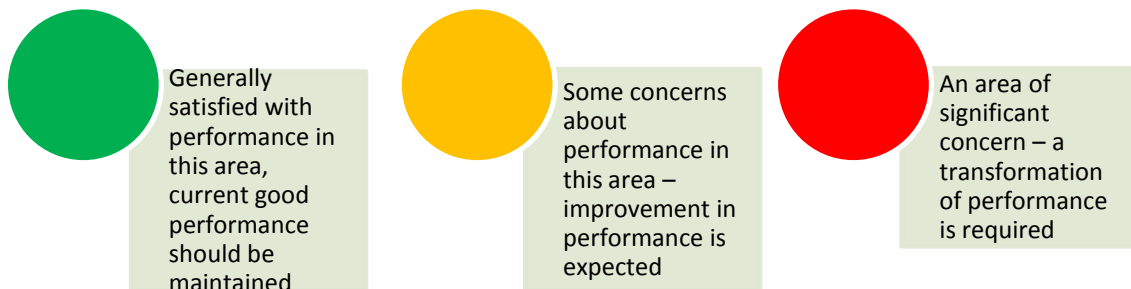
Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

Report prepared 1 October 2014

THE NEW PERFORMANCE MANAGEMENT FRAMEWORK FOR 2014-2017

The measures take a 3 tiered approach to provide a focused direction of travel as follows:



The revised approach has been risk assessed for reliability and validity. During this process it became clear that some measures require considerable further development in order to establish a valid baseline. In other areas we recognised as part of the risk assessment process that some of the measures lack robustness, as they do not properly distinguish those areas where we are actively seeking increased reporting, such as total crime per 1000 population. As a result of this the analysis the new performance framework adopts headline measures (those that are robust with available baseline information) and secondary measures (including those that require further development but which may become headline measures at a later point and those that are less robust).

OPCC PERFORMANCE FRAMEWORK

Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime	Victim based crime (excluding domestic and sexual abuse and hate crime)	Improvement in performance is expected*	Total number of recorded crimes per 1000 popn	
			Victim based crime specific to rural areas	Current good performance should be maintained
			Victim based crime specific to urban areas	Current good performance should be maintained
			Number of recorded domestic burglary offences per 1000 households	Current good performance should be maintained
	Number of recorded DA crimes and non-crime incidents		Numbers of recorded repeat victims of domestic abuse as proportion of all	Subject to baseline

			recorded DA	
			Measure of how effective the DASSP process is at identifying, managing and bringing to justice the most serious DA offenders	Subject to baseline
			Victim satisfaction with support and outcome	Subject to baseline
	Number of recorded sexual offences		Victim satisfaction with support and outcome	Subject to baseline
	Number of recorded hate crimes			
	%age of 101 callers satisfied with the overall service	Current good performance should be maintained	%age of 999 calls answered in target	Current good performance should be maintained
			%age of abandoned non-urgent FEC calls	Transformation of performance is required
	Police officer establishment (above 3000)	Minimum 3,000 officers required	Proportion of workforce allocated to operational frontline duties	Current good performance should be maintained
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To reduce the crime and harm caused by the misuse of alcohol	Number of recorded violence against the person (excluding DA) offences per 1000 popn	Transformation of performance is required	Number of recorded alcohol-related violent crime offences per 1000 popn (excluding DA)	Transformation of performance is required
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To make every penny count in protecting policing for the long term.	Cost /1000 population (VfM measure)	Current good performance should be maintained		
	Cost savings achieved through collaboration	Transformation of performance is required	Average number of working days lost through sickness	Current good performance should be maintained
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment

To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society	Public confidence from CSEW	Current good performance should be maintained	New outcomes framework measure(s)	To be developed
			Case outcome timeliness measure	Subject to baseline
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To deliver a high quality victim support service across our area.	Victim satisfaction	Improvement in performance is expected	Satisfaction of victims of violent crime	Improvement in performance is expected
			Timelines of victim contacts and updates	Subject to baseline
			Complaints allegation rate per 1000 employees	Subject to baseline
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.	Number of hours of service provided by special constables	Minimum of 150,000 hours required	Satisfaction of specials, volunteers and watch co-ordinators	Subject to baseline
	Number of /hours worked by volunteers	Transformation of performance is required		



Devon & Cornwall Police
Building safer communities together

Chief Constables Performance Report

September 2014

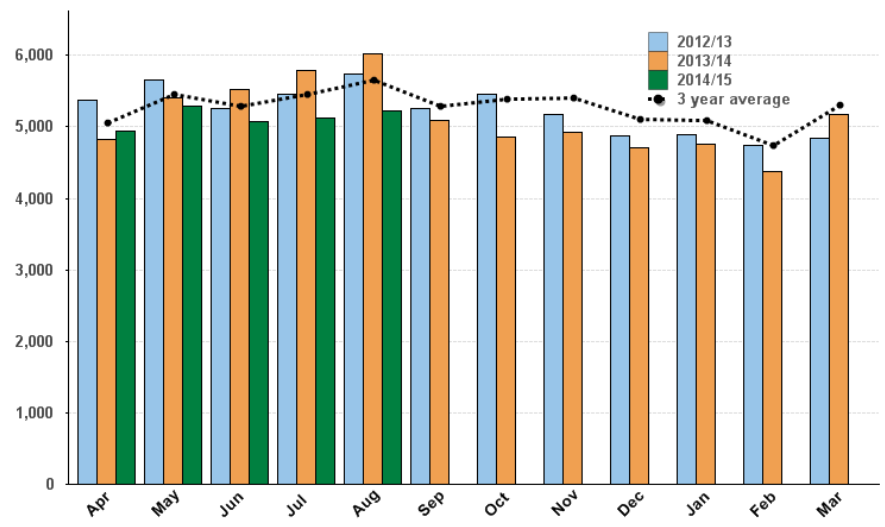
Victim Based Crime

- Homicide
- Violence with/without injury
- Robbery
- Burglary dwelling/non-dwelling
- Vehicle offences
- Shoplifting
- Other theft
- Criminal damage
- (All excluding domestic abuse or hate crime)

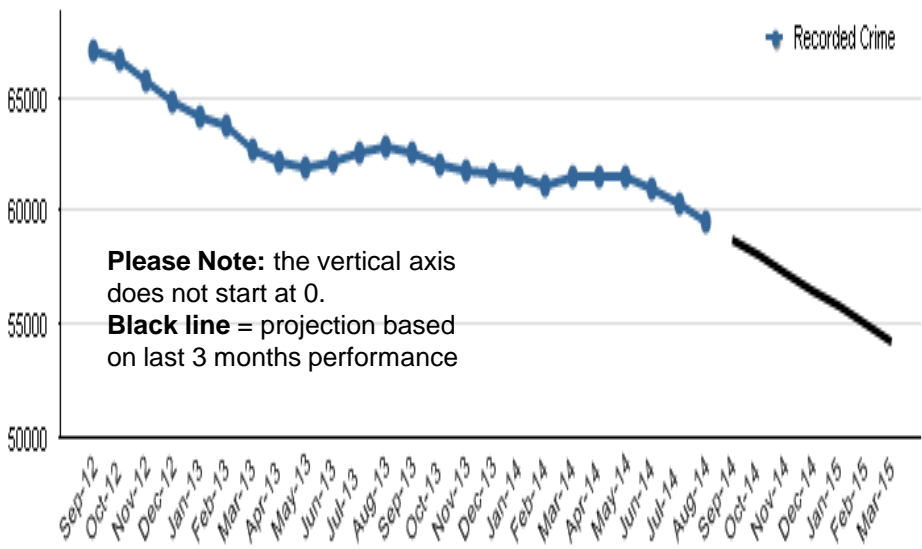
Attainment: Improvement in performance expected

- Long term reductions in acquisitive crime (burglary, robbery and vehicle crime)
- Recent reduction in Shoplifting following rise in levels last year
- Performance challenges: violence without injury

Monthly Comparisons



12 Month Rolling Trend Over Time



Domestic Abuse Non-Crime Incidents and Crimes

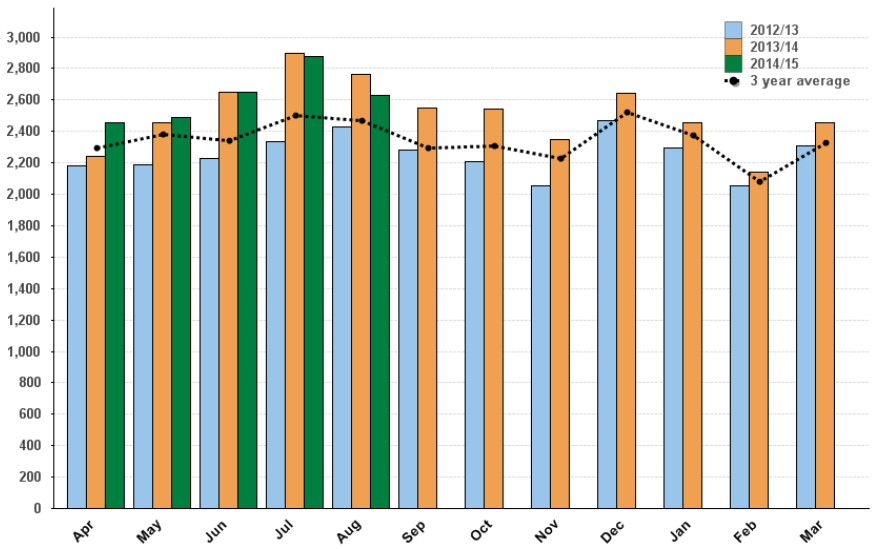


Domestic abuse recorded crime (all crime types) and non-crime incidents. Individual domestic abuse crimes and incidents are flagged at source

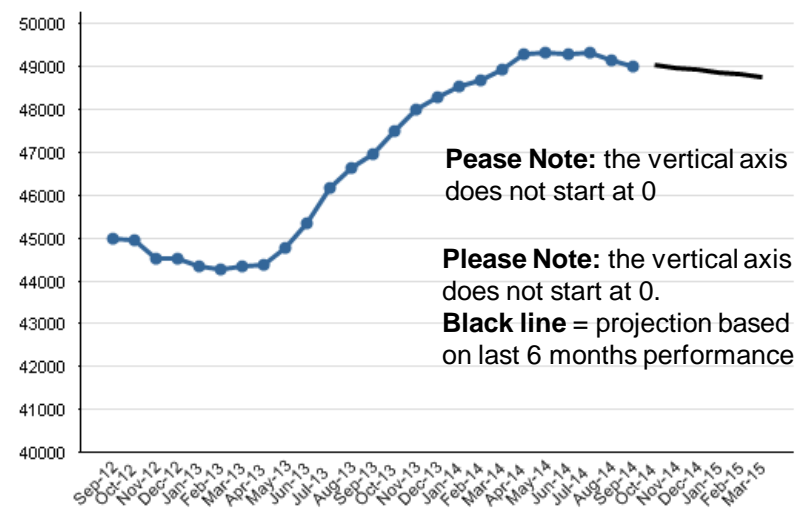
Attainment: Increased public confidence to report

