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Devon and Cornwall Police and Crime Panel

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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 19 December 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), Eginton (Mid Devon District Council), Inch (Torridge District Council), Geoff Brown (Cornwall Council), Eddowes (Cornwall Council), Excell (Torbay Council), Haywood (North Devon 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).

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

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DEVON AND CORNWALL POLICE AND CRIME PANEL

1. APOLOGIES

To receive apologies for non-attendance submitted by Members.

2. MINUTES

(Pages 1 - 12)

To sign and confirm as a correct record the minutes of the meeting held on 17 October 2014.

3. DECLARATIONS OF INTEREST

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

10.40 AM – 10.55 AM

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.

10.55 AM – 11.10 AM

5. FINDINGS AND RECOMMENDATIONS IN RESPECT OF THE POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT PRESENTED TO THE PANEL ON 17 OCTOBER 2014

(Pages 13 - 22)

The Panel will review the report (Formal Response to Police and Crime Panel) and actions/progress arising from the recommendations from the Police and Crime Panel in respect of the Police and Crime Commissioner's Annual Report presented on 17 October 2014.

11.10 AM – 11.25 AM

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

(Pages 23 - 278)

The Panel will review, report and agree formal recommendations made to the Police and Crime Commissioner and Chief Constable in relation to the proposed Station Enquiry Rationalisation and consider the response and actions/progress from the Police and Crime Commissioner to those recommendations.

11.25 AM – 11.55 AM

- 7. SCRUTINY OF THE POLICE AND CRIME COMMISSIONER'S REVIEW OF THE 101 SERVICE PROVISION IN DEVON AND CORNWALL (Pages 279 - 302)**

The Panel will review the report and recommendations provided by the Police and Crime Commissioner in respect of his recent review of the 101 non-emergency service provision in Devon and Cornwall.

11.55 AM – 13.30 PM

- 8. SCRUTINY ON "HOW IS THE POLICE AND CRIME COMMISSIONER STRENGTHENING RELATIONSHIPS AND SHOWING LEADERSHIP IN PARTNERSHIP WORKING?" (Pages 303 - 322)**

The Panel will use a select committee style approach to scrutinise how the Police and Crime Commissioner is strengthening relationships and showing leadership in Partnership Working.

14.00 PM – 14.15 PM

- 9. FINDINGS FROM SCRUTINY OF "HOW IS THE POLICE AND CRIME COMMISSIONER STRENGTHENING RELATIONSHIPS AND SHOWING LEADERSHIP IN PARTNERSHIP WORKING?"**

The Panel will be asked to agree its findings from item 8 on this agenda which will then be used to inform the recommendations in a final report to be reviewed at the next Panel meeting.

14.15 PM – 15.00 PM

- 10. STRATEGIC ALLIANCE WITH DORSET (Pages 323 - 332)**

The Panel will hear a presentation from the Police and Crime Commissioner in respect of opportunities for strategic collaboration between Devon and Cornwall Police and Dorset Police. The Panel will also welcome Councillor John Adams, the Chair of the Dorset Police and Crime Panel, for this item.

15.00 PM – 15.15 PM

- 11. POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT (Pages 333 - 338)**

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

15.15 PM – 15.30 PM

12. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT (Pages 339 - 352)

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 and to include a staffing report (current and any new appointments including consultancy).

15.30 PM – 15.45 PM

13. REPORT FROM THE OFFICE OF THE POLICE AND CRIME COMMISSIONER IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE POLICE AND CRIME COMMISSIONER (Pages 353 - 354)

Members will consider the report and after due consideration, agree the resolutions by the Chief Executive Officer of the Police and Crime Commissioner.

14. FUTURE MEETING DATES

The following are the scheduled future meeting dates for the Panel –

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

Devon and Cornwall Police and Crime Panel

Friday 17 October 2014

PRESENT:

Councillor Croad, Chair,
Councillor Rule, Vice-Chair.
Councillors Barker, Batters, Eddowes, Excell, Haywood, James, Rennie, Saltern, Sanders, Kate Taylor (substitute for Councillor Penberthy), Toms (substitute for Councillor Brown) and Wright.

Independent Members: Ms Atkinson and Ms Rapson.

Apologies for absence: Councillors Brown, Hare-Scott, Inch, Penberthy and Sutton.

Also in attendance: Sarah Hopkins, Community Safety Partnership Manager, Jo Heather, Portfolio Advisory and Scrutiny Officer, Cornwall Council, Tony Hogg, Police and Crime Commissioner, Andrew White, OPCC Chief Executive, Lisa Vango, OPCC, Shaun Sawyer, Chief Constable, Emma Webber, Force Strategic Manager, Councillor Tisdale, Stithians Parish Council, Camborne, Councillor Robert Drew, Carn Brea Parish Council, Jeremy Joslin, President Hayle Chamber of Commerce, and Katey Johns, Democratic Support Officer

The meeting started at 10.30 am and finished at 3.00 pm.

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

15. **Councillor Roy Duncan**

The Chair reported on the sad passing of Councillor Roy Duncan, panel member from the Isles of Scilly, and asked the panel to join with him for a few moments of quiet reflection. The thoughts and sympathies of the panel were with Roy's wife, family, friends and colleagues at this sad time.

16. **MINUTES**

Agreed the minutes of the meeting held on 20 June 2014, subject to the addition of the presence of Councillor Batters and the correction of Tony to Andy Boyd in minute 3.

17. **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	20 - 26	Executive Lead for Torbay's Safer Communities Partnership	Personal

18. **PUBLIC QUESTIONS**

There were no questions from members of the public.

19. **APPOINTMENT OF INDEPENDENT MEMBER TO REPRESENT CORNWALL AND ISLES OF SCILLY**

The Chair thanked Councillors Rule and James for their assistance on the selection panel along with Jo Heather, Cornwall Council, for supporting them in this process. Agreed to appoint Ms Sarah Rapson as the Independent Member representing Cornwall and the Isles of Scilly for a period of four years commencing 17 October 2014.

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

The panel undertook a post-decision scrutiny review of the Police and Crime Commissioner's joint announcement with the Chief Constable to rationalise station enquiry offices. In preparation for the scrutiny, the Host Authority, on behalf of the panel and in liaison with the Chair and Vice-Chair, prepared and presented a report which included details of a wide range of community and stakeholder engagement and other evidence which aimed to assist the panel in establishing for itself the level of knowledge, understanding and any concerns that existed about the proposals, and particularly in the areas directly affected.

Many responses were received and an analysis of the feedback was summarised in the report. Given that much of the feedback came from a number of Town and Parish Councils in Cornwall and, of those that responded, many said that they were unaware of the proposals and did not recall being consulted, the following witnesses were invited to the panel 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

Their feedback combined and summarised below included concerns about –

- Reliability of the footfall data that determined the proposals
- Lack of Policing particularly at peak times in 'holiday destinations' during the summer
- That some older people may be less likely or less able to contact the Police via modern IT access as opposed to face to face contact

- The lack of Police presence at community meetings and reducing or no 'monthly reports' provided
- The varying degree or lack of telephone signals in some parts of Cornwall and therefore lack of mobile phone and internet connectivity
- Effectiveness and reach, and lack of the consultation particularly with Town and Parish Councils about these proposals
- Lack of the resilience of the alternative means to contact the Police that are timed to coincide with the proposed closures
- Little or no knowledge of, and unable to find/access the 'Contact Strategy' or 'local engagement plans' and if they exist, why haven't they been created 'with' communities?
- Suspicion of the research methodology and decisions made on the basis of 'professional judgement'
- Communities haven't been asked 'what they want' and 'how they can help'
- The efficiency and effectiveness of the 101 service and that due to these issues, incidents were failing to be reported as there was no faith in the service
- Processing issues linked to safeguarding
- Concern that Falmouth's offer for its One Stop Shop to be used as a community hub was 'turned down'
- The public's perception that their safety could be jeopardised by the closures and that the closures would distance the Police from the public, potentially fostering a "them and us" culture.

Their feedback also included some suggestions, namely:

- Consider a 'Blue Light Information Centre' model, possibly hosted by the Chamber of Commercies and using volunteers.
- Consider using more honest terminology when communicating – say 'closures' rather than use the term 'rationalisation'.
- Consider communities for 'self-help' solutions and involving communities in co-designing solutions in the future.
- If Police are no longer attending Town and Parish Council meetings, it would be helpful if the Police communicate this and explain why and what alternatives there might be.

After considering the evidence and hearing from witnesses, the panel posed a number of questions to the Police and Crime Commissioner and Chief Constable which were responded to as follows -

- Consultation was largely based on letters, footfall and the evidence base and engagement from 2010. These stations hadn't been closed in 2010/11 because it was anticipated that the Country would be out of recession by 2014, however, as a result of further pressures brought about by the Comprehensive Spending Review it had been necessary to revisit the situation.
- A lesson has been learned about being more inclusive of Town and Parish Councils in Cornwall in future consultations.

- The conundrum is if cuts are not made here, then where?
- The Contact/Engagement Strategy takes us to 2018 – this not a retreat from public engagement. But there are 400 less Police Officers.
- Front Office provision is not an ‘engagement function’.
- Two footfall surveys were undertaken in November and August 2010/11 and March 2014.
- 999 did fall below 90% during summer. It was a busy period, and Control Room staff had been taking longer to complete new formulaic ‘vulnerability assessments’ along with the implementation of the new Unify system all of which have had an impact.
- The Chief Constable is confident that 101 will not be impacted by front desk closures.
- The PCC has undertaken a detailed review of 101. The fieldwork is complete and a definitive report is being written on performance of the 101 service. This will be published and provided to the PCP at its next meeting. Desired standards will be worked through.
- There is an appointment system in place which needs ‘tweaking’ and needs making more visible to the public and quicker to make those appointments.
- The Chief Constable is looking at how Blue Phones can jump the queue to the top of 101.
- An Equality Impact Assessment was carried out for the last and this review including direct liaison with members of the Strategic Independent Advisory Group. Also a community impact assessment was carried out.
- The PCC has officers in his team looking at Safe Places Scheme.
- The Chief Constable advised there weren’t that many alternative options but is happy to share them. Using volunteers in Police Stations was considered, but in law people cannot be made redundant and then replaced with volunteers.
- It was acknowledged that the Police has failed to get the message across in Cornwall about the closures – but had done better at getting the message across in Devon.
- All but £6m of our Police reserves are held against specific plans. There are plans for the forward and effective use of our reserves. Reserves are never a means of sustaining ongoing operational requirements.
- £750,000 is in effect being reinvested into e.g. 101 and to improve technology but sustainability over the next four years is important. The reality is it will not be reinvested, but will contribute to a £14.8m budget gap. The Police are re-engineering and changing services in a way that is responding to communities and which may include more people in call centres.
- Much of the construction of the next four years relates to the Police reserves in the fourth year, and what the Police are trying to do over the next four years. There is a smoothing fund to try and smooth the vagaries of Policing and year on year, with e.g. council tax changes which are audited by the PCP, that money will contribute to the ‘in and out’ of smoothing funds and reserves over a four year period which will be looked at as part of the budget for next year. Debate re the necessity, as the pressure comes on, to redefine the reserves position and looking at taking ‘risk on risk’ on reserves, there are risks to consider including job evaluation and A19 which are all built into the reserves.

- The Police are closing front offices, but are not closing police stations. They are looking at joint agency, One Stop Shops including using Falmouth Station differently. They could provide a report on all the joint work on buildings.
- In the previous round of closures Okehampton was kept open even though the business case did not stack up for Okehampton, along with keeping Launceston open. However, the Chief Constable could not justify keeping Okehampton open in this round. However, Launceston remains a particular concern to the Chief Constable and to the PCC. The custody suite is the factor at Launceston and why that has been kept open. A large amount of footfall at Launceston is in relation to visits to the detainees in custody centre itself.
- The Estates Programme is an important and complex one. The PCC can now take a more business approach to sites to boost revenue through entrepreneurial means.
- Acknowledged that there is a huge gap in how remaining front enquiry desks are distributed in Cornwall. Whilst a concern, it is about encouraging other means to contacting Police. Launceston is a particular concern.
- The Chief Constable is happy to share the engagement plans. The view is that people are not visiting police stations, it is about the Police getting out into communities.
- There are 400 less Police Officers, but PCSO numbers have not been reduced where other forces have cut them. There are 10% less Police Officers than 4 years ago and may continue to reduce. This is about the public playing a greater part and making communities more resilient.
- This is about legitimacy of policing, the public interpret this as 'presence'. However, there are other challenges where officers are pulled into other less visible areas, e.g. domestic abuse, internet/cyber-crime, but are still keeping people safe.
- Acknowledged by the PCC and Chief Constable that they need the support of the Panel to help get messages out there.
- The Engagement Plans are work in progress. They are there, and in development. People can use Crime Online and the appointment system.
- The PCC advised that the decision about these closures has been made but the PCC offered to provide information as to how the consultation is working.
- Consultation on any review of custody centre provision including in Launceston is just starting. A plan/proposals have yet to be put to the PCC by the Chief Constable.

On behalf of the panel, the Chair thanked the witnesses, Commissioner and the Chief Constable for their time and attendance and advised that the panel would present its findings following a brief adjournment for lunch.

(The meeting adjourned at 12.45 pm and reconvened at 1.25 pm)

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

Having reviewed the written evidence, heard from the witnesses, and having conducted a comprehensive and searching question and answer session between the Police and Crime Panel, the Police and Crime Commissioner and the Chief Constable, the following findings were identified –

- Lack of engagement with Town and Parish Councils (particularly in Cornwall) has been acknowledged.
- A review of Police Custody Centres is in its infancy.
- No account of, or consideration has been given to, options for community-led models but there is clearly a will in communities to help Police with their challenges
- 101 still appears to be ineffective, which is a concern that has not been fully addressed and improved to coincide with these proposals being implemented. This is a key crime reporting tool and there is not a robust alternative
- There are not enough staff at the Contact Centre who deal with 101 calls.
- There is a possibility that 'Blue Phones' outside Police Stations could take priority in the 101 queue which is welcomed.
- Equality Impact Assessments have not been shared.
- A robust alternative for IT is needed – many people do not use, or are unable to use, or have no access (including connectivity) in rural areas and areas of poverty.
- Local Engagement Plans do exist and are in development.
- The alternative options to the front desk closure proposals were not shared.
- That the PCC has stated that the 'decision' has, in effect, been made about these closures which will commence from 31 October 2014.
- The public are not aware of the range of services on offer to discuss matters with the Police e.g. the option for a 'visit if prepared to wait'.
- It is not clear what joint working opportunities/initiatives are being undertaken now and what consideration is being made in relation to this in the future
- It is not clear what plans there are for the future use of the Police estates portfolio.
- Wider engagement, prior consultation and communication by the PCC is key and there is a need to work more together as a whole i.e. the PCP supporting the PCC who in turn supports the Chief Constable.
- The PCC needs to recognise the value of the role of the panel as not just being about scrutiny, but that it can also provide support and advocacy and there is a willingness amongst panel members to assist with communicating with communities.
- Whilst it is acknowledged and understood that public sector cuts are, in part, a driver of this decision, other factors include societal changes in general in preferred methods of communication.

The Police and Crime Panel therefore recommends that –

- (1) a mechanism for more effective engagement, communication and consultation, particularly with Town and Parish Councils about future decisions should be addressed and ensured;
- (2) that the PCP is consulted by the PCC at the earliest opportunity in respect of any review of Police Custody Centres and any other key decisions;
- (3) opportunities and the willingness that already exists in communities to help the Police with these and future challenges should be encouraged, considered and maximised on;
- (4) a report be provided to the PCP in respect of 101 performance and following the recent 101 consultation, with a more definitive and clearer statement being included in relation to its performance;
- (5) consideration be given in relation to increasing staffing levels in the Contact Centre dealing with 101 calls;
- (6) the possibility of the 'Blue Phones' outside Police Stations taking priority in the 101 queue should be explored;
- (7) the PCP be provided with Equality Impact Assessments for this and future decisions.
- (8) a robust alternative for IT should be developed to take account of the issue that many people do not use, or are unable to use, or have no access (including connectivity) in rural areas and areas of poverty. This alternative should be reported back to the PCP;
- (9) the Local Engagement Plans should be provided to the PCP along with any 'communication/contact strategy' and these documents should be made easily accessible to the public;
- (10) the PCP be provided with details of the alternative options considered in relation to the front desk closure proposals;
- (11) all consultation undertaken to inform the front desk closure proposals including this report from the PCP should be considered prior to a final decision being made;
- (12) the PCC should communicate more widely with the public regarding the range of options for meeting with Police officers;

- (13) The PCP be provided with details of any current joint working opportunities/initiatives that are being undertaken now and what consideration is being made in relation to this in the future;
- (14) the PCP be provided with the plan for the future use of the estates portfolio, including a more business/entrepreneurial approach;
- (15) consideration should be given to the value of the PCP's support and wider engagement, prior consultation and communication with the PCP in order to work as a whole i.e. the PCP supporting the PCC who in turn supports the Chief Constable;
- (16) consideration should be given in relation to how the PCP can assist with support, advocacy and the dissemination of information and communication to communities in respect of key decisions in the future.

Finally, the Chair reminded Members that Section 28 (7) of the Police Reform and Social Responsibility Act 2011 states that the PCP must publish any Reports or recommendations. This report will –

- be circulated to PCP Members for initial comment and then submitted in draft form to the PCC prior to 31 October 2014 for consideration prior to a final decision being made by the PCC and Chief Constable in relation to the front desk closures);
- then be formally reviewed and agreed by the PCP at its meeting on 19 December 2014 and following the meeting it will be published on the Host Authority's website and the Police and Crime Panel website with copies being sent to the witnesses.

22. **ANNUAL REPORT OF THE POLICE AND CRIME COMMISSIONER**

In accordance with the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner submitted his Annual Report for the panel's consideration. Mr Hogg drew Members' attention to the report's highlights which included –

- progress against the Police and Crime Plan Objectives | April 2013-31 March 2014
- an overview of performance for the period 2013/14
- force performance | April 2014 - 31 March 2014 against targets in the Police and Crime Plan
- the OPCC Treasurer's Report
- details of the OPCC's Governance and Accountability

Members then took the opportunity to respond to the report which included comments on -

- the Licensing system and issues concerning alcohol harm and pre-loading
- staff pay increases

- special Constables and PCSOs and powers of arrest
- collaboration opportunities both outside of and within the force area
- suggestions for the P&CC for further public relations opportunities
- social impact assessment of the work of the P&CC to date and the 3 top things achieved
- whether the PCC or the Chief Executive should be 'fronting up' good and bad news issues in the media
- early morning restriction orders
- child sexual exploitation

As a result of those comments and discussions, the Police and Crime Panel made the following recommendations and it was agreed that –

- (1) as part of the strategic alliance negotiations with Dorset, the PCC should give consideration to opportunities for collaboration with organisations within the force area;
- (2) the PCC forms closer links/liaises more closely and regularly with Licensing Committees across the force area to hear about what they are doing, and to share what the PCC is doing to tackle alcohol harm;
- (3) the PCC considers more regular appearances on, for example, Radio Cornwall as a means to promoting his work;
- (4) the PCC considers in the future who, between himself and the Chief Executive, is more responsible and appropriate for covering both positive and more controversial issues in the media;
- (5) the PCC considers providing to the PCP a 'forward plan' of public communications in respect of, and appended to, his regular performance reports to the PCP;
- (6) 'child sexual exploitation' and 'cybercrime' is given more emphasis and prioritisation in his next Police and Crime Plan.

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

The Police and Crime Commissioner submitted an update on the performance measures set out in his Police and Crime Plan 2014-17. He reported that –

- (a) with regard to areas of improvement –
 - the long term trend in victim based crime was down
 - there had been an 11.3 per cent reduction in victim-based crime during June-August compared to the same period in the previous year

- total crime was showing a 3.5 per cent overall reduction
- (b) with regard to areas of significant change, violence without injury remained a particular challenge and trends in sexual abuse continued to rise;
- (c) with regard to areas requiring a better understanding, a more complex picture was emerging in relation to domestic abuse and, whilst it was thought to be the product of a reduction in victimisation, further consideration of the matter was required before this could be confirmed to be the case;
- (d) with regard to measures still being developed, work was continuing to develop baseline data and reporting arrangements required to enable assessment of the performance against the new framework;
- (e) Appendix 1 to the report set out the performance measures and Appendix 2 contained slides from the recent Performance and Accountability Board.

In response to questions raised, Members were advised that –

- (f) the format for recording of deaths of offenders in custody was still emerging and there was no further detail currently available on that;
- (g) the performance measures set out in Appendix 1 to the report were lifted from the Police and Crime Plan and demonstrated improvement in performance within Devon and Cornwall and how this compared against performance nationally;
- (h) the 101 satisfaction survey captured the responses of callers whose calls had been answered and was not inclusive of calls that hadn't got through.

It was suggested that in order for the performance information to be more helpful to the panel if the data included the performance target, the performance actual and then whether the performance was rated at red, amber or green.

The panel noted the report.

24. **PROPOSED WORK PROGRAMME FOR THE POLICE AND CRIME PANEL**

The Chair referred Members to the panel's work programme for 2014-15 and advised that it would be kept under regular review as a standing agenda item. Following a brief discussion, the panel noted the work programme, subject to inclusion of the following additions –

- a briefing on the new arrangements for Victim Services
- a briefing from the Chief Constable on what was being done to tackle trafficking

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

The Police and Crime Commissioner submitted an update reporting on the activities of the office of the Police and Crime Commissioner and progress made in delivering the Police and Crime Plan since the last Police and Crime Panel meeting in June 2014. He commented on the report's highlights as follows –

Priority 1

- a comprehensive review of the 101 Service was being undertaken
- the second round of the small Grants Scheme had now concluded resulting in £103,000 being provided to 24 projects
- a safeguarding vulnerable people pilot, which was already showing encouraging signs of success, was under way in Torbay

Priority 2

- that several work streams were under way to tackle excessive drinking, the effects of alcohol and the impact of alcohol related policing, including improving education awareness and campaigning for minimum unit pricing

Priority 3

- work was under way to identify areas for potential improvement within Devon and Cornwall
- the potential for a possible strategic alliance with Dorset was being explored
- a revision of the Police estates, including relocating the Office of the Police and Crime Commissioner to Middlemoor

Priority 4

- sizeable agenda around transforming probation/rehabilitation which included an expected announcement of the preferred bidder for Victim Services on 1 November 2014;
- improving services to witness
- training for police officers and staff on understanding and awareness of mental health issues following introduction of a new Section 136 multi-agency protocol
- there had been a deep dive exercise on Out of Court Disposals
- work around criminal asset seizure and the potential to recover costs

Priority 5

- significant changes to victim support services – a separate report on this would be submitted to the panel's next meeting and Ian Ansell

who was heading up the new arrangement in the OPCC's team would attend to present the item

Priority 6

- the volunteer review was progressing with terms of reference having been established and the Investors in Volunteers quality standard was being used to benchmark current practices against a national standard. This was not policing on the cheap but would provide a service that offered local community based solutions within and across public sector agencies
- the performance measure within the Police and Crime Plan is to achieve 150,000 service hours annually for Special Constables by the end of plan period. Currently there were 592 Specials within the Force with a further 90 to begin training in November and a similar number to begin training by March 2015
- the first OPCC Devon and Cornwall Police Partnership Community Volunteer Awards took place on 26 September 2014
- commencement of public engagement exercises on a number of projects including restorative justice / community remedy

Members raised concerns with the speed of progression toward the possible merger with Dorset, commenting that they would not want to be left in a position where it was too late for them to be engaged.

The panel noted the update and welcomed the opportunity to hear more on Victim Services Commissioning at its next meeting.

26. **REPORT FROM THE OPCC IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE PCC**

The panel noted that no complaints had been received during the period 7 June – 1 October 2014.

27. **FUTURE MEETING DATES**

The dates of future panel meetings were noted as follows –

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

DEVON AND CORNWALL POLICE AND CRIME PANEL

Subject: Findings and Recommendations in respect of the Police and Crime Commissioner's Annual Report.

Date: 19 December 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:

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 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. In accordance with Section 28(4) of the Police Reform and Social Responsibility Act 2011, the PCP is required to review this and make a report. The PCP reviewed the PCC's Annual Report at the meeting held on 17 October 2014.

Immediately following the PCP meeting, the Host Authority drafted a report and recommendations on behalf of the PCP (**Appendix 1**) incorporating the findings of the PCP meeting and this was circulated to PCP members for comment.

The draft report was emailed to the PCC on 31 October 2014, for his consideration. The PCC has responded in writing to the PCP's report and his response, dated 9 December 2014, is attached (**Appendix 2**).

The PCP is asked to formally review and agree its report to the PCC and consider the PCC's response. The PCC will be given an opportunity to verbally comment on, and respond to, the report at this meeting.

Recommendations & Reasons for recommended action:

It is recommended that the PCP:

- Reviews and agrees the draft report to the PCC as a final version in respect of its findings and recommendations to the PCC (**Appendix 1**), and
- Reviews the PCC's response to the draft final report (**Appendix 2**) and consider any items for inclusion in the PCP work programme.

The above reflects the PCP role to effectively and robustly scrutinise the PCC's Annual Report 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:

The alternative option would be for the PCP not to review, make a report and any 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.



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Mr Tony Hogg
Police and Crime Commissioner for Devon,
Cornwall and the Isles of Scilly
Endeavour House,
Pynes Hill,
Exeter EX2 5WH

Please ask for: Sarah Hopkins

Date 31 October 2014

My Ref RC/SH/Annual Report 2014 Your Ref

Dear Police and Crime Commissioner

Annual Report of the Police and Crime Commissioner for Devon and Cornwall

On behalf of the Devon and Cornwall Police and Crime Panel I would like to thank you for presenting your Annual Report to the Panel meeting held on 17 October 2014.

I am pleased to now be able to provide you with the Panel's statutory report, attached, as required under Section 28(4) of the Police Reform and Social Responsibility Act 2011. I hope you found the Panel's feedback constructive, supportive and helpful.

The Panel look forward to receiving your report at their next meeting on the 20th December, in respect of the impact of the Stage 2 Transfer.

This report will be published on the Host authority's web site,
<http://www.plymouth.gov.uk/homepage/communityandliving/csu/policecrimepanel.htm>

The Panel looks forward to your response to this report.

Yours sincerely

A handwritten signature in black ink, appearing to read "R Croad", with a horizontal line underneath.

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

Cc: Andrew White, Chief Executive

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

Report of the Devon and Cornwall Police and Crime Panel to the Police and Crime Commissioner.

31 October 2014

Devon and Cornwall Police and Crime Commissioner's Annual Report

Introduction

In accordance with Section 28(4) of the Police Reform and Social Responsibility Act 2011 the Police and Crime Panel (PCP) must review the Annual Report and make a report along with any recommendations to the Police and Crime Commissioner (PCC).

On 17 October 2014 the PCP considered the PCC's Annual Report.

Members present: Cllrs Croad (Chair) and Rule (Vice-Chair)

Councillors: Barker, Batters, Eddowes, Excell, Haywood, James, Rennie, Saltern, Sanders, Kate Taylor (substitute for Councillor Penberthy), Toms (substitute for Councillor Brown) and Wright.

Independent Members: Ms Atkinson and Ms Rapson.

Apologies for absence: Councillors Brown, Hare-Scott, Inch, Penberthy and Sutton.

Also in attendance: Sarah Hopkins, Community Safety & Partnerships Manager, Jo Heather, Portfolio Advisory and Scrutiny Officer, Cornwall Council, Tony Hogg, Police and Crime Commissioner, Andrew White, OPCC Chief Executive, Lisa Vango, OPCC, Shaun Sawyer, Chief Constable, Emma Webber, Force Strategic Manager, Councillor Tisdale, Stithians Parish Council, Camborne, Councillor Robert Drew, Carn Brea Parish Council, Jeremy Joslin, President Hayle Chamber of Commerce, and Katey Johns, Democratic Support Officer

Panel Comments

Your presentation of the Annual Report provided:

- Progress against the Police and Crime Plan Objectives 1 April 2013-31 March 2014
- An overview of performance for the period 2013/14
- Force performance 1 April 2014- 31 March 2014 against targets in the Police and Crime Plan
- The OPCC Treasurer's Report
- OPCC Governance and Accountability

Following on from this, PCP Members were invited by the Chair to comment on the report, this included comments on -

- The Licensing system and issues concerning alcohol harm and pre-loading
- Staff pay increases
- Special Constables and PCSOs and powers of arrest
- Collaboration opportunities both outside of and within the force area
- Suggestions for the P&CC for further public relations opportunities
- Social impact assessment of the work of the P&CC to date and the 3 top things achieved
- Whether the PCC or the Chief Executive should be 'fronting up' good and bad news issues in the media
- Early morning restriction orders
- Child sexual exploitation

Panel Recommendations:

As a result of those discussions, the Police and Crime Panel made the following recommendations and it was agreed that -

- 1) As part of the strategic alliance negotiations with Dorset, the PCC should give consideration to opportunities for collaboration with organisations within the force area.
- 2) That the PCC forms closer links/liaises more closely and regularly with Licensing Committees across the force area to hear about what they are doing, and to share what the PCC is doing to tackle alcohol harm.
- 3) That the PCC considers more regular appearances on, for example, Radio Cornwall as a means to promoting his work.
- 4) That the PCC considers in the future who, between himself and the Chief Executive, is more responsible and appropriate for covering both positive and more controversial issues in the media.
- 5) That the PCC considers providing to the PCP a 'forward plan' of public communications in respect of, and appended to, his regular performance reports to the PCP.
- 6) That 'child sexual exploitation' and 'cybercrime' is given more emphasis and prioritisation in the PCC's next Police and Crime Plan.

Final comments

As required by legislation, this report will be published on the Host authority's web site <http://www.plymouth.gov.uk/homepage/communityandliving/csu/policecrimepanel.htm> and copies issued to all members of the Police and Crime Panel.

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

Roger.croad@devon.gov.uk

9th December 2014

Dear Roger

Thank you for your letter dated 31 October 2014 following the Police and Crime Panel's (PCP) review of my Annual Report for 2013-2014. I write to respond formally to the recommendations in your letter.

Panel recommendation 1

As part of the strategic alliance negotiations with Dorset, the PCC should give consideration to opportunities for collaboration with organisations within the force area.

PCC response

The Strategic Alliance scoping exercise represents a substantial programme of work which the Chief Constable and I believe holds great promise. We need to find ways to ensure that local policing is protected as far as possible and this will only be possible by reducing costs in other areas of the business and sharing resources and expertise.

Whilst the Strategic Alliance presents opportunities for a major step forward in sustaining local policing for years to come, it is of course entirely right that we continue to look at all prospects for improving policing efficiency by working with others.

Collaboration, wider partnerships, co-location and shared facilities are subject areas I have been pushing over the last couple of years. I hold regular discussions with Council Leaders and my staff explore opportunities with senior officers in organisations across the area. We have made some good progress but need to maintain momentum as more often than not such developments have long lead-in times.

Panel recommendation 2

That the PCC forms closer links/liases more closely and regularly with Licensing Committees across the force area to hear about what they are doing, and to share what the PCC is doing to tackle alcohol harm.