- Increased reporting of Domestic Abuse over time, with supporting outcomes measures for crimes available.
- Repeat victimisation and victim satisfaction measures are in development
- HMIC Inspection published and being acted upon
- Action plan being monitored via Strategic Board
- Specific Sexual Offence and Domestic Abuse Investigation Teams operational
- Safeguarding pilot commenced – evaluation in progress

Monthly Comparisons



12 Month Rolling Trend Over Time



Rape and Other Sexual Offences



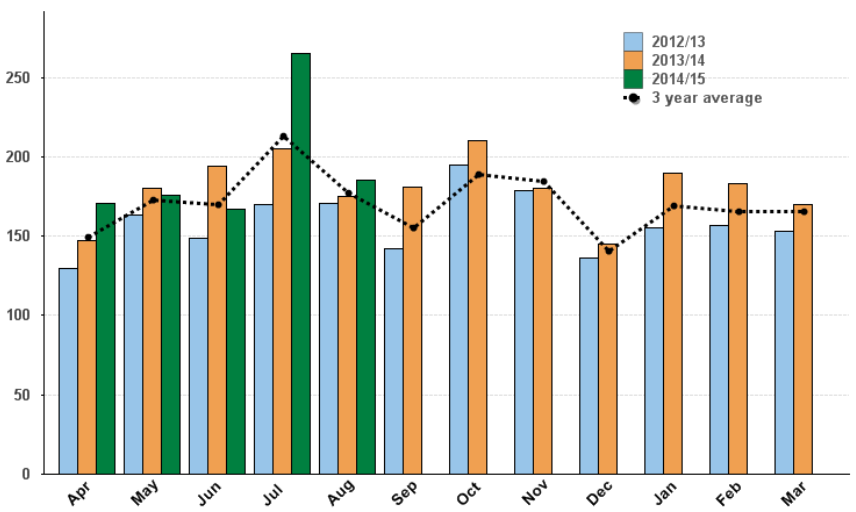
Rape and other sexual offences (including domestic abuse)

Attainment: Increased public confidence to report

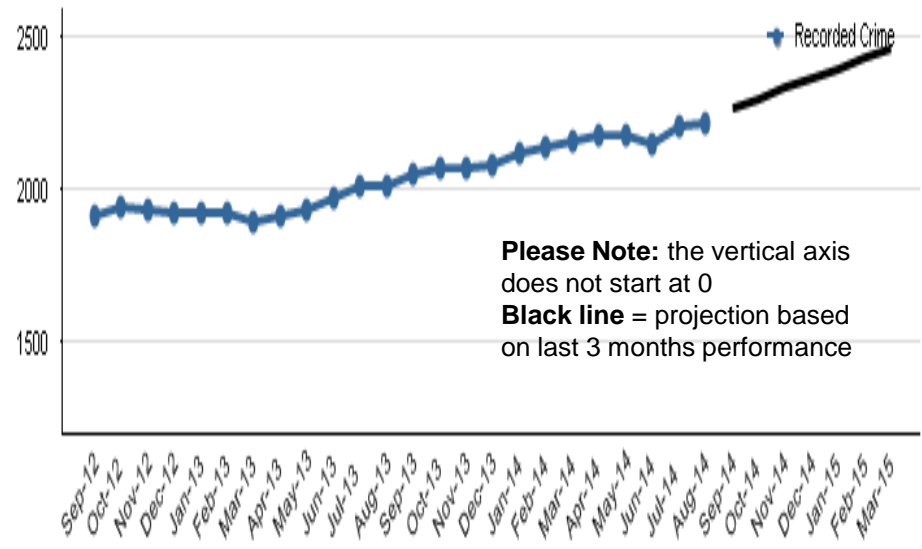
- Increased reporting of sexual offences over time, with supporting outcomes measures for crimes available.
- Victim satisfaction measures are in development
- Impact of Historic and Current Reporting has been analysed
- Action plan being monitored via Strategic Board
- Specific Sexual Offence and Domestic Abuse Investigation Teams operational
- Safeguarding pilot commenced – evaluation in progress

Page 154

Monthly Comparisons



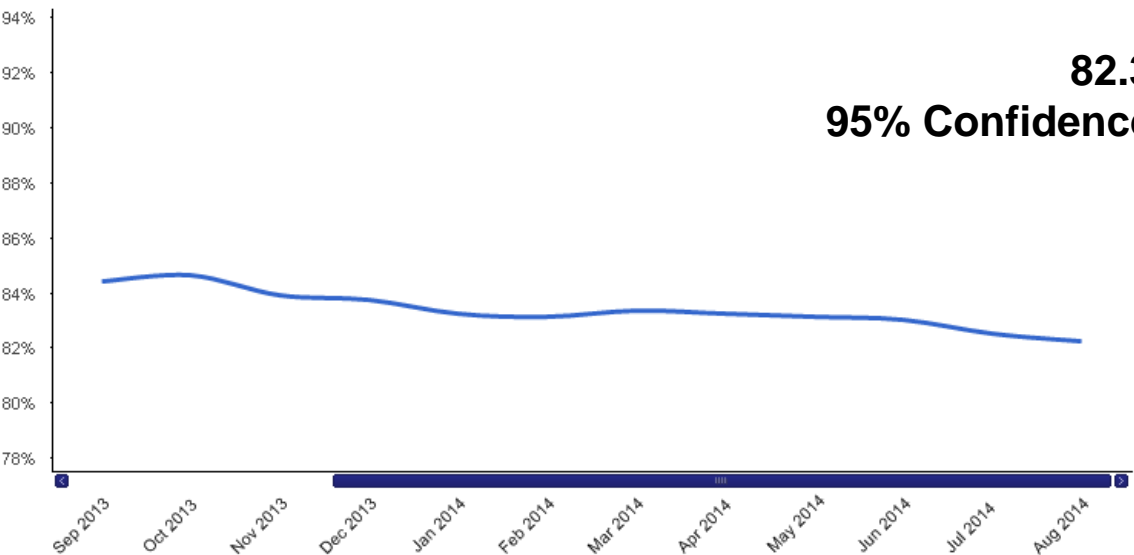
12 Month Rolling Trend Over Time



Percentage of 101 Callers Satisfied with overall Service

Attainment: Current good performance should be maintained

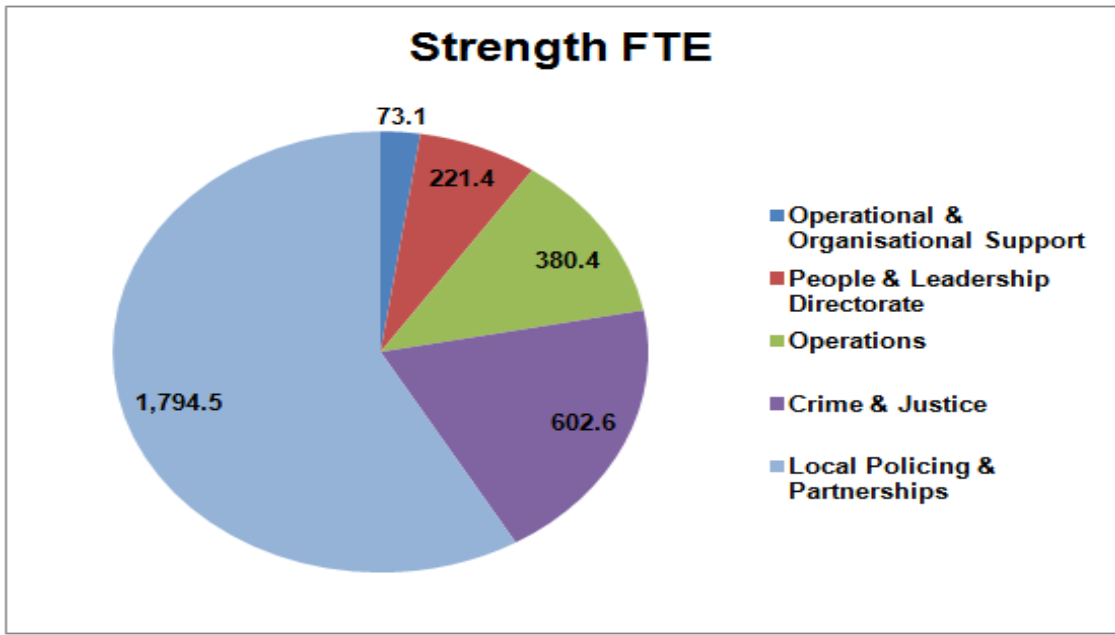
% of people who have rung 101 to report an incident or crime and when surveyed answered 'Completely, very or fairly satisfied' to the following question: ***Taking the whole experience into account are you satisfied, dissatisfied or neither with the service provided by the police in this case?***



82.3% Satisfied
95% Confidence Interval: 80.3% - 84.3%

Police Officer Establishment (over 3000)

Attainment: Current good performance should be maintained



On 31st August 2014 there were 3,073.9 FTE officers

Note: Does not include Career Breaks or Secondments

Page 156

There are:

35 officers on maternity leave (1.1% of officers)

206 officers on Recuperative & Restricted Duties (6.5% of officers)

Additional to the 3,073.9 total above we have 24.0 FTE officers on secondment (including for example Counter terrorism and HMIC) and 17.4 on career breaks

Violence Against the Person Offences

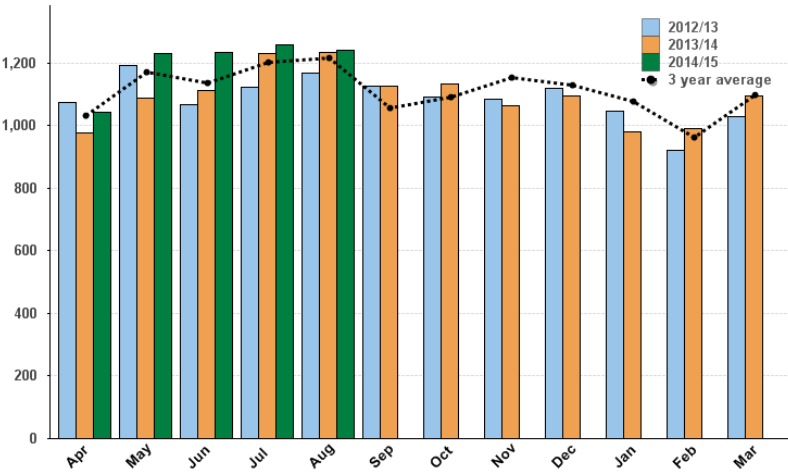


Homicide
 Violence with injury
 Violence without injury
 (All excluding domestic abuse offences and hate crime)

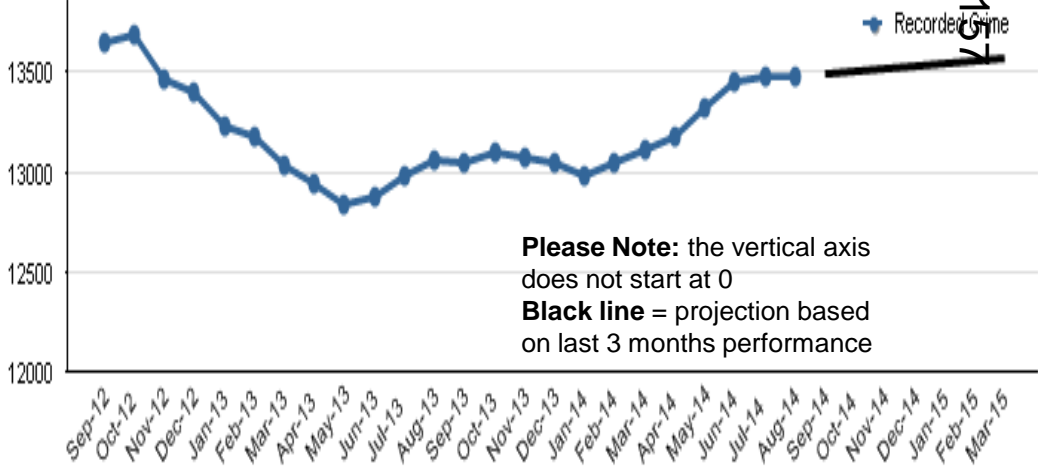
Attainment: Transformation of performance is required

Geography	Recorded Crimes 12 Months to 31/08/14	Per 1000 Population	Recorded Crimes 12 Months to 31/08/13	Per 1000 Population
West Cornwall LPA	1,862	7.0	1,871	7.1
East Cornwall LPA	1,857	6.7	1,916	7.0
Cornwall & Isles of Scilly	3,719	6.9	3,787	7.0
Plymouth LPA	3,324	12.9	3,088	12.0
South Devon LPA	2,746	8.1	2,608	7.7
Exeter, East & Mid Devon LPA	2,228	6.7	2,248	6.8
North & West Devon LPA	1,458	6.9	1,324	6.2
Devon	6,432	7.3	6,180	7.0
Force	13,475	8.0	13,055	7.8

Monthly Comparisons



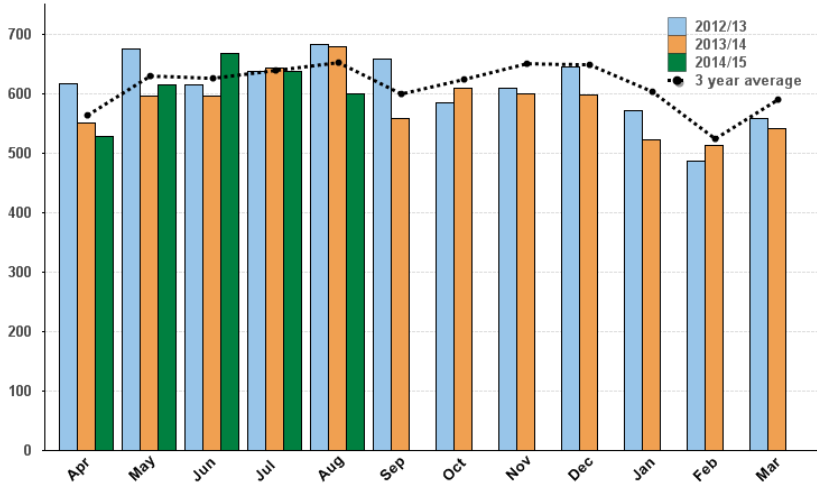
12 Month Rolling Trend Over Time



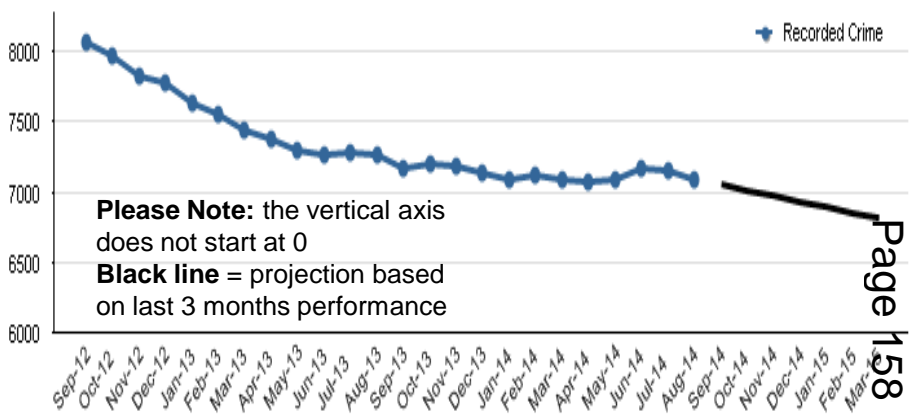
Violence Types

Violence With Injury (Not DA): e.g. GBH, ABH: Injury sustained or Intent to cause injury

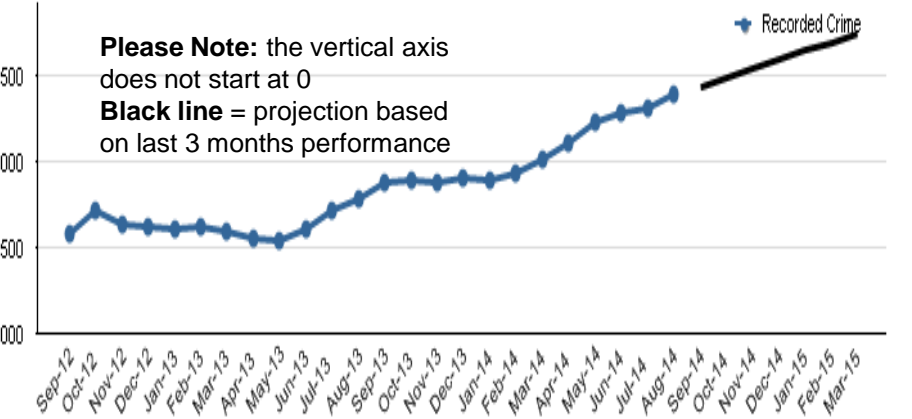
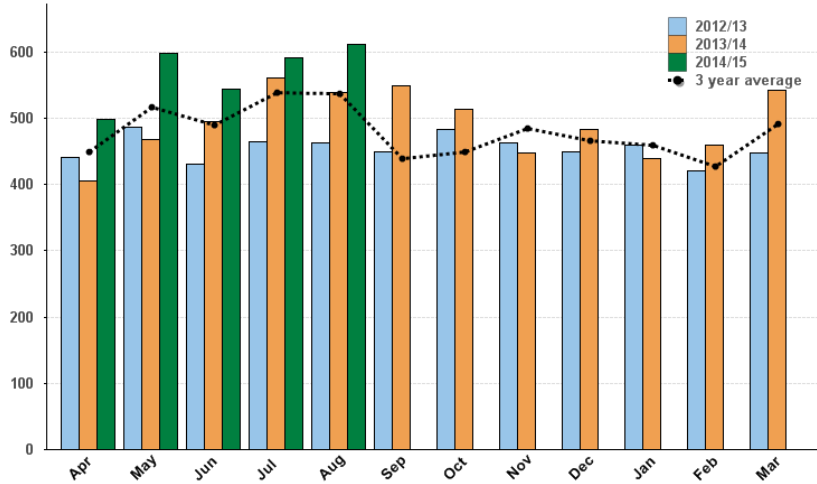
Monthly Comparisons



12 Month Rolling Trend Over Time



Violence Without Injury (Not DA): e.g. Common Assault: No visible mark or injury sustained



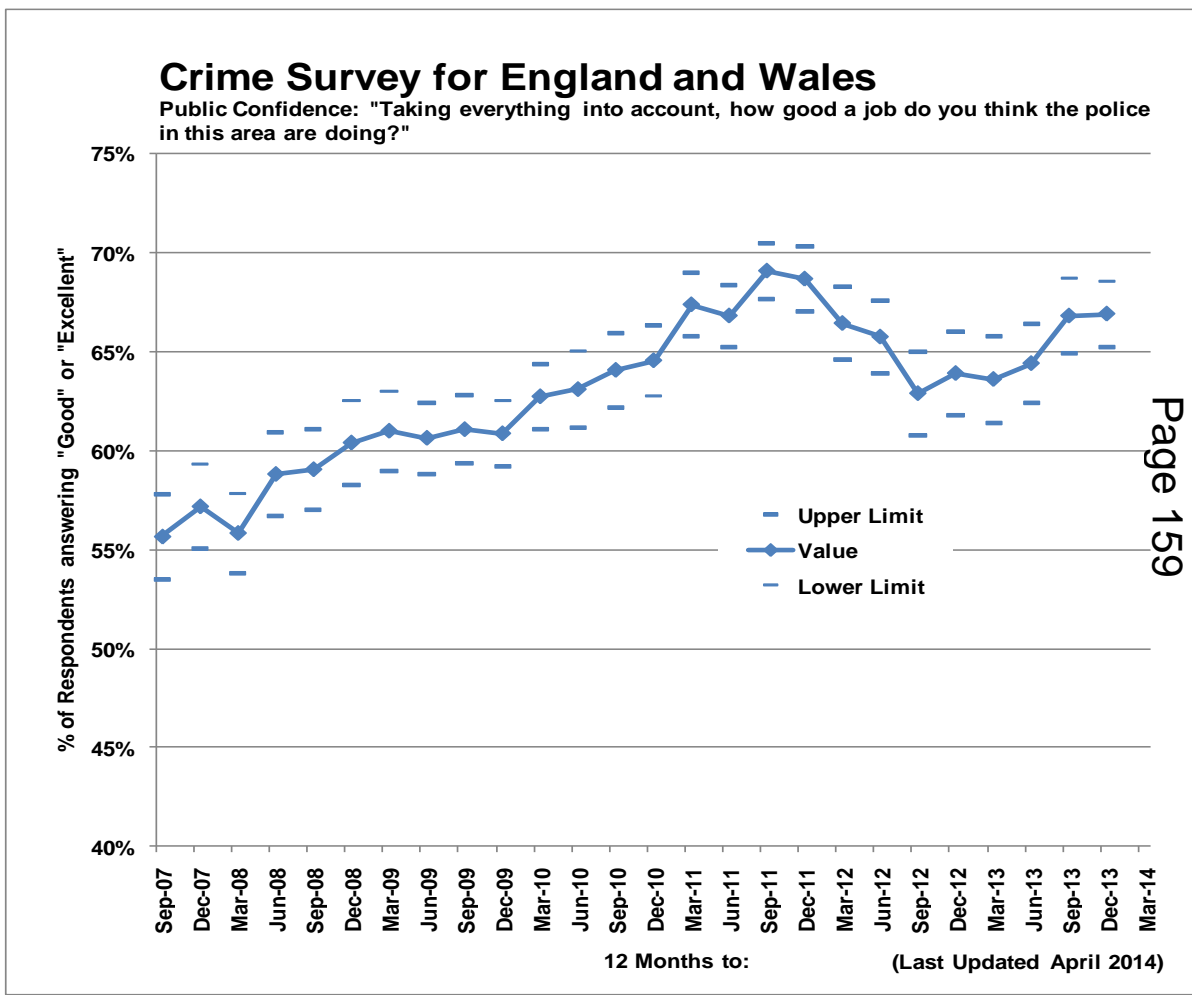
Public Confidence



Taken from the Crime Survey for England and Wales question: "Taking everything into account, how good a job do you think the police in this area are doing?"