PCC response

The issue of alcohol licensing is an important topic and one which is fundamental to both my Police and Crime Plan and the new national Action Plan on alcohol that I am leading for PCCs as chair of the APCC Working Group on alcohol. If we are to make progress in tackling alcohol related crime and harm we need to make sure that we have the right legal regime in place and we must also ensure we use those rules as effectively as possible. I am keen to work closely with licensing colleagues on both of these issues. My team and I regularly meet with local authority leaders, Public Health, Health and Wellbeing Boards, Community Safety Partnerships and industry to consider alcohol related issues in their areas and to identify ways in which we can work together. We are now starting to work with local authorities and other partners and are lobbying for improvements to be made to national legislation – including an improved focus on health matters via licensing, which I recently discussed with the Minister for Crime Prevention, Lynne Featherstone MP.

I will shortly be writing to the Chairs of Licensing Committees to seek their views on the licensing regime and to start to explore ways we can work together to improve the efficacy of the regime and in particular on tackling the issue of serving drunks.

Panel recommendation 3

That the PCC considers more regular appearances on, for example, Radio Cornwall as a means to promoting his work.

PCC response

From the New Year, I will take part in a regular lunchtime phone-in session on the Laurence Reed programme on BBC Radio Cornwall, following on from a lunchtime phone-in session in November. I will also be continuing regular sessions with BBC Radio Devon. I welcome every opportunity to speak with the public and answer their questions on the considerable and wide ranging work my team and I undertake. I frequently take part in radio and TV interviews and in November made an appearance on the BBC Sunday Politics programme. Early in the month, I took part in a BBC Radio Devon live broadcast from Hatherleigh on the subject of rural affairs. Incidentally, at this event my team received an award from CoPaCC (the independent police governance monitor) in recognition of its achievements in community engagement.

In terms of promoting the work of the office in addition to our work with print, media and broadcasting we have a growing presence on social media. My office has issued over 120 tweets since October and by encouraging conversations with our communities in this way the office increased its number of Twitter followers to over 3,670. We will continue to grow this presence and are also working to enhance our website functionality and impact, with an improved website due for launch in the first few months of 2015.

Panel recommendation 4

That the PCC considers in the future who, between himself and the Chief Executive, is more responsible and appropriate for covering both positive and more controversial issues in the media.



PCC response

I accept this point but it must be stressed that the dynamic nature of today's press and broadcast media mean that we receive regular calls on my office for comments, quotes and interviews. My work commitments are such that I am regularly in meetings, travelling or unavailable to pass comment and on such occasions others within the office may need to provide public comment on my behalf.

Panel recommendation 5

That the PCC considers providing to the PCP a 'forward plan' of public communications in respect of, and appended to, his regular performance reports to the PCP.

PCC response


I have asked my Chief Executive to consider the best way of informing the Police and Crime Panel about forthcoming public communications. We will provide an update of this nature to the Panel for its next meeting in February 2015.

Panel recommendation 6

That 'child sexual exploitation' and 'cybercrime' is given more emphasis and prioritisation in the PCC's next Police and Crime Plan.

PCC response

We are currently working on our review of the Police and Crime Plan and will be issuing a consultation letter to partners shortly setting out areas where I intend to adjust the Police and Crime Plan for 2015/16. In addition we will be carrying out wider public consultation via an online survey. Both of the issues raised by the Police and Crime Panel are firmly on my agenda and I will be proposing that they are reflected in the Police and Crime Plan. A paper on the review of the Police and Crime Plan will be submitted to the Panel for its meeting in February 2015.

I  hope you find this response to the Panel's recommendations helpful. Of course, I am more than happy to discuss the contents of this letter with you or provide further information should you wish.

Tony Hogg

Police and Crime Commissioner

cc sarah.hopkins@plymouth.gov.uk

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DEVON AND CORNWALL POLICE AND CRIME PANEL

Subject: Findings and Recommendations in respect of the Devon & Cornwall's Police and Crime Panel's 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: 19 December 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 held on 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 took place at the PCP meeting held on 17 October 2014 and was undertaken adopting a 'select committee' style approach. The findings of the scrutiny review were presented at the PCP meeting and it was agreed that they would 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. It was also agreed that the report would be made available to the PCC and Chief Constable in draft form prior to the deadline of 31 October 2014.

Immediately following the PCP meeting, the Host Authority compiled a draft report (**Appendix 1**) containing a summary of the scrutiny discussion and the PCP's findings and recommendations. The PCP recommendations were drafted by the Host Authority from the findings agreed at the PCP meeting and the draft report was circulated to PCP Members for initial comment. The draft report was then emailed to the PCC and Chief Constable on 29 October 2014, in advance of the stakeholder consultation closing date of 31 October 2014, for their consideration prior to a final decision being made in relation to the station enquiry desk closure proposals.

The PCC has responded in writing to the PCP's report and this response, dated 2 December 2014, is attached (**Appendix 2**) along with:

- The full engagement plans (**Appendices 3-7**) referred to in the PCC's report. If engagement plans exist for Plymouth and the Isles of Scilly, they are not available on the link provided by the PCC, and in the same place as the engagement plans covering the rest of the force area. The Host Authority has tried, but not succeeded, in identifying if one exists for Plymouth and one for the Isles of Scilly, and if so, where they can be located.
- The Equality Impact Assessment in relation to the Station Enquiry Office closure decision which the PCP requested be provided (**Appendix 8**).
- The PCC's Mid-Term Financial Strategy 2014-18 (**Appendix 9**), which makes reference to alternative options considered in relation to the front desk closure proposal.

To assist the PCP, the Host Authority has provided an update on the PCC's progress in addressing the PCP's Recommendations (**Appendix 10**), informed by the PCC's written response.

The PCP is asked to formally review and agree its report to the PCC and consider the PCC's response.

The PCC and Chief Constable will be given an opportunity to verbally comment on, and respond to, the report at this meeting.

Recommendations & Reasons for recommended action:

It is recommended that the PCP:

- Reviews and agrees the draft report to the PCC as a final version in respect of its findings and recommendations to the PCC (**Appendix 1**), and
- Reviews the PCC's response to the draft final report (**Appendix 2**) and the PCC's progress (**Appendix 10**) and considers any items for inclusion in the PCP work programme.

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 legislation¹ to carry out investigations into decisions made by the PCC and into topics of particular interest, or public concern.

Background Papers: None.

¹ Police Reform and Social Responsibility Act 2011 s28(6)



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My Ref RC/SH/SEO Scrutiny

Mr Tony Hogg
Police and Crime Commissioner for Devon,
Cornwall and the Isles of Scilly
Endeavour House,
Pynes Hill,
Exeter EX2 5WH

Please ask for: Sarah Hopkins

Date 29 October 2014

Dear Police and Crime Commissioner,

**SCRUTINY BY DEVON AND CORNWALL POLICE AND CRIME PANEL IN RESPECT OF
“POLICE AND CRIME COMMISSIONER’S JOINT ANNOUNCEMENT WITH THE CHIEF
CONSTABLE IN RESPECT OF DEVON & CORNWALL POLICE “PUBLIC CONTACT
STRATEGY” – STATION ENQUIRY OFFICES’ RATIONALISATION”**

I would like to thank you and your colleagues, on behalf of the Devon and Cornwall Police and Crime Panel, for attending Devon and Cornwall Police and Crime Panel on 17 October 2014 in respect of the above reactive scrutiny item. I hope you found the select committee style approach to the scrutiny process a useful mechanism, with the right balance of both support and challenge in respect of your proposals, and a positive and useful exercise.

Following comment by the Panel, I am pleased to now provide you with the Panel’s draft report of findings and recommendations for your consideration, prior to a final decision being made by yourself and the Chief Constable in relation to the front desk closure proposals.

Please be advised that the report will be formally reviewed and agreed by the PCP at its meeting on 19 December 2014 and following the meeting (and in accordance with Section 28 (7) of the Police Reform and Social Responsibility Act 2011) it will be published on the Host authority’s website and on the Police and Crime Panel website with copies being sent to the Witnesses. At the 19 December 2014 meeting you will be given opportunity to verbally comment on and respond to the report. If however you also wish to provide a written response prior to the meeting, this response will need to be forwarded to Sarah Hopkins by 30th November 2014 and it will be included as an appendix to the report and reviewed accordingly by the Panel.

Yours sincerely

A handwritten signature in black ink, appearing to read "Roger Croad".

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

Cc: Andrew White, Chief Executive & Monitoring Officer
Shaun Sawyer, Chief Constable

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

Devon and Cornwall Police and Crime Panel (PCP) report to Police and Crime Commissioner's (PCC) following 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" at the Panel meeting held on 17 October 2014.

Introduction

The Police Reform and Social Responsibility Act 2011 Section 28 (6) states that the PCP must "review and scrutinise decisions made or other action taken by the PCC in connection with the discharge of their functions"

The PCP recognises the importance of supporting the PCC in the effective exercise of his functions.

The PCP, at its meeting on 20 June 2014, agreed the above issue as the first 'reactive' scrutiny topic for 2014/15. It was agreed the scrutiny review would be undertaken adopting a 'select committee' style approach.

The outcome/objective of the scrutiny exercise was as follows:

- To reflect the community views of the impact of the changes to opening/closing times of station enquiry offices, and the impact of any 'closures' on people's feelings of safety and relationships with the Police
- To influence, on behalf of those communities directly affected, the decisions being taken by the PCC and Chief Constable in respect of these plans as part of the 'consultation' which closes on 31 October 2014

The PCP is satisfied that this scrutiny topic meets the PCP's agreed scrutiny 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

The PCC, accompanied by officers from the Office of the Police and Crime Commissioner (OPCC), the Chief Constable and Chief Superintendent Emma Webber attended a meeting of the PCP on 17 October 2014 to hear written evidence, along with evidence provided by witnesses, in response to this 'reactive' scrutiny topic.

Members present: Cllrs Croad (Chair) and Rule (Vice-Chair)

Councillors: Barker, Batters, Eddowes, Excell, Haywood, James, Rennie, Saltern, Sanders, Kate Taylor (substitute for Councillor Penberthy), Toms (substitute for Councillor Brown) and Wright.

Independent Members: Ms Atkinson and Ms Rapson.

Apologies for absence: Councillors Brown, Hare-Scott, Inch, Penberthy and Sutton.

Also in attendance: Sarah Hopkins, Community Safety & Partnerships Manager, Jo Heather, Portfolio Advisory and Scrutiny Officer, Cornwall Council, Tony Hogg, Police and Crime Commissioner, Andrew White, OPCC Chief Executive, Lisa Vango, OPCC, Shaun Sawyer, Chief Constable, Emma Webber, Force Strategic Manager, Councillor Tisdale, Stithians Parish Council, Camborne, Councillor Robert Drew, Carn Brea Parish Council, Jeremy Joslin, President Hayle Chamber of Commerce, and Katey Johns, Democratic Support Officer

Written Evidence

The Host Authority, on behalf of the PCP and in liaison with the Chair and Vice Chair of the PCP, prepared and presented a report which included a wide range of community and stakeholder engagement undertaken by the Host Authority and other evidence also gathered by the Host Authority. The aim was to assist the PCP with establishing for itself the level of knowledge, understanding and any concerns that existed about the proposals, and particularly in the areas directly affected, and present these to the PCC and Chief Constable. The report included:

- Copies of letters from:
 - ACC Paul Netherton dated 18 March 2014 and a further letter jointly signed by, the PCC and the Chief Constable dated 13 May 2014 both of which were sent to Leaders and Chief Executives of all Councils in the force area, along with MPs, Lord Lieutenants, High Sheriffs and the LCJB;
 - A covering letter sent to the Chair of the Police and Crime Panel, dated 14 May 2014 which included a statement 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.”

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.

- 1) Feedback about the proposals was collated and summarised by the Host Authority on behalf of the PCP via:
- PCP Members and Councillors from their respective local authorities,
 - an ‘open’ letter invitation published on the PCP website for communities across the force area to comment on the proposals; and
 - A letter sent direct to stakeholder businesses/organisations, partnerships & agencies including:
 - Community Safety Partnerships in Devon and Cornwall
 - 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 in Devon and Cornwall

There were many responses received, including a large majority which came from Town and Parish Councils across Cornwall. Analysis of the feedback concluded that:

- 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 plans” 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) Information was requested from, and supplied by the PCC including:
- The 'detailed examination', what this involved and shows – ie. consultation responses
 - 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
- 3) Analysis of the information supplied by the PCC concluded that:
- In 2010/11 the 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 subsequent proposals to close a further 12 of the remaining 21 Station Enquiry Offices – leaving only 9 across the entire Police Force area of Devon and Cornwall.
 - 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.
 - Although requested, the associated 'Contact Strategy' and detailed 'Engagement Plans' were not provided by the PCC.

Evidence from Witnesses

Given that much of the feedback came from a number of Town and Parish Councils in Cornwall and of those that responded, many said that they were unaware of the proposals and did not recall being

consulted about them, the following witnesses were invited to the PCP's meeting on 17 October 2014 to take part in the review and attend to give verbal evidence:

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

Their feedback (combined and summarised here) included concerns about the following:

- Reliability of the footfall data that determined the proposals
- Lack of Policing particularly at peak times in 'holiday destinations' during the summer
- That some older people may be less likely or less able to contact the Police via modern IT access as opposed to face to face contact
- The lack of Police presence at community meetings and reducing or no 'monthly reports' provided
- The varying degree or lack of telephone signals in some parts of Cornwall and therefore lack of mobile phone and internet connectivity
- Effectiveness and reach, and lack of the consultation particularly with Town and Parish Councils about these proposals
- Lack of the resilience of the alternative means to contact the Police that are timed to coincide with the proposed closures
- Little or no knowledge of, and unable to find/access the 'Contact Strategy' or 'local engagement plans' and if they exist, why haven't they been created 'with' communities?
- Suspicion of the research methodology and decisions made on the basis of 'professional judgement'
- Communities haven't been asked 'what they want' and 'how they can help'
- The efficiency and effectiveness of the 101 service and that due to these issues, incidents were failing to be reported as there was no faith in the service
- Processing issues linked to safeguarding
- Concern that Falmouth's offer for its One Stop Shop to be used as a community hub was 'turned down'
- The public's perception that their safety could be jeopardised by the closures and that the closures would distance the Police from the public, potentially fostering a "them and us" culture.

Their feedback also included some suggestions, namely:

- Consider a 'Blue Light Information Centre' model, possibly hosted by the Chamber of Commercies and using volunteers.
- Consider using more honest terminology when communicating – say 'closures' rather than use the term 'rationalisation'.
- Consider communities for 'self-help' solutions and involving communities in co-designing solutions in the future.
- If Police are no longer attending Town and Parish Council meetings, it would be helpful if the Police communicate this and explain why and what alternatives there might be.

PCP Questioning:

What followed was a series of questions put by the PCP to the PCC and the Chief Constable as follows:

- The decision to close this second round of Station Enquiry Offices has been made based on old (2010/11) consultation feedback. Have you carried out further/more recent consultation in order to inform this decision?