Attainment: Current good performance should be maintained

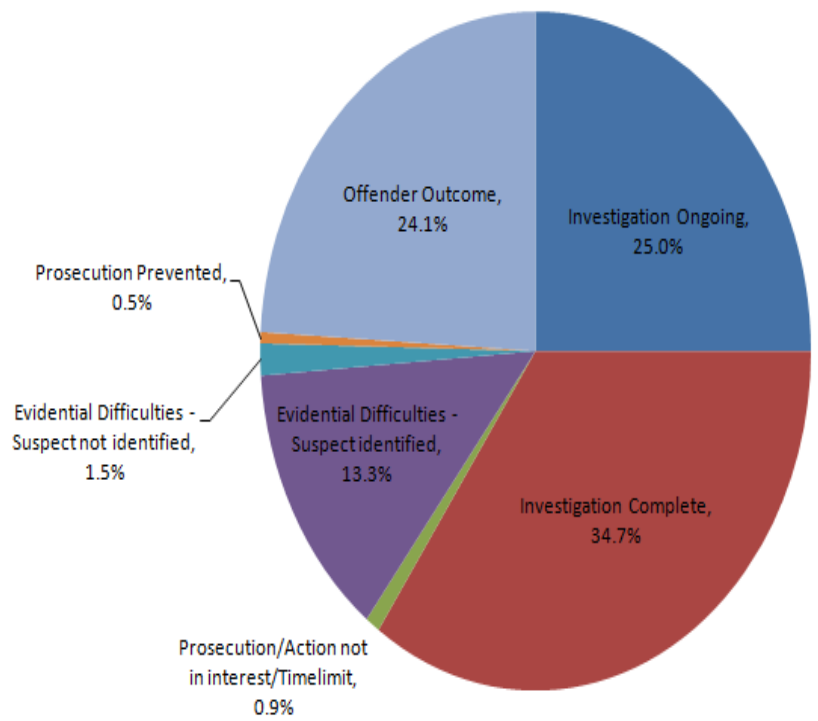
- The Force is ranked 8th highest nationally for this measure.
- A general increasing trend for the past 5 quarters has been seen.



Please Note: the vertical axis does not start at 0

Secondary Measure: Outcomes

Percentage Outcomes by Outcome Group



Percentage Outcomes by Outcome Group for Total Crime recorded between 01/04/2014 and 09/09/2014

Outcome Group	Outcome	Number of crimes with outcome	% of crimes with outcome
Investigation Ongoing	Investigation Ongoing	9432	25.0%
Investigation Ongoing	Total	9432	25.0%
Investigation Complete	Investigation Complete: No Suspect...	13069	34.7%
Investigation Complete	Total	13069	34.7%
Prosecution/Action not in interest/Timelimit	Not in the Public Interest-CPS	52	0.1%
Prosecution/Action not in interest/Timelimit	Not in the Public Interest - Police	237	0.6%
Prosecution/Action not in interest/Timelimit	Prosecution Time Limit Expired	32	0.8%
Prosecution/Action not in interest/Tim...	Total	321	0.9%
Evidential Difficulties - Suspect identified	Suspect Identified - Evidential Difficulties	2758	7.3%
Evidential Difficulties - Suspect identified	Victim no Support	2264	6.0%
Evidential Difficulties - Suspect identified	Total	5022	13.3%
Evidential Difficulties - Suspect not identified	Evidential Difficulties - Victim Declines	571	1.5%
Evidential Difficulties - Suspect not id...	Total	571	1.5%
Prosecution Prevented	Below Age of Criminal Responsibility	63	0.2%
Prosecution Prevented	Suspect too Ill	129	0.3%
Prosecution Prevented	Victim too Ill or Dead	7	0.0%
Prosecution Prevented	Total	199	0.5%
Offender Outcome	Charged/Summonsed	4136	11.0%
Offender Outcome	Youth Caution	233	0.6%
Offender Outcome	Adult Caution	1299	3.4%
Offender Outcome	Taken into Consideration	192	0.5%
Offender Outcome	Offender Died	10	0.0%
Offender Outcome	Penalty Notice for Disorder	221	0.6%
Offender Outcome	Cannabis Warning	603	1.6%
Offender Outcome	Community Resolution	2394	6.3%
Offender Outcome	Total	9088	24.1%
-	Total	0	0.0%
Total		37702	100.0%

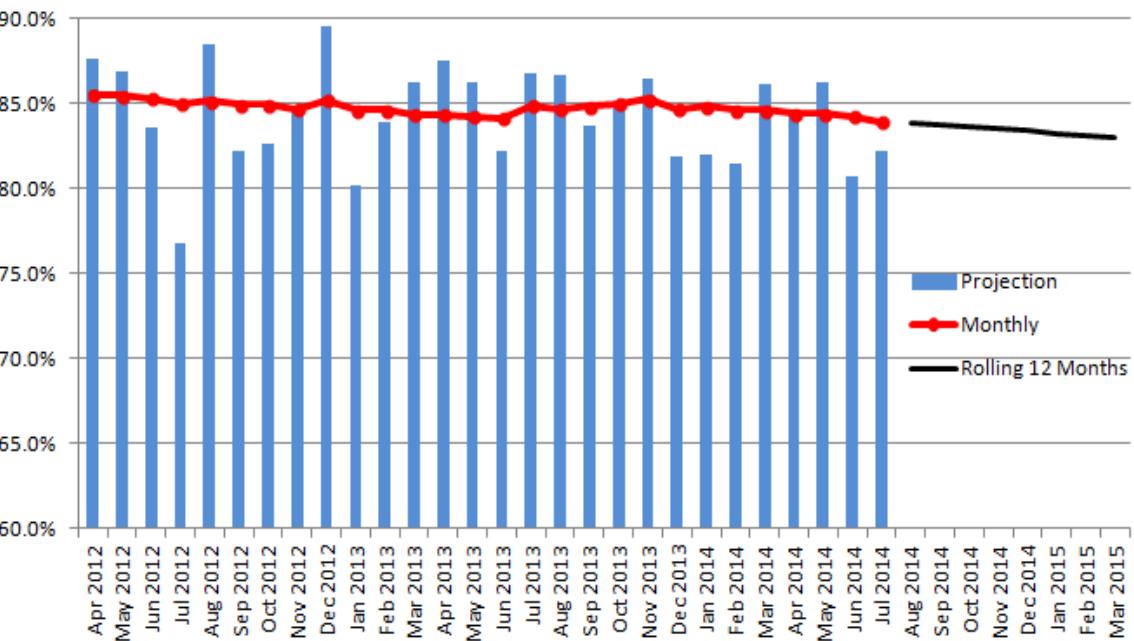
Page 10

Victim satisfaction



Force survey of victims of burglary dwelling, vehicle and violent offences. Sample size set by Home Office.

Attainment: Improvement in performance expected



- 12 months to July 2014:
- Overall Satisfaction: 83.9%
- Burglary Dwelling Satisfaction: 87.3%
- Vehicle Crime Satisfaction: 84.9%
- Violent Crime Satisfaction: 79.6%

• For the 12 months to March 2014 the National Results vary from 90% to 78%

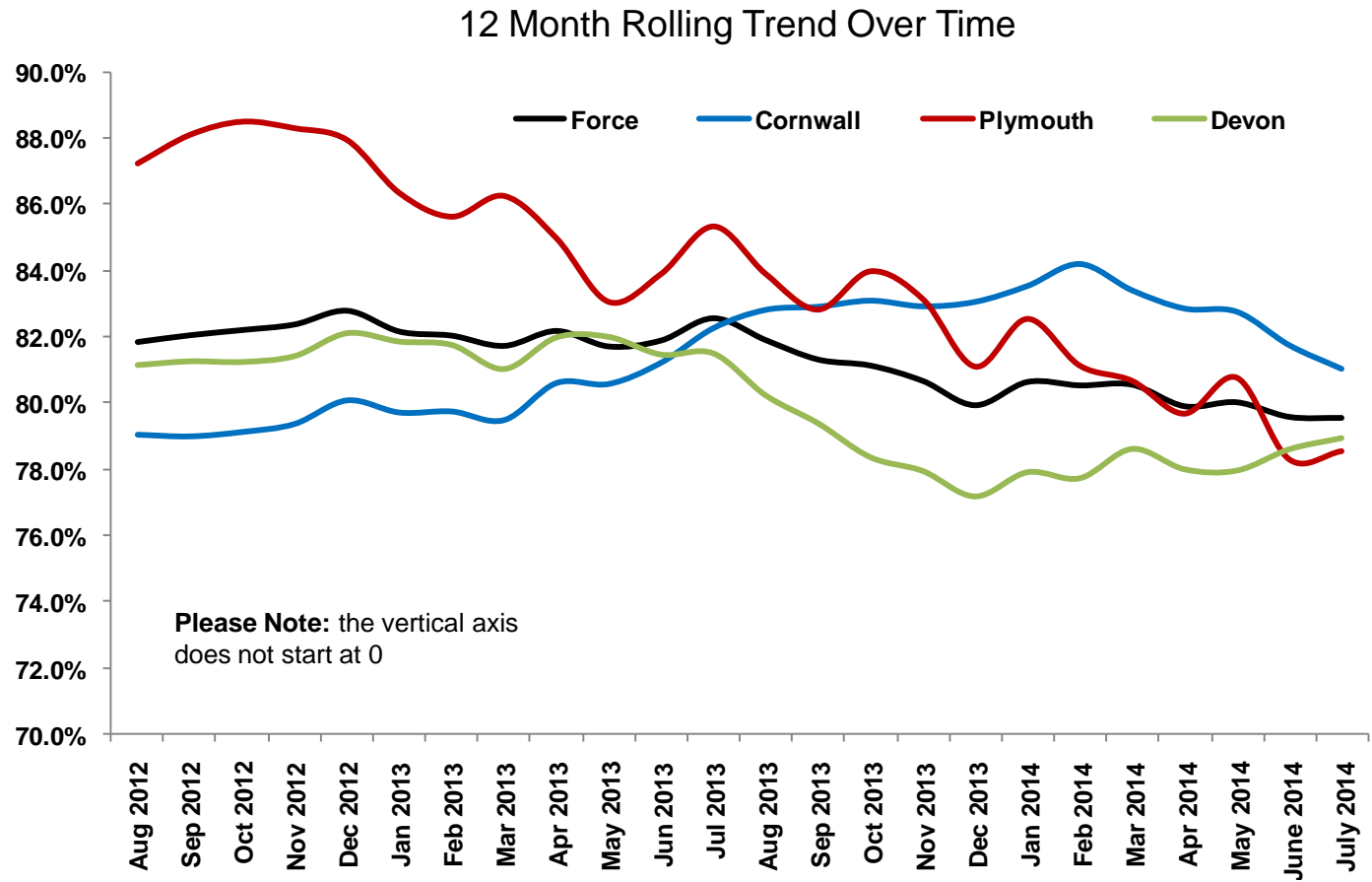
Page 161

- For the 12 months to July 2014 Survey Results have a confidence interval of +/- 1.6% at Force level
- Please Note: the vertical axes do not start at 0. Projection based on last 6 months performance

Victim Satisfaction – Violent Crime Secondary Measure

Attainment: Improvement in performance expected

Force - Satisfaction level 12 months to July 2014: 79.6%
Confidence Interval (Force): +/- 2.3%



Hours of service provided by Special Constables

Attainment: Improvement in performance expected

The aim is to deliver at least 150,000 duty hours per year, distributed across the Force area.

Data was formally recorded on Dutysheet (national recording tool) from May 2012, prior to which timesheets were held locally and not consistently monitored or managed.

The table below provides the hours of service recorded for the most current period that is available, 12 months to July 2014.

The averages are based on the total Special Constabulary strength being available for and undertaking duties and are purely for indicative purposes.

	Special Constabulary	31st July 2014
	Specials Strength	589
Hours (12 mths to July 2014)	Operational Duties	78239
	Non-Operational Duties	9668
	Training	10699
	Recruitment Assessing	570
	Total Hours	99176
	% Training	10.8%
	Avg Hours Worked (Year)	168
	Avg Hours Worked (Month)	14

Page 163

**To provide a high quality
public service focussed
on reducing harm to the
most vulnerable**



DEVON AND CORNWALL POLICE AND CRIME PANEL WORK PLAN 2014-15

Last updated 07 10 2014

Date	Scheduled/ Provisional	Item	Lead Officer/s	Notes
<p>20 June 2014</p>	<p>Scheduled</p>	<p>Appointment Of Chair Of PCP</p>	<p>Sarah Hopkins</p>	
		<p>Appointment Of Vice Chair Of PCP</p>	<p>Chair</p>	
		<p>Police and Crime Commissioner’s Report on the Police and Crime Plan Delivery Mechanisms</p>	<p>Tony Hogg Dr Karen Vincent</p>	
		<p>(Standing Item) P&CC’s Performance Report on the Police and Crime Plan 2013/14</p>	<p>Tony Hogg/ Dr Karen Vincent</p>	
		<p>Scrutiny work programme for 2014/15</p>	<p>Sarah Hopkins</p>	
		<p>Agree Recruitment Process and Timeline for independent member for Cornwall and Isles of Scilly</p>	<p>Sarah Hopkins</p>	
		<p>Police and Crime Commissioner’s Consultation on the proposed Community Remedy</p>	<p>Tony Hogg/ Andrew White</p>	<p>At P&CC’s request</p>
		<p>(Standing Item) P&CC’s Update Report</p> <p>(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC</p>	<p>Tony Hogg/ Andrew White</p> <p>Tony Hogg/ Andrew White</p>	
<p>17 October 2014</p>	<p>Scheduled</p>	<p>TO INCLUDE PRIVATE PRE-MEET OF PANEL TO PREPARE FOR REACTIVE SCRUTINY ITEM</p>	<p>Chair/Panel/Sarah Hopkins</p>	
		<p>Appointment of Independent Member for Cornwall and Isles of Scilly</p>	<p>Sarah Hopkins & Selection Panel</p>	<p>Selection Panel (Cllrs: Carolyn Rule, Roger Croad & Sue James) Sarah Hopkins/ Jo Tellam shortlist in consultation with Chair/Vice Chair</p>
		<p>‘Reactive’ Scrutiny Item – The P&CC’s joint announcement with the Chief Constable in respect of “Devon & Cornwall Police Public Contact Strategy – Station Enquiry Rationalisation” to include ‘Contact Strategy’ & 101 number issues</p>	<p>Sarah Hopkins Written Evidence/Witnesses Tony Hogg/Shawn Sawyer</p>	<p>Select committee style scrutiny approach to be used</p>

Date	Scheduled/ Provisional	Item	Lead Officer/s	Notes
		Victim Services Commissioning – Briefing on how the P&CC is progressing this, including CSP funding for 2015/16	Tony Hogg/Ian Ansell/Sarah Carlsen-Brown	
		Annual Report of the Police and Crime Commissioner	Tony Hogg/Andrew White	Statutory requirement.
		(Standing Item) P&CC's Performance Report	Tony Hogg/Dr Karen Vincent	
		(Standing Item) Consult PCP on Panel Work-Programme 2014/15	Sarah Hopkins	
		(Standing Item) P&CC's Update Report	Tony Hogg/Andrew White	
		(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC	Tony Hogg/Andrew White	
19 December 2014	Scheduled	TO INCLUDE PRIVATE PRE-MEET OF PANEL TO PREPARE FOR PROACTIVE SCRUTINY ITEM	Chair/Panel/Sarah Hopkins	
		'Proactive' Scrutiny Item – How is the P&CC strengthening relationships and showing leadership in Partnership Working?	Sarah Hopkins & Tony Hogg	
		Report from P&CC in respect of Strategic Alliance with Dorset	Tony Hogg	At P&CC's request.
		(Standing Item) P&CC's Performance Report	Tony Hogg/Dr Karen Vincent	
		Report (Formal Response to PCP) and actions/progress arising from any recommendations from PCP in respect of the P&CC's Annual Report presented 17 October 2014	Tony Hogg	
		Report on Findings and Recommendations from 'Reactive Scrutiny Item' – PCP to review report and agree formal recommendations to be made to P&CC and Chief Constable in relation to the proposed Station Enquiry Rationalisation	Sarah Hopkins	

Date	Scheduled/ Provisional	Item	Lead Officer/s	Notes
		(Standing Item) P&CC's Update Report to include staffing report (current and any new appointments including consultancy)	Tony Hogg/ Andrew White	
		(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC	Tony Hogg/ Andrew White	
6 February 2015 Scheduled	(Statutory date)	TO INCLUDE PRIVATE PRE-MEET OF PANEL TO DISCUSS PROPOSED PRECEPT	Sarah Hopkins Host Authority Head of Corporate Strategy (David Northey)	
		Panel to review the P&CC's Draft refresh Police and Crime Plan	Tony Hogg/ Andrew White	
		(Standing Item) P&CC's Performance Report	Tony Hogg/ Dr Karen Vincent	
		Panel to review and agree or veto the P&CC's proposed level of Precept and make a report.	Tony Hogg/ Duncan Walton Andrew White	
		P&CC's Report on his commissioning intentions/proposals for Victims Services	Tony Hogg/ Andrew White	Monitoring item
		(Standing Item) Consult PCP on Panel Work Programme 2014/15	Sarah Hopkins	
		(Standing Item) P&CC's Update Report	Tony Hogg/ Andrew White	
		(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC	Tony Hogg/ Andrew White	
20 February 2015	(Provisional – statutory date if needed)	Panel to review and agree the P&CC's revised level of Precept and make a report	Sarah Hopkins Tony Hogg	
10 April 2015	(Provisional)	P&CC's FINAL refresh Police and Crime Plan	Tony Hogg/ Andrew White	
		Review of Panel & Panel Arrangements	Sarah Hopkins	
		Police 101 Number – P&CC and Chief Constable	Tony Hogg/Shawn	

Date	Scheduled/ Provisional	Item	Lead Officer/s	Notes
		to provide an update on how developments to improve this service are progressing.	Sawyer?	
		(Standing Item) Consult PCP on Panel Work Programme 2014/15	Sarah Hopkins	
		(Standing Item) P&CC's Performance Report	Tony Hogg/ Dr Karen Vincent	
		(Standing Item) P&CC's Update Report	Tony Hogg/ Andrew White	
		(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC	Tony Hogg/ Andrew White	
June/July 2015 (date to be confirmed)		Appointment Of Chair Of PCP	Sarah Hopkins	
		Appointment Of Vice Chair Of PCP	Chair	
		Proposals for Scrutiny Work Programme for 2015/16	Sarah Hopkins	
		(Standing Item) P&CC's Performance Report	Tony Hogg/ Dr Karen Vincent	
		Annual Report of the Police and Crime Commissioner (<i>if report ready</i>)	Tony Hogg/ Andrew White	
		(Standing Item) P&CC's Update Report	Tony Hogg/ Andrew White	
		(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC	Tony Hogg/ Andrew White	
Sept/Oct 2015 (date to be confirmed)		Reactive Scrutiny Item – yet to be agreed	Sarah Hopkins	
		Annual Report of the Police and Crime Commissioner (<i>if not covered in previous meeting</i>)	Tony Hogg/ Andrew White	
		(Standing Item) Consult PCP on Panel Work Programme 2014/15	Sarah Hopkins	
		(Standing Item) P&CC's Performance Report	Tony Hogg/ Dr Karen Vincent	
		(Standing Item) P&CC's Update Report	Tony Hogg/ Andrew White	

Date	Scheduled/ Provisional	Item	Lead Officer/s	Notes
		(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC	Tony Hogg/ Andrew White	
Dec 2015 (date to be confirmed)		Proactive Scrutiny Item – yet to be agreed	Sarah Hopkins	
		(Standing Item) P&CC’s Performance Report	Tony Hogg/ Dr Karen Vincent	
		(Standing Item) P&CC’s Update Report	Tony Hogg/ Andrew White	
		(Standing Item) Report from OPCC in respect of any Non-Criminal Complaints about the P&CC	Tony Hogg/ Andrew White	

NB: This report will be regularly reviewed/amended and updated in light of statutory/legislative changes and if other reactive scrutiny items are identified and agreed in liaison with the Chair of the Police and Crime Panel.

This page is intentionally left blank



**Police and Crime Panel Meeting
17 October 2014
Report of the Police and Crime Commissioner**

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

This report provides an update on the activities of the Office of the Police and Crime Commissioner and progress to deliver the Police and Crime Plan since the last Police and Crime Panel meeting in June 2014.