- Public Contact Strategy – how has that gone?
- Recent footfall figures in March – concerned if the only ‘snapshot’ of footfall used?
- A recent press release has revealed that, between May and August 2014, Devon and Cornwall Police failed to meet guidelines for answering at least 90% of 999 calls within 10 seconds – falling short of the national target by 2,680 calls for that period. However, police figures show the force had exceeded the 90% target between September 2012 and April 2014.
- Do you, in any way, relate this to the inefficiency of 101 ie. that more people are calling 999 and do you think the closure of more Station Enquiry Offices may make this worse?
- Feedback has shown that people are still not confident with access via the 101 number - what progress has been made to date to improve this, and what have you done to ensure these improvements coincide with these closures?
- Can someone ring 101 and make an appointment to see a ‘specialist officer’?
- In respect of the Business Case for these closures. Has an Equality Impact Assessment of the proposed closures been conducted? (and if so, could the Panel have sight of a copy?). What groups representing people with disabilities have been consulted, and how does the PCC intend to meet the Police’s commitment to the Safe Places scheme?
- Various alternative saving mechanisms/options were considered by the Police Chief Officer Group before the decision was made – what were they?
- Page 90 of the report shows that £7.8M more than budgeted was contributed to reserves in 2013/14. The original letters says ‘can’ direct rather than ‘will’ direct. How, where and when are you going to reinvest the projected savings of £750,000 pa into frontline policing?
- The public interface between the Police and the public is withdrawing/ diminishing – and these proposals are a further example where you are closing public-facing facilities.
 - What will the buildings be used for if they are not being sold?
 - Have you considered other options eg closure of police stations, and/or sharing other facilities as alternatives?
 - Have you considered potential use of community hubs with PCSOs present at times?
- It appears there is a disproportionate lack of Station Enquiry Office provision between Bodmin and Barnstaple and centrally in the Force area. How will the public, and particularly the large influx of tourists visiting those areas in the summer, be made aware of these new arrangements and the alternative arrangements for contacting the Police?
- What are the alternative ways to access the Police via ‘Police Station Doors’ in those stations affected by both previous and these proposed closures?
- Much mention has been made of the ‘Contact Strategy’ and detailed ‘Engagement Plans’ which you advise will outline new opportunities for public engagement including face to face and via digital media - but these still appear to be ‘in development’.
 - Are the new proposals in progress?
 - will they be publically available in time to coincide with the closures?
 - how aware do you think the public are aware of them, and their content?
 - When are we going to see the plans for alternative engagement and contact with the Police?
- It has come to light that there may be a review of the custody centre provision. Is this the case? If so, what consultation has been carried out on this and, if so, why have the Police and Crime Panel not been consulted?

The responses have been combined and summarised as follows:

- Consultation was largely based on letters, footfall and the evidence base and engagement from 2010. The reason why these stations weren’t closed in 2010/11 was it was anticipated we would be out of recession by 2014. But the Comprehensive Spending Review brought about further pressures and a requirement to revisit the situation.
- A lesson has been learned about being more inclusive of Town and Parish Councils in Cornwall in future consultations.

- The conundrum is if cuts are not made here, then where?
- The Contact/Engagement Strategy takes us to 2018 – this is not a retreat from public engagement. But there are 400 less Police Officers.
- Front Office provision is not an ‘engagement function’.
- Two footfall surveys were undertaken in November and August 2010/11 and March 2014.
- 999 did fall below 90% during summer. It was a busy period, and Control Room staff had been taking longer to complete new formulaic ‘vulnerability assessments’ along with the implementation of the new Unifi system all of which have had an impact.
- The Chief Constable is confident that 101 will not be impacted by front desk closures.
- The PCC has undertaken a detailed review of 101. The fieldwork is complete and a definitive report is being written on performance of the 101 service. This will be published and provided to the PCP at its next meeting. Desired standards will be worked through.
- There is an appointment system in place which needs ‘tweaking’ and needs making more visible to the public and quicker to make those appointments.
- The Chief Constable is looking at how Blue Phones can jump the queue to the top of 101.
- An Equality Impact Assessment was carried out for the last and this review including direct liaison with members of the Strategic Independent Advisory Group. Also a community impact assessment was carried out.
- The PCC has officers in his team looking at Safe Places Scheme.
- The Chief Constable advised there weren’t that many alternative options but is happy to share them. Using volunteers in Police Stations was considered, but in law people cannot be made redundant and then replaced with volunteers.
- It was acknowledged that the Police has failed to get the message across in Cornwall about the closures – but had done better at getting the message across in Devon.
- All but £6M of our Police reserves are held against specific plans. There are plans for the forward and effective use of our reserves. Reserves are never a means of sustaining ongoing operational requirements.
- £750,000 is in effect being reinvested into eg 101 and to improve technology but sustainability over the next four years is important. The reality is it will not be reinvested, but will contribute to a £14.8M budget gap. The Police are re-engineering and changing services in a way that is responding to communities and which may include more people in call centres.
- Much of the construction of the next four years relates to the Police reserves in the fourth year, and what the Police are trying to do over the next four years. There is a smoothing fund to try and smooth the vagaries of Policing and year on year, with eg council tax changes which are audited by the PCP, that money will contribute to the ‘in and out’ of smoothing funds and reserves over a four year period which will be looked at as part of the budget for next year. Debate re the necessity, as the pressure comes on, to redefine the reserves position and looking at taking ‘risk on risk’ on reserves, there are risks to consider including job evaluation and A19 which are all built into the reserves.
- The Police are closing front offices, but are not closing police stations. They are looking at joint agency, One Stop Shops including using Falmouth Station differently. They could provide a report on all the joint work on buildings.
- In the previous round of closures Okehampton was kept open even though the business case did not stack up for Okehampton, along with keeping Launceston open. However, the Chief Constable could not justify keeping Okehampton open in this round. However, Launceston remains a particular concern to the Chief Constable and to the PCC. The custody suite is the factor at Launceston and why that has been kept open. A large amount of footfall at Launceston is in relation to visits to the detainees in custody centre itself.
- The Estates Programme is an important and complex one. The PCC can now take a more business approach to sites to boost revenue through entrepreneurial means.

- Acknowledged that there is a huge gap in how remaining front enquiry desks are distributed in Cornwall. Whilst a concern, it is about encouraging other means to contacting Police. Launceston is a particular concern.
- The Chief Constable is happy to share the engagement plans. The view is that people are not visiting police stations, it is about the Police getting out into communities.
- There are 400 less Police Officers, but PCSO numbers have not been reduced where other forces have cut them. There are 10% less Police Officers than 4 years ago and may continue to reduce. This is about the public playing a greater part and making communities more resilient.
- This is about legitimacy of policing, the public interpret this as 'presence'. The Chief Constable confirmed he needed to raise the game in terms of police visibility. However, there are other challenges where officers are pulled into other less visible areas, eg domestic abuse, internet/cyber-crime, but are still keeping people safe.
- Acknowledged by the PCC and Chief Constable that they need the support of the Panel to help get messages out there.
- The Engagement Plans are work in progress. They are there, and in development. People can use Crime Online and the appointment system.
- The PCC advised that the decision about these closures has been made but the PCC offered to provide information as to how the consultation is working.
- Consultation on any review of custody centre provision including in Launceston is just starting. A plan/proposals have yet to be put to the PCC by the Chief Constable.

The Findings:

Having reviewed the written evidence, heard from the witnesses, and having conducted a comprehensive and searching question and answer session between the PCP, the PCC and the Chief Constable, the following findings were identified by the PCP:

- Lack of engagement with Town and Parish Councils (particularly in Cornwall) has been acknowledged.
- A review of Police Custody Centres is in its infancy.
- No account of, or consideration has been given to, options for community-led models but there is clearly a will in communities to help Police with their challenges
- 101 still appears to be ineffective, which is a concern that has not been fully addressed and improved to coincide with these proposals being implemented. This is a key crime reporting tool and there is not a robust alternative
- There are not enough staff at the Contact Centre who deal with 101 calls.
- There is a possibility that 'Blue Phones' outside Police Stations could take priority in the 101 queue which is welcomed.
- Equality Impact Assessments have not been shared.
- A robust alternative for IT is needed – many people do not use, or are unable to use, or have no access (including connectivity) in rural areas and areas of poverty.
- Local Engagement Plans do exist and are in development.
- The alternative options to the front desk closure proposals were not shared.
- That the PCC has stated that the 'decision' has, in effect, been made about these closures which will commence from 31 October 2014.
- The public are not aware of the range of services on offer to discuss matters with the Police eg the option for a 'visit if prepared to wait'.
- It is not clear what joint working opportunities/initiatives are being undertaken now and what consideration is being made in relation to this in the future
- It is not clear what plans there are for the future use of the Police estates portfolio.
- Wider engagement, prior consultation and communication by the PCC is key and there is a need to work more together as a whole ie. the PCP supporting the PCC who in turn supports the Chief Constable.

- The PCC needs to recognise the value of the role of PCP as not just being about scrutiny, but that it can also provide support and advocacy and there is a willingness amongst PCP members to assist with communicating with communities.
- Whilst it is acknowledged and understood that public sector cuts are, in part, a driver of this decision, other factors include societal changes in general in preferred methods of communication.

The Recommendations:

Having considered the findings, the PCP would make the following recommendations to the PCC:

- A mechanism for more effective engagement, communication and consultation, particularly with Town and Parish Councils about future decisions should be addressed and ensured.
- That the PCP is consulted by the PCC at the earliest opportunity in respect of any review of Police Custody Centres and any other future key decisions.
- Opportunities and the willingness that already exists in communities to help the Police with these and future challenges should be encouraged, considered and maximised on
- A report be provided to the PCP in respect of 101 performance and following the recent 101 consultation, with a more definitive and clearer statement being included in relation to its performance.
- Consideration be given in relation to increasing staffing levels in the Contact Centre dealing with 101 calls
- The possibility of the 'Blue Phones' outside Police Stations taking priority in the 101 queue should be explored.
- The PCP be provided with Equality Impact Assessments for this and future decisions.
- A robust alternative for IT should be developed to take account of the issue that many people do not use, or are unable to use, or have no access (including connectivity) in rural areas and areas of poverty. This alternative should be reported back to the PCP.
- The Local Engagement Plans should be provided to the PCP along with any 'communication/contact strategy' and these documents should be made easily accessible to the public.
- The PCP be provided with details of the alternative options considered in relation to the front desk closure proposals.
- All consultation undertaken to inform the front desk closure proposals, including this report from the PCP should be considered prior to a final decision being made.
- The PCC should communicate more widely with the public regarding the range of options for meeting with Police officers.
- The PCP be provided with details of any current joint working opportunities/initiatives that are being undertaken now and what consideration is being made in relation to this in the future
- The PCP be provided with the plan for the future use of the estates portfolio, including a more business/entrepreneurial approach.
- Consideration should be given to the value of the PCP's support and wider engagement, prior consultation and communication with the PCC in order to work as a whole ie. the PCP supporting the PCC who in turn supports the Chief Constable.
- Consideration should be given in relation to how the PCP can assist with support, advocacy and the dissemination of information and communication to communities in respect of any key decisions in the future.

Final comments:

Section 28 (7) of the Police Reform and Social Responsibility Act 2011 states that the PCP must publish any Reports or recommendations. This Report will be:

- Circulated to PCP Members for initial comment and then submitted in draft form to the PCC prior to 31 October 2014 for consideration prior to a final decision being made by the PCC and Chief Constable in relation to the front desk closures.
- And will then be formally reviewed and agreed by the PCP at its meeting on 19 December 2014 and following the meeting it will be published on the Host Authority's website and the Police and Crime Panel website with copies being sent to the Witnesses.



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

Roger.croad@devon.gov.uk

02 December 2014

Thank you for your letter dated 29 October 2014 following the Police and Crime Panel's (PCP) scrutiny of the announcements regarding Public Enquiry Office closures and the police's public contact strategy. I note that the report remains in draft and that it will be formally reviewed and considered at the next meeting in December.

The adoption of a select committee style process for the scrutiny session was a helpful innovation in my view. It allowed for a greater reflection of local views to be brought to the attention of the Panel and the attendance of witnesses also provided an additional dimension. I would certainly support efforts by the Police and Crime Panel to adopt similar approaches for future scrutiny items.

In passing, on a wider front, and working with other PCCs, I support strengthening of the role of the PCP and the Association of Police and Crime Commissioners is working on recommendations for PCC recall. Initial thoughts are that arrangements should mirror those for MPs (although the remit is very different) and that recall should hinge primarily on public opinion but with influence from the PCP.

Ahead of your next meeting, where I will be given the opportunity to comment on the report and respond to its findings, I thought it might be helpful to set out my thoughts at a high level, picking up three broad areas. I am also pleased to provide the additional information that you requested.

Engagement and consultation

I recognised at the Panel meeting in October, that there is further work that needs to be done to improve our consultation networks with local councillors, in particular those who sit on parish and town councils, to ensure that we understand their views on policing and also to communicate our own plans, priorities and issues. Our approach has traditionally been to consult directly with Unitary, County and District Councils with an assumption that County would communicate with Towns and Parishes. Many councillors, including town and parish councillors, engage directly with me and my office through my public surgeries and through correspondence and I speak regularly at a wide variety of events. However there is more that we need to do and we have already begun to take positive steps in that regard.

Alongside regular engagement and dialogue at the county, unitary and district levels with councillors, we are actively building new links. In respect of Cornwall – which is a particular challenge due to its large unitary nature – we are arranging to work more closely with the Community Network Managers and to tap into the regular cycle of meetings that take place within those networks which bring together county, town and parish councilors. I am also aware that the Chief Constable and his senior team are engaging with Cornwall Council to see how they can improve consultation with local parish councils and town councils. In some areas arrangements have recently been made to establish Police Liaison Officers within the councils to facilitate this dialogue.

Alternative engagement opportunities for the public

As we discussed at length at the Panel session the case for closure of further Enquiry Offices was clear. Many of the offices were not being used and in a number of cases they saw less than one visitor per hour. In light of the savage cuts imposed on us by central government we are forced to make some difficult choices. The decision to close these front offices will deliver annual savings of £800,000 which is a vital contribution to our savings targets. At many of my meetings in the community where these closures were discussed there was acceptance of the decision. The issue can be seen in isolation but in practice there are of course linkages across to the functionality of 101, the blue telephones and compensatory engagement plans.



The way people engage with the police is changing; in particular with the growth in IT enabled communications. However I recognise fully, as does the Chief Constable, that opportunities for face to face engagement and contact with the police remain fundamental. It is for local communities and their policing teams to decide on what is required and to own and manage that process – not for a single approach to be dictated from the centre. Direct engagement opportunities have been publicised so that the public are aware of opportunities like street surgeries, supermarket surgeries and local meetings and details can be found on the local policing pages on the force website (<http://www.devon-cornwall.police.uk/find-team/>). The full engagement plans have also been published on the force website

(<http://www.devon-cornwall.police.uk/our-people/our-plans/our-public-engagement-plans/>).

These local plans will need to continue to develop and evolve. In terms of additional opportunities, including use of partner facilities, discussions are taking place with local partners: this will continue and is being led by the local police. My intention was to review the efficacy of these plans with you when your programme permits but within 3-4 months. On an optimistic note, this focus on local engagement plans is to be welcomed and extended wider within the police service. My team will lead on this work which will happen in the first quarter of 2015.

The 101 Service

I believe our thinking on the 101 service is aligned, namely that waiting times are unacceptably high and that improvements must be made. The staff do a difficult job and they have my respect and my thanks for this but we must make sure they are given the right resources and tools. My review of the 101 service has now been completed and a copy of that report has been sent to the Panel. The Chief Constable has accepted all of the report recommendations and we have agreed an action plan. We have also entered into a new ICT service contract with BT which should provide significant benefits and opportunities for us as we seek to make better use of technology to manage public demand and expectations and to signpost callers more effectively. The recommendations you make with regard to the 101 service are all part of this work, including the possibility of prioritising blue phones.

Your request for additional information

As requested I attach a copy of the Equality Impact Assessment for the Public Enquiry Office closure decision. The Panel has also asked for information about the alternative options considered in relation to the front desk closure proposal. The Mid Term Financial Strategy 2014-2018

<http://www.devonandcornwall-pcc.gov.uk/Document-Library/MTFS-14-15-to-17-18.pdf>

set out a number of operational areas which were to be reviewed by the Chief Constable with a view to delivering required savings. That programme of review is ongoing and includes the review of custody provision within Devon and Cornwall. Work is underway as part of the 'Every Penny Counts' Strategic Delivery Board to consider the existing Estates Strategy which ends in 2015. This work is ongoing and further information will be provided to the Panel as that work progresses.

I hope that you find these comments and the additional information helpful.

I would welcome a meeting to keep you posted on the developing position over our budget where the pressures and risks are significant. As we move forward I am improving the disciplines within the budget development process and we are looking not only at government savings and risks but at 'new items' of spend such as local response to cybercrime, CSE and protection of neighbourhood policing.

Yours

The image shows two handwritten signatures in black ink. The first signature is written above the second one. Both appear to be the name 'Sarah Hopkins' in a cursive, flowing script.

Police and Crime Commissioner
cc sarah.hopkins@plymouth.gov.uk

EAST CORNWALL ENGAGEMENT PLAN 2014

ST.AUSTELL & ST.BLAZEY ENGAGEMENT PLAN			
	Activity	ST AUSTELL	ST BLAZEY
	What is your demographic?	St Austell has the largest population of any town in Cornwall, which is predominantly white British with a number of villages in close proximity. There is an emerging population from Eastern European Countries seeking employment in large factories, situated on the outskirts of the town.	St Blazey has a population of about 5,000 people, 97% of which are British born. It has several large social housing estates of families; however the average age of the area is over 40.
1.0	Face to Face		
1.1	Have Your Say Meetings	<p>Regular meetings are held in public forums usually in partnership with the local housing providers.</p> <p>Close relationships with local schools and local retail outlets.</p> <p>Weekly liaison with St Austell BID (Business Improvement District) promoting activities in the town centre.</p> <p>Regular 'Door Knocking' exercises accompanied by the Council and Fire Service.</p> <p>Regular attendance of Parish Council Meetings</p>	<p>Quarterly meetings are held at Alexander Hall where the town council sits. These public meetings are held in partnership with the town council, county council and social housing landlord.</p> <p>Monthly meetings are also held with the town council and recently a business improvement committee has been created.</p> <p>Community action days are held in conjunction with Ocean Housing and partner agencies.</p> <p>Police surgery held every week.</p>
1.2	Front Office	Open 0900 – 1800 Tuesday to Friday (closed between 1400-1500 hours) Saturday 0900 – 1400	No front office facilities at St Blazey, however a weekly

		Sunday closed	police surgery is available
2.0	Website		
2.1	D&C Website	Team details are accessible on the Devon and Cornwall Website	Details on Devon and Cornwall website
3.0	Social Media		
3.1	Twitter	None	None
3.2	Facebook	None	St Blazey police Facebook account is constantly updated with information for the area as well as being used to appeal for information following crime
4.0	Media- Publications All contact with the media should be recorded on the Media Contact Register: Media Contact Register	Weekly contact is maintained with the two local Newspapers, Cornish Guardian and St Austell Voice.	Regular <i>ad hoc</i> contact with the Cornish Guardian and St Austell Voice newspapers, as well as regular updates on the facebook account
5.0	Media- TV & Radio All contact with the media should be recorded on the Media Contact Register: Media Contact Register	Regular spot with St Austell Bay FM Radio	Ad hoc information sharing

6.0	Crime Prevention Events/ Awareness Days	Events arranged as required by Neighbourhood staff influenced by intelligence and community issues raised. Usually in partnership with the council/partner agencies.	Events arranged as required. Often aimed at the elderly population living in warden controlled social housing areas together with Ocean Housing and the Community Warden
7.0	Educational Establishments (young people)		
7.1	Primary Schools	Regular visits to schools with interaction with staff and pupils. YIO Jay Dorman heavily involved with schools in the district.	Regular contact with Biscovey Infant and Junior Schools also Tywardreath School
7.2	Secondary Schools	As above	None in the area. However most students attend Fowey River Academy and a good rapport is in evidence
7.3	College/ HE	Large college in St Austell which is regularly patrolled on foot by PC and PCSO actively involved with college staff in crime prevention.	None
7.4	University	None	None
7.5	Safer Schools Partnerships	YIO has regular contact with all local schools paying particular attention to safeguarding issues. Regular seasonal activities are also catered for i.e. Halloween / Guy Fawkes etc	Regular visits and TAC. Meetings attended by neighbourhood team as well as fete and events held during the school year.
7.6	Secure Accommodation	None	None
8.0	Young People 10-24 yrs	Regular attendance to community fun days, run in	Community sporting events including tag rugby, football

		partnership with local council.	and beach sports days attended by PCSO's
8.1	Youth Clubs/ Sport	PCSOs attend the local youth club and have dialogue with event staff.	Local youth club visited regularly
8.2	Community Centres	Community Centre visited by Town PC	Burrows centre attended by PCSO's
8.3	Police Cadets	Large Cadet contingent run by PS Ward and supported by Neighbourhood team during local events e.g. Carnival	None
9.0	BME Groups	A growing mix of Polish and other Eastern Europeans seeking employment in the local factories. A large Portuguese community prevalent on a local traveller site.	None
9.1	Travellers	Significant traveller settlement on the outskirts of the town that despite subject to ongoing criminal investigations have a good relationship with local PCSO.	None
10.0	Language Schools	One small language school based in the town.	None
11.0	Religious Groups	A number of Religious groups prevalent in the area with a large meeting places for the Plymouth Bretheren. Contact made as and when required.	None
12.0	Hard to reach groups	Farming community have regular contact with PSCO Harris and tend to use him as the point of contact.	None

12.1	Homeless	There are a number of schemes present in the St Austell area which provide assisted and supported accommodation. These businesses have weekly contact with the NBM.	Not often an issue locally but will link with St Austell housing team if required
12.2	Vulnerable persons	As above.	High population of elderly residents. PCSO attends coffee mornings and other events. Residents committee locally organises regular trips for the elderly often together with neighbourhood team
13.0	Retail/ Commerce	NBMs and PCSOs have a very close working relationship with town retailers and the management company that has responsibility for White River Place. Op Nutmeg is regularly run to combat retail crime in the town. Regular contact with CCTV and Security Staff.	St Blazey has very limited retail area. One supermarket and several small shops. All have regular constructive visits.
13.1	Private Security Personnel	Regular contact with retail premises security staff, door staff and local pubs and clubs. Street Pastors also visited.	None on a regular basis in St Blazey. Local door staff companies have good working relationships with police
13.2	Licensing	On licensed premises are visited regularly by NBM accompanied by Licensing Officer.	Active and very well run pub watch with every on licence and off licence in attendance
14.0	Community Intelligence (eg promoting Crimestoppers)	Intel gathered on a daily basis by NBM PCSO and regularly promotes crime stoppers. This goes in hand with Face to Face contact and engagement with partner agencies.	All interaction with the public and business promoting crime stoppers

15.0	Partnership Contacts	Broad range of contacts have been established of which some are spoken to on a daily basis including various departments from the Council, Parish Councils, Various Housing Providers, Supported Living Providers, Adult Social Care, Children's dept Social Services, Mental health Teams, Job Centre, Addaction, Boswyns rehab centre	County council, town council, parish council, Par Community Association, St Blaise Community Watch, Ocean Housing, Devon and Cornwall Housing, Hands Together Residents Association, Par St Blaise pub watch, Par flood watch, St Blaise community Warden, Social Services (adult and child) mental health team, Addaction, local Doctor surgeries, Par Carnival Committee all have contact and meetings attended
15.1	KIN (Key Individuals Network)		Steve Williams – Ocean Housing Amos Putt – Town council Sarah Ceasar – pub watch Charles Richards – flood watch Steve Ellis – ASB coordinator
16.0	Councillors	Regular contact with Councillors across the parishes.	Monthly meetings and other events.
17.0	Community Messaging	Community Messaging used when required	Community messaging and Facebook used regularly
18.0	Community Watches	Neighbourhood Watch Coordinator based next to the Neighbourhood Team and PCSO actively promote the scheme.	Used when needed. PCSO actively encourage neighbourhood watch schemes
19.0	Community Groups/ Residents Associations	Visited during the course of duties and when required.	Minimum of monthly visits or contact

19.1	Parish Councils, notice boards and newsletters.	Utilised when required.	Regular contact and exchange of information when able
20.0	Organised events:	The team will attend most organised events when resourcing permits	We endeavour to attend all organised events

NEWQUAY & ST COLUMB MAJOR ENGAGEMENT PLAN			
	Activity	NEWQUAY	ST COLUMB MAJOR
	What is your demographic?	Newquay is a seaside town on the north coast of Cornwall with a resident population of approximately 20,000. A number of new housing and business developments are underway and planned, raising the residual population to an anticipated 40,000 by 2030. The resident population is predominantly white British with several villages in close proximity to the south. Tourism is the main industry in the town, and sees the population increase by approximately five fold in the busy summer months. Like many places in Cornwall there is a small but growing Eastern European community in the town.	St Columb Major is situated approximately six miles to the south east of Newquay and has a population of around 5,000 people. The vast majority of inhabitants are white British of Cornish heritage.
1.0	Face to Face		
1.1	Have Your Say Meetings	No "Have Your Say" meetings are undertaken as this is now very much council-led. NHTs engage	Monthly meetings are held with the town council, attended by the NBM.

		<p>with Safer Cornwall Partnership through Newquay Safe. NHTs assist Safer Cornwall Partnership with conducting Have Your Say surveys every year.</p> <p>Regular Residents Association meetings are held in each beat area, attended by NBM and PCSOs.</p> <p>Newquay Safe Partnership meetings are held once a month in the winter and every Monday morning in the summer period. The monthly meetings include the chairs of Residents Association groups and town councillors representing residents of the town.</p> <p>Newquay Town Council meetings are held once a month and attended by the Sector Inspector or NTL.</p> <p>Community Network meetings are attended by whichever NBM is working on the evening it is held.</p>	<p>Community action days are held in conjunction with Ocean Housing and partner agencies.</p> <p>Police surgeries are held regularly in St Columb Major and Indian Queens and are advertised on the Neighbourhood Website in advance.</p> <p>Residents Association meetings are held monthly and attended by the NBM or PCSO in St Mawgan, St Columb Major and Indian Queens.</p>
1.2	Front Office	<p>Open 0900 – 1800 Tuesday to Friday (closed between 1400-1500 hours) Saturday 0900 – 1400 Sunday closed</p> <p>The Enquiry Office closes permanently from the end October 2014.</p>	<p>No front office facilities at St Columb, albeit members of the public can call-in at the station to speak to officers, using the doorbell.</p>
2.0	Website		

2.1	D&C Website	Team details are accessible on the Devon and Cornwall Website	Details on Devon and Cornwall website
3.0	Social Media		
3.1	Twitter	<p>Sector Inspector Dave Meredith has an account which is used and updated daily. This account has over 2000 followers</p> <p>Newquay NHT have an account (NewquayPoliceTeam) which all members of the NHT can update. This account is updated daily.</p> <p>NBM for Treloggan and Mayfield has a police account which he updates daily.</p> <p>Several PCSOs have police accounts which they update regularly.</p>	None
3.2	Facebook	<p>Newquay@devonandcornwall.pnn.police.uk is the username for Newquay NHT's Facebook account.</p> <p>This is monitored and updated regularly.</p>	
4.0	Media- Publications All contact with the media should be recorded on the	<p>Every Sunday a weekly email is sent to The Cornish Guardian and Newquay Voice newspapers.</p> <p>This contains the week's police press releases</p>	As per Newquay.

	<p>Media Contact Register:</p> <p>Media Contact Register</p>	<p>regarding crimes, incidents of significance, good news stories and initiatives.</p> <p>Every week a member of the NHT writes an article on behalf of the NHT for publication in these papers. The article is a weekly feature called “On the Beat” and outlines what officers have been working on, any issues of concern, information and messages to the public etc.</p>	
5.0	<p>Media- TV & Radio</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>Inspector Meredith has a good working relationship with Radio Cornwall and has undertaken a number of radio interviews on local policing topics.</p>	<p>Covered by Sector Inspector as opposite.</p>
6.0	<p>Crime Prevention Events/ Awareness Days</p>	<p>Events arranged as required by Neighbourhood staff influenced by intelligence and community issues raised.</p> <p>Usually in partnership with the council/partner agencies.</p>	<p>Events arranged as required. Partnership working exists with the Fire Service who hold Fire Awareness events and Blue light days for young people. Local officers often become involved from a police perspective.</p>
7.0	<p>Educational Establishments (young people)</p>		
7.1	<p>Primary Schools</p>	<p>NBMs trying to set up monthly “inclusion” meetings with schools, but as yet the schools have not agreed to this.</p>	<p>NBM and PCSOs have strong working relations with local Primary Schools on their patches, particularly St Columb Major, Indian Queens and Summercourt.</p>

		<p>NBMs and PCSOs regularly interact with School leaders regarding parking, crime prevention, stranger and road awareness etc. They have good working relationships with the schools.</p> <p>NBMs and PCSOs try to attend schools on foot patrols at dropping off and picking up times every day to deter irresponsible parking and provide reassurance</p>	<p>Officers often attend public events at the schools and patrol dropping off and picking up times daily.</p>
7.2	Secondary Schools	<p>There are two Secondary Schools in the Sector – Newquay Tretheras and Treviglas Community College.</p> <p>Tretheras holds a monthly “inclusion” meeting attended by an NBM or PCSO. Matters discussed are crime issues, problem children etc. Strong working relations exist.</p> <p>Local NBMs have good working relations with senior leaders in the school, albeit no monthly inclusion work is undertaken. PCSOs often patrol at dropping off and picking up times to provide reassurance.</p>	<p>None in the area. However most students attend Treviglas Community College, with whom the NBM has strong working relations.</p>
7.3	College/ HE	<p>Cornwall College have a campus at Trenance in the Treloggan and Mayfield beat area, Local NBM and PCSO assist on “Freshers week” and provide ad hoc inputs and workshops when requested by staff.</p>	<p>None</p>

7.4	University	None	None
7.5	Safer Schools Partnerships	YIO has regular contact with all local schools paying particular attention to safeguarding issues. Regular seasonal activities are also catered for i.e. Halloween / Guy Fawkes etc	Meetings attended by neighbourhood team as well as fete and events held during the school year.
7.6	Secure Accommodation	None	None
8.0	Young People 10-24 yrs	Regular attendance to community fun days, run in partnership with local council.	Community sporting events including tag rugby, football and beach sports days attended by PCSO's
8.1	Youth Clubs/ Sport	The main Youth Club is situated in Chester Road and is patrolled by PCSOs during the evenings it operates. PCSOs and NBMs have strong working relationships with staff and are well known to local youths due to their regular patrols. Other youth groups including Mayfield are patrolled during their hours of operation and PCSOs patrol the area and assist with inputs / events upon request.	Local youth clubs in St Columb Major, Indian Queens visited regularly.
8.2	Community Centres	Community Centres in Mount Wise, Chapel Hill, St Columb Minor, Crantock, regularly visited by NBMs and PCSOs.	The Columba Centre in St Columb, Village Halls in Indian Queens, Summercourt, St Mawgan and Fraddon regularly visited by NBM and PCSOs.
8.3	Police Cadets	Large Cadet contingent run by PC Thompson and supported by Neighbourhood team during local events e.g. Carnival	None

9.0	BME Groups	A growing mix of Polish and other Eastern Europeans work in the fast food industry and local factories. A large influx of Eastern Europeans visit the town in the spring working as farm labourers and move on after the picking season.	None
9.1	Travellers	No settlements in the town.	None
10.0	Language Schools	None	None
11.0	Religious Groups	<p>Predominantly Christian groups and places of worship in the town. A number of Church groups run “soup kitchens” and provide numerous services for the homeless community in the town.</p> <p>NHT have good working relationships with these groups.</p> <p>Insp. Meredith has links with Dor Kemmyn Multi Faith group and the local Muslim community</p>	Local reverends in St Columb, St Mawgan and Indian Queens are well known to local officers and visit them on an ad hoc basis, as and when assistance is required, for events and festivals etc.
12.0	Hard to reach groups	<p>Newquay Homeless Action Group meets bi-monthly and attended by NTL and Town PCSOs. Regular attendance at soup kitchens and engagement with homeless individuals and support groups in the town centre.</p> <p>Good working relationships and protocols exist between NHT and the Migrant Workers PCSO, local accommodation providers and Gang Masters to support the Eastern European agricultural</p>	Large Farm Watch Scheme in operation and very actively managed by PCSO Parry.

		labourers each spring.	
12.1	Homeless	Newquay Homeless Action Group meets bi-monthly. NTL and Town Centre PCSOs attend each meeting and work with partners to improve the quality of life for homeless individuals.	None.
12.2	Vulnerable persons	Positive working relations between NHT and Adult and Child Safeguarding teams and mental Health Teams exist. Do not meet regularly, but work closely on a need-by-need basis to manage individual cases. PCSO Williams regularly attends all care homes in the sector. PCSO Clatworthy assists at care homes each Christmas time.	Positive working relations between NHT and Adult and Child Safeguarding teams and mental Health Teams exist. Do not meet regularly, but work closely on a need-by-need basis to manage individual cases.
13.0	Retail/ Commerce	Town Centre PCSOs have a very close working relationship with town retailers. They effectively run the town's "Shopwatch" scheme, meeting with them twice yearly and visiting shops on a daily basis. Good "Shopwatch" radio system in place. Protocols in existence for sharing images of active thieves.	NBM and PCSOs regularly visit local shops and speak to staff. No formal meeting structure or scheme in place.
13.1	Private Security Personnel	Regular contact with retail premises security staff, door staff and local pubs and clubs. Street Pastors also visited.	None required.