1. POLICE AND CRIME PLAN DELIVERY UPDATE

At the meeting of the Police and Crime Panel in June 2014 the mechanisms for delivering the Police and Crime Plan were outlined, including the role of the five Strategic Delivery Boards in delivering the six priorities in the Police and Crime Plan (progress against Priority 1: Keeping People Safe, is tracked by the Performance and Accountability Board).

The PCC published his first quarterly update of progress against the Police and Crime Plan 2014-2017 in August 2014. That report is available on the OPCC website¹ and the next report will be issued later in October.

Priority 1: Keeping people safe

In most instances progress against Priority 1 is tracked through the Performance and Accountability Board. A separate performance report is on the agenda of this meeting.

Recent Activity

Reviewing the 101 Service

Over the past year the Commissioner has heard a number of concerns from members of the public about the 101 service. In response to these concerns, the OPCC is currently reviewing the 101 service to assess how well it is meeting the needs of callers and to identify any required changes. This review has been launched and will run until October 2014.

Key issues that will be addressed include:

- Analysis of call volumes and call types
- What is the current 101 service offering?
- How does this compare to other similar services/call centres?
- What are the public expectations of the 101 service?
- What is the current experience (including satisfaction) of callers to 101?
- What factors drive satisfaction?
- What other actions are needed to improve service delivery?

The review programme includes analysis of existing management information and caller satisfaction surveys as well as a public consultation exercise which ran over the summer. A

¹ [http://www.devonandcornwall-pcc.gov.uk/Document-Library/JMB-JSB-Web-REP-lvang\(1\)---Copy\(DE\).pdf](http://www.devonandcornwall-pcc.gov.uk/Document-Library/JMB-JSB-Web-REP-lvang(1)---Copy(DE).pdf)

bespoke mystery shopping exercise and a 24 hour call-listening exercise have also taken place. This should all build a picture of the public's experience when calling 101 and identify any issues that need to be addressed.

PCC Small Grants Programme

The second round of the PCC Small Grants Scheme has concluded with over £103,000 provided to 24 projects which support the delivery of the Police and Crime Plan. Over 130 bids were received. The full details of the latest round of the Scheme is available on the OPCC website at <http://www.devonandcornwall-pcc.gov.uk/News-and-Events/News-Archive/2014/24-groups-share-103,226-from-PCCs-small-grant-scheme.aspx>

Safeguarding Vulnerable People Pilot in Torbay

The Safeguarding Vulnerable People pilot has been running in Torbay since May 2014 and is due to conclude in November 2014. It is designed to test the key components of a Single Safeguarding Process. Mid way through the pilot the performance of the process is showing encouraging signs of effectiveness in reducing risk and harm to vulnerable children and adults in the pilot area. A full evaluation is being undertaken and will report shortly. Following the production of the interim evaluation consideration will be given to how the results of the pilot can be rolled out and embedded across the Force. It is envisaged that any roll out will need to be conducted incrementally across the Force.

New Format for the Performance and Accountability Board

The Performance report details the changes which have been made to the format of the public meetings of the Performance and Accountability Board. From September 2014 part of the meeting is reserved for the Police and Crime Commissioner to put questions to the Chief Constable which have been provided by members of the public.. Questions are drawn from recently received correspondence.

Priority 2: To reduce the crime and harm caused by the misuse of alcohol

The Alcohol Strategic Delivery Board held its first meeting on 24th July 2014. The Board, which includes an external member will meet bi-monthly and dates have been set for the next year. The most recent meeting took place on 1 October 2014.

The joint action plan focuses on 5 core areas of work. It has been developed in discussion with partners and is designed to enhance, complement and support partner activities not to replicate them. An update on progress against the work streams is set out below. Work is progressing on how we measure the impact of our work under Priority 2.

Recent activity includes:

Workstream 1 Enforcement activities and licensing, including Evening and Night Time Economy (ENTE)

A pilot to address excessive drinking, street drinking and underage drinking in Plymouth ENTE was launched on 15th September 2014. As part of this pilot additional work is underway to improve education and awareness within the Force. Other work is underway to scope and develop pilots in other parts of the policing area to respond to local priorities and community issues. Improving and strengthening licensing practice and policy remains a priority and the Force licensing team have been reviewing existing practices and approaches.

It is important that we fully understand the impact of alcohol related policing on our area. As part of a range of activities carried out in late September as part of the national ACPO Alcohol Week of Action, Devon and Cornwall Police held a 'tweetathon' over 2 nights to

highlight the demand impact placed upon the Force by alcohol related crime. This #alcoholharm exercise has played an important role in highlighting to our communities the huge impact that alcohol related policing places on our force and will support our wider work aimed at reducing demand.

A project has been launched to explore how we can help existing ENTE support schemes to become more sustainable and to consider how we can support and encourage new schemes. These schemes are an important part of the landscape in policing the ENTE and it is vital that we work together to support their development. In the interim the PCC has provided financial support to a number of ENTE support schemes ahead of this wider work which will continue over the Autumn.

The PCC has been clear of his desire to take a hard-line with irresponsible drinkers. The PCC has committed to exploring what options exist to allow us to use financial levers (such as custody charges) to help tackle alcohol related crime. Our early work in this area indicates that many of these options could require legislative change but we remain committed to this ethos and work is underway to explore the full suite of options and to assess their potential benefits, costs and barriers.

Workstream 2: Improving education and awareness

Education and awareness is a core part of our strategy and the OPCC are scoping plans to launch an innovative social media competition later this year focused on encouraging cultural change. We will be working closely with partners in our local authorities and with public Health England as we develop these plans.

The OPCC held a 'coin drop' consultation at its summer shows to seek views on causes of unacceptable behaviour in the ENTE. There were 2335 votes cast with cultural acceptability and preloading receiving the most votes (35% and 31% respectively) with 24% citing pub/club offers. Only 105 felt that opening hours was the biggest cause. This is a complex picture and issues overlap – for example the link between extended licensing hours and pre-loading is worthy of examination. A series of focus groups are now being held with young people to explore the findings of the coin drop exercise and what solutions might exist to improve behaviour in ENTE settings

Workstream 3: Influencing locally and nationally to deliver change

The PCC's work on influencing at the national level is continuing. Minimum Unit Pricing remains a priority and a range of actions are being progressed to build upon recent engagement work. Pressure is also being applied to Ministers to back a Private Members Bill on a new Public Health Licensing Objective which was introduced in the House of Lords in the summer. We have gathered support for this initiative from a number of local authorities, local MPs and Directors of Public Health. The PCC has been appointed a member of the national Working with Partners Strategy Group which will lead national influencing work on alcohol.

Enhancing and supporting partnership activity at local level with health and other partners is continuing and the PCC has held a series of meetings with local authority leaders to consider alcohol related issues in their areas and to identify ways in which we can work together.

Workstream 4: Preventing alcohol related crime and Anti Social Behaviour (ASB) and supporting community safety

Over 40% of Phase 2 of the PCC's Small Grants Scheme was focused on alcohol related projects. The entire scheme saw over £100,000 of funding provided to community projects (with grants of up to £5000).

We are currently reviewing the use of Alcohol Diversion Schemes and Alcohol Awareness Courses in the policing area. In particular we are exploring take-up, delivery and marketing of Alcohol Awareness Courses with a view to encouraging greater use within Devon and Cornwall. This work includes an examination of how we can improve take-up of schemes.

The current focus of work on U18 drinking is the promotion of the PASS scheme and work within the Plymouth pilot to address underage drinking. Data analysis to improve our understanding of underage drinking in Devon and Cornwall is also being progressed.

Workstream 5: Data and analysis

Work is progressing on how we can better understand the impact of alcohol related crime in our communities. Alongside this we are scoping areas for future research projects, including a project to examine the impact of extended licensing hours on police and other public sector resources and on wider society. The OPCC's summer 'coin drop' consultation on causes of bad behaviour in the ENTE has now concluded and the results of that exercise were as follows. Focus groups are currently being held with young people to explore these issues in more detail and to consider possible solutions.

The 'coin drop' consultation was held at 12 shows over the summer. 2468 people participated. Responses show the public feel the biggest issue in the night time economy is that it is "culturally acceptable" to behave badly 35.4%, second is "preloading" 31.2% this is followed by "pub / club drinks offers" 23.4%. The least popular choice is "opening times" with only 9.8% of the public feeling this is an issue.

Priority 3: Efficiency and long term financial security

The Every Penny Counts (EPC) Strategic Delivery Board meets monthly. The work of the Board is focused on a series of work packages and key areas of activity and progress are identified below.

Work Package 1 – Funding Streams and Income Generation

A key area of work in this area is to examine the approach adopted by other forces to identify areas for potential improvement within Devon and Cornwall. This work is progressing well. In addition we have commenced preliminary work to explore new and innovative avenues for funding and to review our approach to events charging.

Work Package 2 – Collaboration with Dorset

The potential for a Strategic Alliance with Dorset remains a major item of work for both the OPCC and the Force. This project has the potential to make a significant contribution to our future funding gap and to help us protect and enhance local policing. The OPCC was able to secure finance from the Home Office to fund consultancy work to support this project, in

particular to help us understand the scope for savings in a number of business areas and to benchmark against the private sector. This work is continuing.

Work Package 3 – Review of Police Estates

Work is well underway in revising the police estate. An Estates health-check has been carried out to identify operational relevance and cost and work on further opportunities for sharing estates with other public sector partners is being taken forward. A new disposals strategy is also being developed to improve and maximise revenue income in areas where estates are being divested.

Work Package 4 – Improving Efficiency

This workstream is exploring the scope for greater efficiency within the force, beyond those areas being considered as part of the proposed Strategic Alliance with Dorset. It is essential that we are able to quantify and realise the benefits of projects aimed at improving efficiency.

Work Package 5 – Value for Money in the PCC's Office

This work is well underway. A review of OPCC staffing requirements has been carried out by the OPCC CEO and will reduce the OPCC head count and staffing costs. The OPCC has also taken advantage of a break clause in the lease of its current premises to reduce accommodation costs and will be relocating to Middlemoor.

Work Package 6 – Bids to Police Innovation Fund and other funding opportunities

Devon and Cornwall were part of 4 successful bids for the Home Office's 2014/15 Innovation Fund. These projects cover mobile data for police officers, the installation of video links with courts as well as the development of a regional Forensics Service and a regional approach to the storage of digital evidence. We have also supported local authority partners in bids to other innovation and transformation funds offered by government in the area of estates.

Initial scoping work is also being carried out to explore other potential funding pots such as those overseen by DCLG and the Cabinet Office as well as EU funds.

Other work in this area includes partnership activity with local authorities to access funds to improve the collection of Council Tax including the use of government anti-fraud funding.

Priority 4: To promote an effective Criminal Justice System (CJS) for our area, delivering a high quality service for victims, witnesses and society.