13.2	Licensing	<p>Lots of engagement activity under taken on a regular basis.</p> <p>Newquay has a vibrant ENTE with numerous pubs and clubs, some of which stay open until 0430.</p> <p>Newquay has an active “Pubwatch” scheme which is relatively new (having taken over from the ailing Newquay Association of licensed Premises). This is chaired by the manager of The Cribbar public house.</p> <p>The group consists of licensees from all of the major pubs and clubs in the town centre and some of the hotels. The group meets once a month and attended by the NTL and Sue Edwards (police licensing) and Cornwall Council’s Licensing officer.</p> <p>The group have a “banned-from-one-banned-from-all” policy and protocols in place for nominating individuals, issuing bans and sharing images of banned individuals between members.</p> <p>A Code of Conduct is in the process of being established.</p> <p>All Newquay Officers regularly interact with Licensees and doorstaff due to the demands of the ENTE. Licensing Visits are undertaken as directed by the Sector Inspector.</p>	<p>Small number of pubs catering for locals. NBM and PCSOs engage when required.</p>
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14.0	Community Intelligence (eg promoting Crimestoppers)	Intel gathered on a daily basis by NBM PCSO and regularly promotes crime stoppers. This goes in hand with Face to Face contact and engagement with partner agencies.	All interaction with the public and business promoting crime stoppers
15.0	Partnership Contacts	<p>Broad range of contacts have been established of which some are spoken to on a daily basis including various departments from the Council, Parish Councils, Various Housing Providers, Supported Living Providers, Adult Social Care, Children’s dept Social Services, Mental health Teams, Job Centre, Addaction, RAF St Mawgan, Newquay Hospital</p> <p>Newquay Safe Partnership consists of over 80 county-wide partners who meet monthly in the winter and weekly in the summer. Huge amounts of partnership work has been undertaken to reduce risk, harm and vulnerability in Newquay since coming into being in 2009. The Partnership continues to develop existing projects as well as looking for new initiatives.</p>	County council, town council, parish council, Farmwatch, Ocean Housing, Devon and Cornwall Housing, Social Services (adult and child) mental health team, Addaction, local Doctor surgeries, Carnival Committees, Church groups, CFRS, Primary Schools all have contact and meetings attended
15.1	KIN (Key Individuals Network)	<p>Stonham Housing – Ron Smith</p> <p>Various residents Associations</p> <p>RNLI Divisional Base (Trellogan Ind Estate)</p> <p>Primary and Secondary Schools,</p>	<p>Ocean Housing</p> <p>Town council</p> <p>ASB coordinator</p> <p>EHO</p>

		<p>St Petrocs</p> <p>Youth Centres</p> <p>Young Persons centre (Mount Wise)</p> <p>Newquay Hospital</p> <p>Ocean housing</p> <p>Chapter one housing</p> <p>Devon and Cornwall Housing</p> <p>United reform Church</p> <p>Soup kitchens</p> <p>Newquay Safe</p> <p>Surf Action</p> <p>RAF St Mawgan</p> <p>CFRS,</p> <p>Newquay Ambulance Station</p>	<p>Adult / Child Safeguarding</p> <p>Safer Cornwall Partnership</p> <p>Local primary Schools</p>
16.0	Councillors	<p>Monthly Town Council meetings every month.</p> <p>Parish Councils attended monthly.</p>	<p>Monthly meetings and other events.</p>
17.0	Community Messaging	<p>Community Messaging used when required</p>	<p>Community messaging and Facebook used regularly</p>

18.0	Community Watches	<p>Neighbourhood Watch Coordinator based next to the Neighbourhood Team</p> <p>Surf Watch run by PC Alex Allen</p> <p>Business Watch run by PC Steve Johnson</p> <p>Shop Watch run by town centre PCSOs</p> <p>Pubwatch managed by Sue Edwards and NTL</p> <p>Hotel Watch run by PCSO Whitehall</p>	<p>NHW promoted by local PCSOs.</p> <p>Active Farmwatch run by PCSO Parry.</p>
19.0	Community Groups/ Residents Associations	<p>Numerous Residents Association groups meet monthly and attended by NBM and PCSOs</p> <p>Community groups attended on ad hoc basis when required.</p>	Minimum of monthly visits or contact
19.1	Parish Councils, notice boards and newsletters.	Utilised when required.	Regular contact and exchange of information when able
20.0	Organised events:	<p>There are simply too many events to list here. Every week in the summer Newquay holds at least one event, sometime several.</p> <p>The NTL is heavily involved in the planning and resourcing of these events, the majority of which are resourced by officers and PCSOs from the NHT.</p>	NBM and PCSOs attend many local events, including local carnivals, fetes, steam rallies, sporting events (half marathons etc), numerous marches and parades etc

21.0	Street Net	<p>This is an ongoing project to sign up every residential street in the town to the Street Net scheme.</p> <p>The scheme is a means of engaging with local residents via email. Houses are formed into schemes of which each has a leader and a deputy. NHTs send out news and messages to scheme leaders on a daily basis. The leaders in turn disseminate these messages to scheme members at the click of a button and information travels back into the NHT via the scheme leader.</p> <p>Around a dozen schemes are currently live and work well underway to create schemes covering the entire town.</p> <p>This will be a long-term ongoing project. NBMs and PCSOs heavily involved in recruiting volunteers in streets to help set up live schemes.</p> <p>Nearly 50% of the residential streets in Newquay are in the process of joining Street Net. The project has received massive support from residents who are already engaged with it.</p>	None at present.
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WADEBRIDGE AREA ENGAGEMENT PLAN

	Activity	WADEBRIDGE TOWN & EGLOSHAYLE	PADSTOW & ST MERRYIN
	What is your demographic?	<p>Wadebridge Town and Egloshayle is made up, almost entirely, of white British residents of mature age and there is a large elderly population. The area is very much rural with Farmland bordering the town on all sides. The town is divided by the Camel Estuary and on the North Eastern side is Egloshayle and the South West is the Wadebridge Town Centre. On the outskirts on the town, to the west is the Royal Cornwall Showground. The A39 arterial route, also known as the 'Atlantic Highway' passes the town to the north from east to west. The town centre is made up of a mixture of medium and smaller shops including a Co-Op, Spar and Lidl food markets. There are 4 main public houses within the town and two others on the outskirts. A Tesco supermarket is situated on the Western side of the town, near the showground. The local Post Office is situated within 'Martins', a large newsagent. Other shops include surf wear, shoe shops, Fishing tackle, Bakers, Estate Agents and Jewellers. To the west is the small hamlet of Edmonton, which is located on the northern side of the A39. While there are some holiday homes in the area, the majority of houses are full time residences.</p>	<p>The area is made up of many towns and villages. The main residential/ commercial areas are :Padstow, St Issey, St Eval, St Ervan. St Merryn, Trevone, Harlyn, Penrose and Rumford.</p> <p>Large rural areas surrounded by coast line, fields, beaches and rocky outcrops. The River Camel segregates Padstow from Rock and meanders towards Wadebridge producing a natural border between East (Rock) and West (Padstow)) Neighbourhoods. The main town is Padstow itself houses around 4,000 residents, However during the summer months it is estimated that over 100,000 people visit Padstow.</p> <p>Camel Trail use is estimated to be over 100,000 annually.</p> <p>All towns and villages are predominantly white British with tens of migrant/itinerant workers working on farms, holiday parks, bed providers (hotels/B&B's), commercial shops and marine/fishing related employment. Mixed ages but predominantly elderly in rural areas & younger people are more central. Housing is predominantly private with several hundred homes (about 40%) coming under the social housing umbrella. Building by both sectors is one of the fastest and most productive in the county and the numbers of dwellings is estimated to double between 2010 and</p>

		<p>Population swells over the summer months and the town is popular due to being near the coast and on the route of the 'Camel Trail'. A very popular cycle and walking trail which is on the old railway line that, historically, connected Bodmin to Padstow and passes straight through Wadebridge Town Centre. There are 3 Cycle hire business located within 100yds of the trail start, towards Padstow.</p>	<p>2020.</p> <p>There is a disproportionate number of second homes in the area, which are vulnerable to crime when not occupied. There is some animosity with regards to secondary homes from the local community who claim this causes house prices to rise and locals cannot afford to live in their home town.</p> <p>The RAF has dwellings, office buildings and staff living in the area.</p> <p>St Merryn has an airfield and a security sensitive radio listening station.</p>
1.0	Face to Face		
1.1	Have Your Say Meetings	<p>Meetings are predominantly based on a specific need. As the NBM and PCSO for the town regularly attend community and parish council meetings. Should a specific problem arise then a meeting is usually arranged, alternatively a door knock or letter drop is carried out.</p> <p>Boy Racers – Eddystone Road. A problem was recently identified whereby youths with their cars were gathering at the site of a car repair garage. This created a level of ASB for the local residents due to noise from exhausts, wheelspins and the like. A message was placed on the Wadebridge Police Facebook page and PCSO Pete Soby conducted a letter drop and door knock, to gather</p>	<p>Local Officers & PCSO's adapt to specific problems or intelligence on their areas & advertise forthcoming PACT and Police surgeries via the website, various media (social media and telecommunications) and local newsletters.</p> <p>PCSO's and NBM engage in all parish council meetings (issue reports or attend in person) to update the community with regards to crime/ASB in their areas and to develop a partnership approach to policing their community. Also PCSO's and NBM attend at meeting as per below.</p> <p>Padstow/Trevone-monthly (town planning monthly) and annual public meeting</p> <p>St Issey/ Little Petherick- Monthly and annual public</p>

		<p>intelligence and information for later use in tackling the problem.</p> <p>Wadebridge Police also regularly attend other meetings to give presentations.</p> <p>One such example is where the Wadebridge Town PCSO – Pete Soby (30008) was invited to give a presentation to the Wadebridge Rotary club, on the history and role of the PCSO. He also regularly attends the Town Hall and speaks with the council staff. As they are responsible for all parks and gardens in Wadebridge and any ASB trends are usually identified and reported back and then, ultimately, disseminated through to PCSO Soby.</p> <p>Project Pegasus – PCSO Pete Soby attends Hustyn’s spa resort, located in St Breock to the south of the main town. Hustyn’s has a registered helicopter landing pad on its site. This is done on a monthly basis and reported back to the South West Counter Terrorism Intelligence Unit.</p> <p>Town and Parish Council meetings – Both the NBM and PCSO attend the regular Parish and town council meetings. Information on crime trends / statistics are passed and there are often members of the public in attendance who pose questions for Police to answer. The Parish councils which come under the Wadebridge Town are as follows:-</p>	<p>meeting</p> <p>St Merryn- Monthly and annual public meeting</p> <p>St Ervan- Bi- monthly and annual public meeting</p> <p>St Eval- Monthly and annual public meeting</p> <p>PATAG- Padstow And Trevone Action Group. Commerce and business group meetings -3 monthly.</p> <p>Harbour Commisioners- Pact meetings, Health and Safety meetings – monthly but can be arranged for immediate attention if required- Disorder/ASB, Welfare concern.</p> <p>Op Pegasus- weekly visits to airfields and monthly Kraken updates.</p> <p>Also high interest terrorist targets (St Eval Radio masts) perimeter patrol daily when in the area.</p> <p>Op OAST-Harbour and coastal monitoring and educating local population with regards to vulnerability of ports/ landing with regards to crime and terrorism.</p> <p>Monthly Kraken updates.</p> <p>Pubwatch- 22 members meet bi-monthly to discuss licensing issues, crime and ASB issues. Encourage a partnership approach to crime and ASB.(regularly requested to assist in missing person search’s and community crime enqs). Weekly visits to premises and visible patrols on evenings.</p> <p>Shopwatch-40 members. Regular Shopwatch updates via email. (Regularly requested to assist in missing person search’s and community crime enqs). Daily visit to shops and visible patrols.</p> <p>Farmwatch- Regular contact with members via</p>
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		<p>Wadebridge Town Council Egloshayle Parish Council St Breock Parish Council</p> <p>Multi agency visits to residential properties are also carried out, by the NBM and PCSO when ASB is reported in specific areas. This has been hugely successful in gaining intelligence and resolving issues.</p>	<p>community messaging Speedwatch- Twice a year projects with schools to highlight road safety and dangers of speeding to local children. Also engage with drivers using vehicles in the area to educate re dangers of excessive speed and standards of driving. Regular active Speedwatch projects in areas identified as having vehicle related problems. High profile policing and reflective follow up to relevant drivers. Coastguard- Coastwatch. Regular contact and bi lateral assistance with missing/wanted persons, suspect packages etc found on beaches. Bodies/remains found and/or assistance to recover bodies/ordinance on beaches/coastal areas. Marinewatch- mostly undertaken by the Marine Crime Unit but NBM conducts random patrols with Harbour Commission staff.</p> <p>Coffee Morning and Community meetings. Each parish has at least one per week. This is an excellent way of engaging with the elderly/vulnerable community members who have limited or no access to modern communications media. Padstow, Trevone, St Merryn, St Eval.</p> <p>Youth Club meetings- Padstow, St Merryn, St Issey and St Eval all have some form of youth/ child group which are attended a by officers at their request.</p> <p>Regular monthly multi-agency meetings with housing, DWP, Environmental health and council members,</p>
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			<p>enforcement office, Ocean Housing, Devon and Cornwall/Penwith housing, Guinness Trust and Cornwall rural housing</p> <p>Community action days with Fire, Housing and Environmental health in all areas.</p> <p>Surgeries held in local supermarkets in all Parishes linked with crime initiatives and crime prevention in all areas.</p>
1.2	Front Office	No Front Office at Wadebridge. This was closed several years ago and public attendance is signposted to the new Operational Hub at Bodmin, where there are Police Enquiry Officers however, we regularly deal with callers to the station and a large amount of time is taken up by both PCSO and NBM dealing with enquiries and registering lost and found property.	No Front Office at Wadebridge. This was closed several years ago and public attendance is signposted to the new Operational Hub at Bodmin, where there are Police Enquiry Officers however, we regularly deal with callers to the station and a large amount of time is taken up by both PCSO and NBM dealing with enquiries and registering lost and found property.
2.0	Website		
2.1	D&C Website	There are a couple of officers at Wadebridge who have access to update the Neighbourhood Policing website for the Wadebridge Area. This is periodically checked and updated as the need arises.	<p>Both NBM and PCSO's contact details/photograph are on the web site.</p> <p>Forth coming events are updated and advertised on site.</p>
3.0	Social Media		The team has thousands followers on our facebook site and often reach several thousand people when sharing information.