The OPCC and Devon and Cornwall Police have agreed that the CJS Strategic Delivery Board will not develop its own Action Plan as the majority of the activities and levers rest elsewhere or are already being addressed through mechanisms such as the Local Criminal Justice Board. The CJS Strategic Delivery Board will however provide a strategic overview and challenge function.

The following thematic issues remain a priority for the Board.

Transforming Rehabilitation: The Ministry of Justice contract award process is still in the 'evaluation of final bids' phase. It is anticipated that the preferred bidder will be notified on 1 November 2014. A problem was highlighted in relation to the provision of drug and alcohol treatment services to prolific offenders in Devon and Cornwall. This is being raised with the relevant service commissioners.

Delivering the LCJB action plan: Progress is being made in all areas of the action plan. The Home Office innovation money has now been received to facilitate the development of live link capability between courts and custody suites.

Improving the service to witnesses: Currently the Witness Care Units continue to perform well but Crown Prosecution Service restructuring is creating challenges and difficulties in warning witnesses to attend court. Good support is provided to victim witnesses by Independent Domestic Violence Advisors (IDVA's) and Independent Sexual Violence Advisors (ISVA's) but there is still some concern about future funding and caseloads for both IDVA's and ISVA's. The funding for the Juvenile Witness Service in Plymouth (through the NSPCC) has ended and this work is now picked up by the Witness Care Unit.

Mental Health: A new Section 136 multi agency protocol has been drafted following engagement and consultation with relevant parties. Emergency Departments have expressed concern about their capacity and capability to support people with mental illnesses. The need for police officers and staff to be given further training on understanding and awareness of mental health issues is required.

Electronic Tagging: The national Ministry of Justice procurement exercise has stalled due to a technical challenge from suppliers. The timing for contracts being awarded is not clear. Work to review Force policy and procedure requirements against the capability of the new tracking technology has commenced. There is clear potential for more effective management of offenders in the community through new tagging technology.

Out of Court Disposals (OOCDS): A Force Oversight Group has been established to support compliance with national guidance in the following areas: Penalty Notices for Disorder (PND), Youth Cautions, Cannabis Warnings, Restorative Justice Outcomes, Simple Cautions and Conditional Cautions.

A PCC Deep Dive event was held on Out of Court Disposals in August 2014 and was attended by independent members such as Magistrates and representatives from Youth Offending Teams. The main issues arising were:

- A need to develop a more joined up approach to the use of youth out of court disposals was identified, especially focusing on joint decision making between Youth Offending Teams, CPS and police.
- Police use of early restorative justice interventions was highlighted as the most significant outlying area from the data presented.
- That a high restorative justice rate is not necessarily bad, highlighting a need for a more qualitative approach and the use of additional data sources.

Youth Reoffending. Local YOT's remain perform well in national comparisons. Oversight is maintained through the Youth Justice Forum, where the focus is upon performance data and scrutiny and overview of youth disposals.

File Quality. This is a key issue within the Transforming Summary Justice agenda. A file quality work group has been established and the File Quality Team now check all files prior to submission to CPS.

Asset Seizure (POCA). Devon and Cornwall seizure values are the highest in the region and in the top ten nationally. There are many factors that limit the ability of the CPS to successfully recover assets against the value of Orders made in court.

Priority 5: To deliver a high quality victim support service across our area

The focus of the Victims Strategic Delivery Board is to ensure that high quality, accessible services are provided to victims of crime to meet their identified needs. Full compliance with the Victims' Code is to be achieved and assistance provided to help victims recover from their experience. This Board meets on a monthly basis.

The revised Code of Practice for Victims of Crime came into effect on 10 December 2013. In addition to other obligations, the Code mandates a two-fold requirement for Police; firstly to identify priority victims of crime; and secondly to conduct victim needs assessments for those victims (VNA). Priority victims are defined as:

- Victims of the most serious offences
- Persistently targeted
- Vulnerable
- Intimidated

As from 1 April 2015, the commissioning arrangements for victim services will change, with funding devolved from the Ministry of Justice (MoJ) to the local PCC, who will determine how victim services should be provided in their area. Devon and Cornwall has on average 85,000 victims of crime per year, which includes businesses (businesses are now specifically included within the Code and entitled to support). The national requirement is for the new arrangements to better enable victims to 'cope and recover' from the impact of crime. The MoJ have determined a number of 'pathways of need' in this regard. Devon and Cornwall will be moving away from a single service provider based upon the findings of a significant assessment of victims needs conducted in 2013-2014 by the PCC. Victims with protected characteristics felt that current arrangements did not meet their needs and identified the need for a wider, diverse and more flexible service for victims. The PCC is in the process of commissioning a wider range of service providers (over 30 groups are currently being accredited and trained) who can provide enhanced support to victims with protected characteristics.

A joint police/OPCC project has been established and a Project Plan designed. The focus of the Victims Strategic Delivery Board (Project Board) is to ensure that high quality, accessible services are provided to victims of crime to meet their identified needs. Full compliance with the Victims' Code is to be achieved and assistance provided to help victims recover from their experience.

Work to develop these new arrangements is being progressed through 4 main work-packages

Work Package 1: Process and Victim Needs Assessments:

The proposed process for the completion of a triage Victim Needs Assessment (VNA) to identify priority victims who will need a full VNA, is to be piloted in the Autumn.

Work continues to refine the operating model for the new service, including the role and size of the Victim Care Unit (VCU). Role profiles have been developed for three specialist referral co-ordinators for mental health, learning disabilities and culture & identity issues. The process to recruit the manager for the VCU has also commenced.

Devon and Cornwall attend the national 'early adopter' Steering Group which is examining issues such as victims accessing services across police area boundaries and information

sharing protocols to ensure we are able to learn from the early adopters and reflect their findings in our own work.

The training requirements for police officers and staff who have direct contact with victims is currently being assessed.

Work Package 2: Demand Metrics:

Demand forecasts have been prepared at a high level based on victims within categories of crime. However, as this is a victim led process based upon the impact of the crime upon an individual there will not be a direct relationship between the seriousness of the offence and the volume of the support required by the victim. It is estimated that one third of victims will require completion of a full VNA, which roughly equates to 60 per day. One of the objectives of the pilot referred to above is to test the level of demand for VNA's and different levels and types of victim services. We are continuing to consult and work with support groups working with vulnerable victims to try and estimate the number of 'unreported' crimes where the victims have protected characteristics.

Work is well underway to establish a framework of monitoring data sets to evaluate victim service performance and requirements in the future.

Work Package 3: Networking and Directory:

A range of potential service providers (local, regional and national) have attended several development events held by the OPCC and the Force. These include providers for all protected characteristics, which will provide an enhanced capability to meet victim's needs. Work is progressing to determine service level agreements and design payment arrangements.

Consultation on the design of the web based directory has been conducted with service providers. The content and presentation of information is being refined for approval.

Work continues with the Devon and Cornwall Business Council to look at the needs of local businesses that become victims of crime. Service provision will then be designed to meet the needs identified.

Funding for some peninsula sexual violence and domestic abuse services through the Home Office Violence against Women and Girls Fund is due to conclude in March 2015. Confirmation is being sought that this funding will be extended for another 12 months.

Work Package 4: Compliance with the new Victims Code:

Training is being cascaded by supervisors to inform staff of the content of the new Victim's Code. Further guidance will need to be made available to operational staff about how to complete the Victim Needs Assessment as we prepare for the new service from April 2015.

Priority 6: To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer".

The first strategic delivery board meeting was held on 15 August 2014 and the Board will meet on a bi-monthly basis.

Workstream 1: Volunteer Review

The volunteer review is now progressing. A partnership approach is being taken for this piece of work with the inclusion of external specialists. The OPCC and the Force are working with Exeter CVS and Volunteer Cornwall on the review. The Terms of Reference for this work have been set and the Investors in Volunteers quality standard will be used to benchmark current practices against a national standard. The nine indicators of Investors in Volunteers will support both OPCC and DCP to identify good practice and address gaps.

Volunteer Cornwall are now working with Devon & Cornwall police to deliver a pilot project within East Cornwall. The project will conduct action learning - working with communities to increase volunteering opportunities based on locally identified local needs. The project will also provide an independent review of how East Cornwall engages with volunteers in communities. Following the review the project team will design and develop a community based volunteer model that will offer local community based solutions within and across public sector agencies.

Workstream 2: Special Constabulary

The performance measure within the Police and Crime Plan is to achieve 150,000 service hours annually by the end of the plan period. For the period 01 January 2014 to 12 September 2014 service hours to expected to be at 80,000 for that 8 month period. Currently there are 592 special constables within the force. Of these 104 are due to end training by November.

A further 90 recruits will begin training in November with a similar number expected to be recruited to commence training by March 2015. Diversity within Special Constabulary recruitment is being promoted with new advertising campaigns being developed, with a focus on age and gender and to encourage further representation from BME communities.

Work is also being undertaken to explore the creation of targeted Special roles. Existing officers have the skills and training to perform roles within marine crime and roads policing through enhanced driving skills.

Workstream 3: Citizens in Policing

The first OPCC Devon & Cornwall Police Partnership Community Volunteer Awards were held on 26th September 2014 at Sandy Park Exeter. The awards were held in partnership with Devon & Cornwall Police, Devon & Cornwall Community Watch Association and Crime Stoppers. The event was very successful and will provide a strong platform on which to build future awards events.

The PCC Awards were:

- Community Police Cadet of the Year Award
- Special Constable of the Year Award
- Special Constabulary Team of Year Award
- PVP Volunteer of the Year Award
- PVP Team of the Year Award
- Community Champion of the Year Award

Workstream 4: Active Citizens

The Community Capacity project developed in partnership with the Environment Agency, Local Authorities, Emergency Planning, Devon and Somerset Fire and Rescue, South West Ambulance Service, the Voluntary Sector and Health is being fully progressed. The initial remit was to develop a project which supported communities at risk of flooding. The focus

has progressed further than this to incorporate a broader based Community resilience project. As part of this work a project is being scoped to secure funding from the Armed Forces Community Covenant Grant to support working with ex services personnel to create a new volunteering role will enhance the co-ordination of parish emergency plans and receive crime prevention and problem solving inputs to enhance their resettlement role.

Workstream 5: Business Involvement

Work is continuing to explore how we can work more closely with businesses on community safety and policing.

Courses have recently been delivered to train private companies in the Community Safety Accreditation Scheme (CSAS) "Stop and Direct Traffic". The companies used this training to reduce demand on police at the Beautiful Days Festival 2014.

2. PUBLIC ENGAGEMENT

Events and shows

The PCC and his team have had stands at a number of events so far in 2014. These have included the Royal Cornwall Show, Devon County Show, Exeter Pride, Exeter Respect, Plymouth Blue Light Day and Saltash Regatta. In total the OPCC attended 14 events across 19 days between May 2014 and September 2014. These shows provided a valuable opportunity for members of the public to meet the PCC and his staff. The public were able to raise specific issues with them about local policing and to hear about the work being carried out under the Police and Crime Plan and the role of the PCC.