			<p>The local Police Team keep their details up to date with local information including joint forthcoming events with other agencies, good work and problems solving that has been completed in conjunction with Highways, Environmental Health, Safer North Devon, Parish Councils & Social Services</p> <p>All local officers have their contact details and photo on display and a list of community priorities and have your say opportunities in local community buildings and businesses.</p> <p>Police Website updated regularly with local news and information.</p> <p>Local newspapers Cornish Guardian, North Cornwall Advertiser and West Morning News regularly updated with crimes and investigation requests.</p> <p>Messages placed on Facebook to assist in highlighting crime and ASB issues. Facebook monitored for information/ intel re crime and ASB.</p> <p>Local news letter's regularly contain messages from local officers updating community on crime patterns etc.</p> <p>Social Media (as mentioned) via Police Facebook page managed by PCSO Sobyte but used by both PCSO and NBM to promote our engagements, intelligence gathering, crime prevention tool and advising of current issues within our Parishes.</p>
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3.1	Twitter	There is no Twitter account for the Wadebridge area.	
3.2	Facebook	We have over a thousand followers on the Wadebridge Police Facebook page and often reach several thousand people when sharing information relating to crime. The page is managed by PCSO Sobyte but used by both PCSO and NBM to promote our engagements, intelligence gathering, crime prevention tool and advising of current issues within our Parishes.	
4.0	<p>Media- Publications</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	The Cornish Guardian – Press releases are sent, via email, to Cornwall and Devon Media, who publish the Cornish Guardian. We have a good working relationship with this newspaper and have regular contact with the local reporters.	
5.0	<p>Media- TV & Radio</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>BBC Radio Cornwall Heart BBC Spotlight ITV Westcountry</p> <p>These are the main broadcasting entities which we could have contact with but are advised to make contact with them via the force Press Office.</p>	

6.0	<p>Crime Prevention Events/ Awareness Days</p>	<p>NBM's and PCSO's work jointly across the whole sector in schemes including School Speedwatch. These are active in many areas within the sector. Other events are arranged as required and are influenced by intelligence. For example, there was a recent spate of winter fuel thefts, in the more remote locations. A leaflet drop was carried out by the neighbourhood team, for their areas, for 'target hardening' purposes.</p> <p>At the Royal Cornwall Show, each year, the neighbourhood team is in attendance and patrol the showground for the duration of the show. Over the 3 days the officers come into contact with several thousand visitors and local residents alike and are always on hand and happy to engage.</p> <p>Community action days in conjunction with Fire and Ambulance, giving out crime prevention leaflets and speaking with homeowners/tenants about security etc.</p> <p>Operation restitution is aimed at vehicle crime prevention in isolated beauty spots and beach car parks throughout the parishes via leaflet distribution in an attempt to stop people leaving valuables on display in their vehicles.</p> <p>Visits to shops and neighbourhood watch co-ordinators on a seasonal basis (bonfire night and Halloween) Putting up posters and advising against</p>	<p>Seasonal events take place including- Property/bicycle marking, Metal thefts, Winter fuel thefts, vehicle security, Surf board/suit security, Burglary, Bicycle thefts, Hot dogs, etc).</p> <p>Police surgeries are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>Ongoing 'Watch' projects promote crime prevention and visits by PCSO's, NBM's, DFRS, Trading Standards & Crime Prevention Officer offering advice & awareness of any ongoing issues.</p> <p>Community Speed watch, developing Speed watch with Police volunteers.</p> <p>PCSO's arrange visits to area's identified as vulnerable or in need of specific help and arrange for relevant partners to be present ie- Fire Brigade, Council Authority, Housing, Environmental Health, crime prevention officers, etc.</p> <p>PCSO's and NBM regularly deliver letters identifying recent crime/ASB in the area or letters requesting help via NHW.</p> <p>Attend carnivals/fetes/fun days in all our parishes giving out crime prevention leaflets and advice.</p> <p>Operation restitution (vehicle crime prevention in isolated beauty spots and beach car parks throughout the parishes via leaflet distribution in an attempt to stop people leaving valuables on display in their vehicles. Target areas have been established and 'target</p>
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		<p>the sale of eggs, flour and fireworks to minors. Both NBM and PCSO offering our services at fetes, fairs etc to go out to properties and do home security surveys, especially in areas known to be targeted by burglars and isolated vulnerable people and properties.</p>	<p>hardening' strategies have been implemented. Community action days in conjunction with fire and ambulance giving out crime prevention leaflets and speaking with homeowners/tenants about security etc. Operation restitution (vehicle crime prevention in isolated beauty spots and beach car parks throughout the parishes via leaflet distribution in an attempt to stop people leaving valuables on display in their vehicles. Community action days in conjunction with fire and ambulance giving out crime prevention leaflets and speaking with homeowners/tenants about security etc. Community action days in conjunction with fire and ambulance giving out crime prevention leaflets and speaking with homeowners/tenants about security etc. Operation restitution (vehicle crime prevention in isolated beauty spots and beach car parks throughout the parishes via leaflet distribution in an attempt to stop people leaving valuables on display in their vehicles. Regular visits to all our caravan and camping sites distributing crime packs and putting up crime prevention posters. Regular visits to all our caravan and camping sites distributing crime packs and putting up crime prevention posters.</p> <p>Regular visits to all our caravan and camping sites</p>
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			<p>distributing crime packs and putting up crime prevention posters.</p> <p>Visits to holiday letting establishments, areas of known burglary hot spots and key holders for second home owners in to promote security and give crime prevention advice as these properties are often targeted and TV's etc stolen.</p> <p>Mediation between neighbours has been arranged on many occasions with a very good success rate.</p> <p>The use of the Restorative Justice Disposal has been implemented when the NBM has identified that this is appropriate. This has also led to amicable outcomes that has prevented further crime and ASB.</p> <p>There are number of well known celebrities in the area who have received harassment. PCSO's and NBM regularly patrol around their premises to give support and reassurance.</p>
7.0	Educational Establishments (young people)		
7.1	Primary Schools	<p>The Wadebridge Town patch has 2 primary schools. Regular contact is made with these schools and recently presentations have been conducted by the YIO PC Dave Thompson and PCSO Pete Soby on Internet Safety. School Speedwatch is also carried out and this actively involves the children in road safety around their school. All PCSO's at Wadebridge have also been actively involved in the annual TAG Rugby</p>	<p>Padstow St Issey St Merryn Trevisker (St Eval)</p> <p>Regular communication/liaising with school head teacher. Annual attendance at open day with police and other emergency services.</p> <p>Annual attendance at each school to promote Police Open Day. Local PCSO and NBM attend at the schools</p>

		<p>tournament, held at the Wadebridge camels Rugby ground.</p> <p>Arranging 999 days, working with fire, ambulance and coastguard giving children of all age groups from nursery to year 6 a real understanding of the different emergency services and how they can help and when to ring 999.</p> <p>PCSO Pete Soby has also been working closely with the Head Teacher at St Breock Primary School with regards to traffic / parking issues around the school, during the start and finish times of the school day. Suggestions made by PCSO Soby, and implemented by the Head Teacher has greatly reduced the traffic problems, eased the flow of traffic and greatly increased the safety of children at the school.</p>	<p>and give talks (developed with school head teacher to relate to current curriculum) to engage with and break down barriers with local children.(bullying, social media safety, street safety etc).</p> <p>Regular night time patrols to ensure school security.</p> <p>Morning and evening patrols to address parking/ driving standard issues at busy school times.</p> <p>PCSO's and NBM arrange and take part in local schools Tag Rugby tournament to encourage inter -school friendship/ respect and forge links with Police and see human side of the Police.</p> <p>NBM attends/ arranges CAF and other interactive framework/intervention meetings with regards to local vulnerable families.</p> <p>PCSO's and NBM attend at Padstow school with local celebrity chefs to encourage community spirit ie cooking/eating with the pupils and answering questions in a very relaxed environment.</p> <p>Health and safety days whereby the PCSO's and NBM spends time with the pupils in a pre arranged activity (fishing trip/ cycle/ boat ride and throughout the activity H and S issues are identified and discussed and problem solving plans implemented.</p> <p>--</p> <p>Young people interaction</p> <p>PCSO's and NBM:-</p> <p>Events run where resources and funding permits. LPP in contact with local councillors and will respond to trends or spikes in Crime/ ASB.</p>
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			<p>One to one engagement with relevant youths in the community who are having difficulties in forming adult responsibilities. These youths are educated on the benefits of gaining genuine work related qualifications to help them enter the adult environment. They are offered the chance to apply for a place on Jamie Oliver's chef school where they will gain valuable experience/qualifications allied to Jamie's reputation to aid their social development and future employment. Walk the streets in places of known ASB/crime and interact with the youths. Help the youths develop a 'This is our town' mentality to be proud of their town and encourage them to 'police' their town in order to reduce their negative interactions with the authorities. Arrange Tag Rugby tournament. (as stated previously). PCSO and NBM actively involved in organisation of provision of new £150,000 skate park for the area.</p>
7.2	Secondary Schools	Both the NBM and PCSO regularly visit Wadebridge Secondary School. The purpose of these visits vary from, attending to deal with a specific issue to liaising with the Head Teacher and Pastoral Care to identify potential issues in school.	Not applicable
7.3	College/ HE	Not applicable	Not applicable
7.4	University	Not applicable	Not applicable

7.5	Safer Schools Partnerships	Regular and sustained engagement with the secondary school but no formal Safer School Partnership sign up.	
7.6	Secure Accommodation	There are no properties of this type in the area.	There are no properties of this type in the area.
8.0	Young People 10-24 yrs	The Wadebridge Town Council has secured a piece of land, in the town, and are currently working toward building a ramp park for the local youths. There are a large number of locals who ride either a BMX bike, Skateboard or stunt scooter. Wadebridge Police have been involved from the projects inception and remains to be heavily involved to ensure its success. The park will ensure the youths have somewhere safe, fit for purpose and exciting, to use and prevent ASB as we get many calls regarding youths skateboarding in public places.	
8.1	Youth Clubs/ Sport	There is no active youth clubs in Wadebridge. The Scouting and military cadet units sometimes make requests for visits and we always oblige.	
8.2	Community Centres	There is no specific Community Centre in Wadebridge however, there is the Betjeman Centre which is mainly for the elderly and those with learning difficulties. This is visited regularly by the PCSO and he continues to make regular contact with staff and clients. Wadebridge Library – PCSO Sobyte has a specific Community Engagement plan whereby he has to	

		make regular contact with the Library. This is due to the fact that it has several 'public access' computers and there is a specific requirement to monitor their usage for the prevention domestic extremism.	
8.3	Police Cadets	There is an active unit of Police Cadets at Wadebridge. They are run by PCSO Claire Drennan.	Padstow area does not have an active Cadet club but it does have several residents which are part of the Wadebridge cadets. Several events in the area are attended by the cadets and supervised by the local PCSO's and NBM.
9.0	BME Groups	There are very few people from different cultural backgrounds in Wadebridge. Pawton Farm employs Eastern European workers at their dairy farm at Whitecross. Likewise there are 3 Indian Restaurants and a Chinese Takeaway who employ workers from their native countries. None have had any specific need for any contact with the local Police.	<p>Due to the holiday environment and celebrity links to the area catering and bed providers attract seasonal and itinerant traders and workers. This brings an eclectic and diverse group of people to Padstow. The PCSO's and NBM ensure that they are treated fairly and with respect and are made to feel that the Police can be trusted and contact with the police is made readily available.</p> <p>There are several Asian/Chinese restaurants in the area. The owners and managers are visited frequently to ensure they do not feel isolated or targeted. Several establishments have been visited by immigration officers and have had staff arrested but the frequent none formal visits by local officers have reassured the owners, managers and staff that the police are still approachable, professional and fair.</p>

			East and North European males and females are actively working on farms in Padstow, St Merryn and St Ervan. The farm owners have been contacted and have been 'educated' on how to try to identify people trafficking and abuse as well as illegal migrants. The farm managers understand that these workers may be poorly paid but still have human rights and it is the responsibility of them as employers to respect this and to treat them fairly. They are encouraged to report any known abuse.
9.1	Travellers	Until recently, land at Dunveth, Wadebridge was open access and would often be the site where, on an annual basis, we would have a small number of travellers visit. This land has been recently 'scaped' and those works have now prevented access. We have had 2 caravans recently arrive, in a privately owned field, however they stayed for 2 days and were gone again. Apart from that, there is little or no travellers in the Wadebridge area.	There are no specific regular sites that the travelling fraternity visit but the travellers do visit the area several times per year. If they have done so illegally then the NBM will liaise with the owner and authorities. The police travelling community liaison officer will be part of all interactions with the travelling community members at all stages. NBM will always attend at the site visited by the travellers in order to ensure they are fully involved in any actions that may develop.
10.0	Language Schools	There are none in the Wadebridge Area	There are none in the Wadebridge Area
11.0	Religious Groups	We have the usual Christian denominations in Wadebridge but no others	There are a number of Christian and Catholic churches in the parishes. The NBM liaises with the church minister/ clergy and funeral directors with regards to high profile/tension funerals and other services in order to ensure the safety of the events and those taking part.