In order to maximise the benefit which is obtained from attendance at these events four consultation exercises were carried out at the stands. Two of these were very informal 'coin drop' exercises to get a 'straw-poll' view and to engage visitors to the stands in conversations. The other two consultations were surveys which were open to all members of the public via the OPCC website on the Community Remedy arrangements for Devon and Cornwall and the Review of the 101 Service.

The 'Coin Drop' exercise

2468 individuals took part in the informal 'coin drop' exercise regarding the causes of bad behaviour in the night time economy where excessive alcohol has been consumed. The results from this consultation were as follows:

Question: In your opinion what is the biggest cause of bad behaviour in the NTE in relation to excessive alcohol consumption?

- ❖ Too much cheap, accessible alcohol from supermarkets & similar being drunk at home before going into the NTE = **31% (771)**
- ❖ That it is culturally acceptable to behave that way = **35.4% (875)**
- ❖ The Pubs & Clubs are open too late = **10% (243)**
- ❖ Cheap drinks & offers when people are in the NTE i.e. £1 pints/shots = **23% (579)**

A total of 1157 individuals up to the age of 18 years old took part in our cadet 'coin drop'. The results from this consultation were as follows;

Question: If there was a community police cadet scheme in your area and you could, would you like to join?

Yes- **69%** (800)

No- **31%** (357)

The Community Remedy Consultation

Under the Anti-Social Behaviour, Crime and Policing Act 2014 the Police and Crime Commissioner is responsible for determining a list of remedies available for taking restorative action in instances of low level crime and anti-social behaviour. This will offer victims a far greater say in how offenders make amends.

In May 2014 the Commissioner launched a consultation on how these arrangements should operate in Devon and Cornwall and the Isles of Scilly. This consultation process offered members of the public the opportunity to share these new arrangements and to help us to identify the kinds of remedies that might be made available. An online survey was launched and visitors to the OPCC stand at summer shows and events were also being asked to complete the consultation in hard copy.

The OPCC received 1022 responses to the Community Remedy Consultation. Work is continuing to agree the final list of remedies with the Chief Constable and to prepare for the introduction of the new community remedy arrangements later in October 2014.

The 101 Review Consultation

An online consultation exercise was launched over Summer 2014 seeking views from the public on the 101 Service as part of the PCC's review of 101 (which is discussed earlier in this report). Members of the public were invited to complete an online survey and visitors to the PCC's stand at summer shows were asked to fill in a hard copy of the form. The questionnaire sought to better understand people's expectations with regard to the 101 service and to understand the experiences of people in using the service.

Additional engagement activities

Since June 2014 until September 2014 the Engagement & Volunteer Team have also undertaken the following activities;

- Five public surgeries have been held in Bodmin, Exeter, North Devon, Plymouth and the Isles of Scilly. There were 38 twenty minute slots available for members of the public to meet and discuss issues of policing in their local area and community concerns with the PCC. 32 of these appointments were filled and were attended by 38 members of the public.
- Three community days were held in Torquay and Newquay. During these days the PCC met with Local Policing Teams, members of the public and visited community groups, charities and organisations who helped support the police and their communities.
- Two #hotseatlive Question Time Events broadcast by BBC Radio Cornwall & BBC Radio Devon. These events were attended by the PCC and CC and attended by members of the public as well as being broadcast live. Members of the public were able to pose questions on the evening, by tweeting questions or ringing in live during broadcast.

- A talk was held by the PCC to the Royal British Legion in South Molton

Future engagement activities scheduled for the remainder of the year include;

- Public surgeries to be held in Penzance, Launceston and Honiton before January 2014.
- A #hotseatlive Question Time Event will be held on November 7 2014 in Hatherleigh focusing on rural policing & crime
- The PCC will take part in Cornwall Council's Takeover day in line with the national Children's Commission Takeover Day in November
- Currently four talks to inform community groups on the work of the OPCC/PCC and to hear the views of the community are scheduled across Devon & Cornwall before December.

Correspondence

The PCC has received 548 items of correspondence since the beginning of June 2014.

3. OPCC COMMUNICATIONS

From early June to end of September the OPCC has issued 27 press releases. Many of these have been to highlight organisations which were successful in bids, through the OPCC, for Competed Fund financing. Following a launch day at Okehampton Police station, video interviews and audio extracts were also gathered from all groups and distributed to local media. This resulted in numerous articles and radio exposure for the organisations concerned.

Among the other matters covered in recent press releases have been the PCC's 'half term' warning about police funding, a response to a Parliamentary report on alcohol related crime and misuse, details of the 101 review in Devon and Cornwall, publication of the PCC's quarterly review, a call for firearm license costs to be increased (to match true cost), details of a new look Performance and Accountability Board to include public questions (via correspondence), and details of numerous public engagements events throughout the summer months (shows etc)

This work resulted in 113 press and media articles which reached a total audience of approx 2,450,000. The OPCC issued 100+ tweets and by encouraging conversations with our communities in this way the office increased its number of Twitter followers to over 3,400.

The PCC also supported, and took part in a Devon and Cornwall Police 'tweetathon' to highlight the number of alcohol related incidents which have to be dealt with on an average Friday night.

The PCC also made numerous appearances on local TV and radio programmes, mainly news based. Some of these recordings have been provided by our 'in house' team to ensure that radio stations who are unable to visit our office or meet Tony personally have audio material available to them should they wish to use it editorially. The radio stations involved are Pirate FM, Radio Plymouth, Heart Devon and Cornwall, Radio Exe, Palm FM. The PCC and other Managers have also been interviewed live on BBC Radio Devon and Cornwall on a variety of topics, including police funding and the use of breathalysers at entrances to pubs and clubs in Devon and Cornwall.

The PCC also recorded an interview for the independently commissioned film 'The Royal Hangover' regarding alcohol-related crime and misuse. We are waiting to hear when this will be scheduled.

4. FINANCE AND GOVERNANCE MATTERS

Transparency

As part of the PCC's commitment to meet the requirements of the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012 further information can now be found on the OPCC website, including details of board members, and quarterly reports of the Joint Strategic Boards which are responsible for delivery of the Police and Crime Plan. See <http://www.devonandcornwall-pcc.gov.uk/News-and-Events/Meetings/Meetings.aspx>

Integrity

All elected representatives have a duty to act with honesty and integrity. A Statement on Ethics has been published on the PCC's website and includes links to many key documents and policies which outline the PCC's commitment to maintaining the highest standards in public life. See <http://www.devonandcornwall-pcc.gov.uk/Document-Library/GOV-RES-pccs-ethical-statement-for-aug-uploading-140827-vn-1.pdf> The following introduction is taken from the Statement on Ethics:

"As the Police and Crime Commissioner (PCC) for Devon and Cornwall I have sworn an oath on taking office agreeing to abide by seven standards (known as the Nolan Principles) laid down by the Committee for Standards in Public Life.

My role includes holding the Chief Constable (CC) to account for ensuring that all police officers, staff, contractors and volunteers for Devon and Cornwall Police abide by the policing Code of Ethics.

I fully endorse the Code which incorporates the Nolan principles as well as two further values, fairness and respect. I have also incorporated these two values as I am united with the CC in wishing to ensure that respect and fairness are at the heart of policing and my governance. "

Decisions made

The following decisions and approvals have been made by the Police and Crime Commissioner in recent weeks:

- 4 June 2014 HMIC Inspection Process (approved)
- 8 May 2014 Decision to relocate the office of the PCC
- 4 June 2014 Finance Update (approved)
- 20 June 2014 Small Grants (decision to award)
- 23 June 2014 Strategic Alliance (development of initial business cases)
- 11 July 2014 Police Property Act Funds: Annual Report (approved)
- 18 Sept 2014 Approval of the Statement of Accounts
- 3 October 2014 Approval of the Annual Report

The full decisions page of the OPCC website can be accessed via the following link:

<http://www.devonandcornwall-pcc.gov.uk/Key-Documents/Decisions.aspx>

c) Financial matters

Annual Accounts. The annual accounts for 2013/14 have been signed off, without qualification, by the external auditors (Grant Thornton)

Annual Report. The annual report has been published and is included in the document pack for this meeting.

Budget 2014-15. Initial meetings to consider proposals for the next budget setting round (2014-15) began at the start of October 2014. The proposed budget and precept will be brought to the January 2015 meeting of the Police and Crime Panel.

Strategic Alliance with Dorset. At a meeting of the Strategic Alliance Executive Board on 23 June 2014, attended by the PCC and the PCC of Dorset it was agreed to proceed to the development of full business cases for each of the business areas which had been identified for consideration as part of the proposed alliance with Dorset. This work remains at an early stage. A full report on the progress of this work will be provided to the Police and Crime Panel at its next meeting.

5. RECENT HMIC INSPECTIONS

The following HMIC Reports relating to Devon and Cornwall have been published since the last Police and Crime Panel meeting.

Valuing the Police (4)

The report included positive judgements on the long term planning which had been put in place to meet the financial demands of the next four years, and on the significant value for money achievements. <http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/policing-in-austerity-meeting-the-challenge.pdf>

Core Business: An inspection of crime prevention, police attendance and use of police time.

This report examines all 43 police forces in England and Wales. It looks at three principal aspects of day-to-day policing: the prevention of crime; how crime is investigated and offenders are brought to justice; and freeing up and using police time more efficiently (which includes the use of modern technology). <http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/core-business.pdf>

Crime data integrity force report for Devon and Cornwall

These force reports follow on from the interim report that HMIC published in May 2014. They include specific recommendations for each force on how to improve the accuracy of, and therefore public confidence in, the way the police records crime. <http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/crime-data-integrity-devon-and-cornwall-2014.pdf>

Contact for further information

Andrew White

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

This page is intentionally left blank



Police and Crime Panel Meeting

17th October 2014

Report of the Chief Executive of the Office of Police and Crime Commissioner

COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER RECEIVED UNDER THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT 2011

1. No complaints against the Police and Crime Commissioner have been received during the period 7th June 2014 – 1st October 2014.
2. The number of complaints received and handled since the PCC's election on 15 November 2012 are shown below at Table 1.

Table 1

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IPCC by the OPCC
15 Nov 2012 – 9 April 2013	0	0	0	0	0
10 April – 24 Sept 2013	2	1	1	2	0
25 Sept – 25 Nov 2013	4	4	0	4	0
26 Nov 2013– 18 Jan 2014	0	0	0	0	0
19 Jan 2014-12 Mar 2014	0	0	0	0	0
13 Mar 2014-6 June 2014	1	0	1	1	0
7 June 2014-1 October 2014	0	0	0	0	0
			Grand total	7	0

Andrew White

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

Report updated 1st October 2014

This page is intentionally left blank