			Other religions do not have any established shrines or meetings known to the police. If NBM or PCSO' became aware of any new religious groups forming they would be visited and welcomed into the community.
12.0	Hard to reach groups	<p>The strong farming community are served by the Farm Watch scheme. Both NBM and PCSO visit the farms when required.</p> <p>There are several care homes in the Wadebridge area and these are serviced by PCSO Edser who runs a Residential Care Home support network. PCSO's and PC's attend these meetings regularly. Rotary Club of Wadebridge. PCSO Sobyte has recently attended the Rotary club and given a presentation on the history and role of a PCSO. The Betjeman Centre is a service for the elderly and those with Learning Difficulties PCSO Sobyte makes regular visits to the centre for reassurance purposes.</p> <p>There was a recent 'Blue Light Day' at the Royal Cornwall Showground. This was arranged for those with Learning Difficulties. Bothe PCSO Sobyte and PC Lentern (Wadebridge Town NBM) were present, to engage with those who attended.</p>	<p>PCSO's and NBM works with teams such as ADDACTION, AA and Cornwall Mental Health teams to address issues identified by members of the community. NBM is able to refer clients to each service via their GP or encourage self referral. NBM attends at home visits to ensure the safety of lone workers and develop relationships with the clients.</p> <p>Newquay street Pastor has visited Padstow on request and has had some success in 'educating' youth in the area to the dangers of drug misuse and its links to crime.</p> <p>Farmers- Regular contact is being made by the local PCSO's attending the farms & conducting property marking.</p> <p>Known elderly / disabled residents are visited regularly and neighbours are encouraged to monitor their welfare an given the appropriate advice/contact details for the relevant service provider.</p> <p>NBM and PCSO' have secured appointments from local GP's on behalf of vulnerable people, both local and visitors.</p> <p>The NBM and PCSO have arranged many multiagency</p>

			<p>meetings or visits to vulnerable/hard to reach groups in order to find the most appropriate partner to deal with their relevant issue.</p> <p>NBM and PCSO's have regular meetings with Social Services to monitor hard to reach families and evolve a strategy to assist them to become more inclusive in society.</p>
12.1	Homeless	There is no homeless community in Wadebridge.	<p>St Petrocs offer safe beds for homeless people from the Padstow area. NBM and PCSO's have secured accommodation for the vulnerable individuals especially in inclement weather and found funds from local business's for transport costs.</p> <p>The church minister Father Chris, can provide funds and accommodation at short notice. We have developed relations with Father Chris in order to support him provide a service to vulnerable persons in the area and to assist those identified with contacting the relevant agencies and authorities which can help them.</p> <p>NBM and PCSO' have secured appointments from local GP's on behalf of vulnerable people, both local and visitors.</p> <p>NBM and PCSO's liaise with relevant partner agencies to ensure homeless persons are offered shelter relevant to their needs.9 St Petrocs social services, housing groups, local religious groups and mental health service).</p>
12.2	Vulnerable persons	All areas of the Wadebridge Neighbourhood Team Work closely on a multi agency approach making referrals, attending safeguarding meetings and	Local PCSO's & NBM attend multi agency case conferences involving Police, medical services, mental health services, social services and other support

		<p>liaising with mental health and social services and other support agencies include. Housing and doctors surgeries.</p>	<p>agencies work together to ensure there is effective engagement and support to safeguard the needs of the vulnerable. The Troubled Families programme is a good example of this.</p> <p>Vulnerable persons are identified and action plans are developed via vulnerable Adult referrals and none crime monitoring screens on their workloads. This ensures that the most appropriate partner is involved in the care of the vulnerable person and this is monitored by the NBM until a decision is made that monitoring is no longer necessary.</p> <p>NBM and PCSO' work with local agencies and attend CAF and family meetings as part of a multi agency approach.</p>
13.0	Retail/ Commerce	<p>PCSO Sobyte recently helped set up a 'Shopwatch Radio Scheme' in the Town Centre. This has significantly helped inter-shop communication to warn of suspicious persons and to aid in the locating of lost children and property. PCSO Sobyte also carries a radio when he is on foot patrol in the town.</p> <p>PCSO Sobyte also regularly attends the Wadebridge Chamber of Commerce meetings. He gives crime reports and statistics aimed at the retail community.</p> <p>There is no CCTV system at Wadebridge. There used to be but this was decommissioned a few years ago and has not been replaced.</p>	<p>Padstow is part of "shop watch" and all shops are linked via a simple 'ring round' telephone scheme which was developed by the NBM and PCSO and the watch coordinator. CCTV throughout the town is limited to individual shops and businesses. This greatly assists local businesses and the police to prevent and detect crime.</p> <p>Shopwatch has an email system which the police can use to highlight recent suspects and MO's which may help the shops prevent crime or id an offender.</p> <p>The Shopwatch system can provide instant support and assistance to vulnerable shop workers, such as when intimidating/aggressive persons are in their premises.</p> <p>All business's and bed providers are part of the Tourist Information email system. As a result all business's and</p>

			<p>premises can be contacted with regards to crime/ABS and persons of interest to the police. Also all those registered on this initiative can contact the police via the TIC.</p> <p>Pubwatch is a very active and very effective group run by the local licensees. NBM and PCSO's attend regular meetings with the group to discuss relevant issues and share information.</p> <p>PATAG is a commerce group which meets to discuss business interests in Padstow and Trevone. NBM and PCSO's attend at their meeting to discuss issues such as CCTV, Itinerant traders, shoplifting, ASB and other associated topics.</p> <p>Overt police presence at times when staff feel vulnerable or when crime is expected has been requested via PATAG and Shopwatch meetings. Several days per week are set aside to offer this feeling of security to shop and business staff.</p> <p>Regular patrols are made to the outlying areas where businesses have expressed their vulnerability(cafe's, car parks with attendants etc) and isolation. PCSO's and NBM ensure high viz patrols are undertaken several times per week.</p> <p>Daily foot patrols are taken in all areas of commerce. This was a specific request from PATAG meetings, especially during Christmas shopping and other pre arranged events.</p> <p>SIA accredited staff are employed at licensed premises</p>
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			<p>for large organised events. This is a specific request at the Pubwatch meetings and is undertaken in good faith by the publicans.</p> <p>PCSO's and NBM regularly liaise with security staff at holiday parks and entertainment venues. They have up to date contact numbers for local officers to address local issues as well as 999 advice.</p>
13.1	Private Security Personnel	<p>SIA registered staff are employed at location where their licensing conditions state they must have them. Engagement with the Police is maintained on a regular basis.</p> <p>There is no Street Marshal, Street Pastor or Street Safe schemes in Wadebridge. This is due to the fact that there is little or no night time economy, compared with the more seaside towns in Cornwall.</p>	<p>SIA registered staff are employed at location where their licensing conditions state they must have them. Engagement with the Police is maintained on a regular basis.</p> <p>There is no Street Marshal, Street Pastor or Street Safe schemes in Wadebridge. This is due to the fact that there is little or no night time economy, compared with the more seaside towns in Cornwall.</p>
13.2	Licensing	<p>Wadebridge Town officers have a good working relationship with both John Olver (Police Licensing Officer) and Chris Matta (Cornwall Council Licensing Officer) We regularly attend licensed premises and introduce ourselves whenever there is a change in Designated Premises Supervisor, on behalf of the Licensing Department at Police Headquarters, and we deliver the Licensing Welcome Pack.</p> <p>PCSO Sobyte has an active involvement in the Wadebridge Pubwatch scheme and attends their meetings whenever shifts allow.</p>	<p>The Padstow Pubwatch has received national recognition for its effectiveness in reducing crime and disorder. Nbm and PCSO's attend all Pubwatch meetings and liaise weekly with the Pubwatch coordinator. NBM intervenes when Pubwatch members have disagreements and arranges meetings with landlords, brewery managers, licensing officers and Pubwatch coordinator to ensure all parties work together for a collective aim.</p> <p>NBM issues all Pubwatch bans and relevant letters to all recipients to ensure that individual Pubwatch members are not targeted by the offenders. NBM considers if ASBO escalation process against the perpetrator is</p>

			<p>relevant- dependent on the type of incident reported. Evening and late night patrols are made to Pubwatch establishments to ensure licence compliance and address any issues present at the time of the visit. NBM visits all new licensed premises in the area to 'encourage' them to partake in the Pubwatch scheme. The Pubwatch and the NBM monitor the behaviour the patrons that have been allowed back into the public houses or have received a warning from the scheme to ensure compliance with Pubwatch expectations.</p>
14.0	Community Intelligence (eg promoting Crimestoppers)	<p>Community intelligence is gathered from a variety of sources including the local councils, Police and Neighbourhood Watch. Crimestoppers is promoted by word of mouth through key contacts and via engagement with members of the public.</p>	<p>Community intel harvested by patrol & neighbourhood teams. Good liaison with FIO, conducting PACT meetings and having PACT cards prominent at all relevant high profile premises, ie Doctors Surgeries, Supermarkets, libraries ensure Neighbourhood team are upto date with relevant intel and needs of the community. This goes in hand in hand with promotion of Crimestoppers.</p> <p>Posters are displayed in high profile premises and relevant persons are issued leaflets with regards to Crimestoppers, home/car safety, Crime prevention, NHW etc.</p> <p>PCSO's and NBM make regular patrols in areas of high volume crime/ASB to reassure the public and gather community intelligence.</p> <p>Crimestoppers, NHW etc contact details advertised on twitter, face to face, local newsletter & website.</p> <p>NHW coordinators and KIN members are regularly updated with local relevant intel and are encouraged to</p>

			communicate back to the Police with intel and concerns from their community.
15.0	Partnership Contacts	<p>Wadebridge Town officers both have regular contact with our partners. We speak with Retail bosses, local and county councillors, Pubwatch members, Housing associations and many more. We also liaise regularly with Padstow Harbour Commissioners as they have responsibility for the Camel Estuary waterway. We have worked with Trading Standards, recently, after PCSO Sobyte identified an individual, on Facebook, who was selling counterfeit 'Superdry' sweatshirts. Local Police became involved with the initial investigations and liaising with Trading Standards, they took the lead and the individual was later prosecuted by them for those offences.</p>	<p>Town Centre Management are in regular contact with LPP & Sector Inspector, liaise to discuss forthcoming events, threats & plans. Working with local traders & businesses.</p> <p>Neighbourhood teams are in regular contact with officers from Environmental Health, Licensing & Crime Prevention, Council departments(Housing, Environmental Health, Highways, Social Services etc) , Parish councils, etc. ASBO co-ordinator are a close partnership that work with the LPP team to address problems.</p> <p>Neighbourhood teams are in regular contact with the KIN members and keep them updated with relevant information and methods of contacting the team.</p> <p>Neighbourhood teams and YIO's are heavily involved in the council and health service partners that provide a structured multi-agency response for families that require intervention. This brings partners and Local police in regular contact.</p> <p>Alcohol and Drug misuse charities and agencies are consulted regularly with regard to community members of concern. These partners also contact the Neighbourhood team to discuss clients knowing that confidentiality and data protection will not be breached and that liaising and information sharing is only undertaken in the best interest of the individual.</p> <p>Regular structured meetings with local councils,</p>

			<p>Harbour Commissioner, PATAG, Pubwatch, Shopwatch, housing groups, county councillors' and the local MP are undertaken.</p> <p>Local GP surgery staff are liaised with regarding to clients and local concerns.</p> <p>Beach lifeguards, Coast guard and Coastwatch are regularly contacted to assist with coastline incidents and are encouraged to update Police with any concerns they may have identified.</p> <p>Regular meetings throughout the year with regards to itinerant traders on the quay at Padstow are conducted to ensure a structured policing plan is implemented at the beginning of each season. Team members include, Trading Standards, Works and Pensions, Immigration, Housing, Health and Safety and Environmental Health. Itinerant traders are encouraged to identify a spokesperson in order to promote communication between the traders and the authorities. This ensures that they are part of the process of keeping visitors safe whilst visiting Padstow and ensures fairness and transparency.</p>
15.1	KIN (Key Individuals Network)	A KIN list exists for the whole Wadebridge Policing area and this is currently being updated. There have been some changes which needs to be reflected on the list. Regular contact is maintained with many individuals on the list however, the list is not current	
16.0	Councillors	Regular, almost daily, contact with both Town and Parish councils. PCSO Soby and PC Lentern both	

		attend relevant council meetings to pass information and for questions to be answered, from both the council and members of the public in attendance.	
17.0	Community Messaging	Wadebridge is very luck in respect that its crime figures remain low. Where Community Messaging is used, it is done so with great effect and success. 'The Word' is also passed around verbally, should there ever be an issue, and the Community Messaging system is promoted wherever suitable.	Used regularly. Efforts made to expand database particularly in rural areas. Ongoing- all LPP staff are encouraged to sign up members of the Community to CMS. PSCO's and NBM update relevant 'watch' when crime occurs which may concern its members.
18.0	Community Watches	Wadebridge has several Neighbourhood Watch Schemes in place. There is also 'Boat Watch', 'Horse Watch' and Farm Watch. These are self sufficient and run from the area office however we do make regular contact with the coordinators.	As stated previously many 'watches' are actively used and communicated with-Pubwatch, Shopwatch, Farmwatch, NHW, Marinewatch. Patrols by the Marine Crime unit are undertaken regularly. This provides a high profile visibility and gives the team the opportunity to promote boat safety and crime prevention. Communty Speedwatch scheme are currently under development. Horsewatch is encouraged by horse owners in the community.
19.0	Community Groups/ Residents Associations	We have an open door policy with regards to community groups. We attend residents meetings, usually arranged by the appropriate Housing Associations, regularly. This is to offer public reassurance and answer any queries that we can.	LPP staff maintain open channels of communication with existing groups. Community Action events take place with local council departments and groups. All housing groups are in regular communications and liaise regularly with regards to their clients. ABC' have been implemented on several dwelling occupiers after a

			<p>partnership consultation.</p> <p>Landlords and bed providers are communicated with to ensure proportionate standards are met and their concerns identified and dealt with accordingly.</p> <p>Most towns and villages have some form of community group. Each group has a representative on the KINS list and can be contacted when required. This has been used especially with regards to crime in the area and neighbour disputes.</p>
19.1	Parish Councils, notice boards and newsletters.	<p>Where the Parish Council has a notice board, there is a poster detailing the details of PC Lentern and PCSO Sobyte as their local officers. Contact details are also found on the poster and parishioners are encouraged to contact us should they have an issue we may be able to help with, however trivial it may seem. The local parish councils, here, do not distribute newsletters but we attend their meetings and try and offer assistance face to face.</p>	<p>Padstow Neighbourhood team have liaised with the people of the town and they have provided a notice board for police only use. This is used to advertise local help groups and police initiatives and lines of contact. Contact is maintained by PCSO's and NBM with all Parishes allowing Police literature to be distributed and displayed where appropriate and relevant.</p> <p>All monthly parish council meetings are attended by a PCSO or NBM and Police reports are always provided. Monthly newsletter created locally & distributed to KINS via email & in person.</p> <p>Notice boards which are displayed in prominent public places have Police/NT related information.</p> <p>The Neighbourhood team have a specific section of the local Parish newsletter which is used to keep the community updated with relevant Policing news.</p>
20.0	Organised events:	<p>The local neighbourhood teams make extra effort to attend and support events held on their patch. For the Wadebridge Town Centre area, we have the Royal Cornwall Show, Wadebridge Wheels</p>	<p>LPP staff maintain open channels of communication with existing groups. Community Action events take place with various groups and agencies.</p> <p>High profile events such as May Day have intense</p>

		(Classic car show, organised by the Wadebridge Rotary Club), Fete's and Fun days in the parishes. Any event, brought to our notice will result in the attendance of the local officers.	liaison programmes with all emergency services and local council to ensure a safe environment for all. Prideaux Place holds many music and craft events throughout the year. Liaison with the organisers and security are undertaken prior to any event and police visits are arranged to ensure safety measures are in situ. Local triathlons, Fun runs, Sea swim events, Lifeboat days, Easter Parades, Remembrance Parades, Carnivals, Fetes and commerce and business initiatives are all Policed relevant to the event. All local organisers are liaised with prior to and after the event to ensure they are safe and crime/ASB free.
21.0	Street Net		

Activity	ROCK/ST.MINVER	POLZEATH	ST. KEW/PORT ISAAC
What is your demographic?	Predominantly white British. Large rural/coastal area with busy seasonal coastal villages (heavy influx of visitors during Easter/summer/Christmas). Mostly second homes/holiday homes.	Predominantly white British. Large rural/coastal area. Busy seasonal resort (heavy influx of visitors during Easter/summer/Christmas). Large percentage of holiday/second homes. Affluent community with high cost	Predominantly white British. Busy seasonal resort (heavy influx of visitors during the summer at Port Isaac which has become extremely popular as the TV series Doc Martin is filmed here and it is also the home of the infamous

		<p>Largely retired population. Affluent community with high cost properties with pockets of council housing and housing association properties.</p> <p>Small Philippine population working in care homes. Small number of Polish working in various positions such as local hotels and bulb picking.</p>	<p>properties.</p> <p>No council or housing association properties.</p> <p>Several caravan parks, farms/land owners.</p> <p>Rural beauty spots.</p> <p>Small number of Indians working in Indian restaurant and Turkish working in takeaway.</p>	<p>“Fishermans Friends”.</p> <p>Largely rural/farming communities with a mixed steady residential population.</p> <p>Mainly private housing but a larger percentage in both areas of council housing and housing association properties.</p> <p>Holiday/second homes in both locations.</p> <p>Mixed age groups.</p>
1.0	Face to Face			
1.1	Have Your Say Meetings	<p>Both NBM and PCSO adapt to any specific problems and react to individual intelligence received via logs, emails, telephone calls and social media.</p> <p>Regular meetings with Parish and local councillors and prominent local business people.</p> <p>Regular surgeries with the local Mayor to address any issues raised.</p> <p>Regular monthly Parish meetings for all 4 Parishes providing crime reports plus 2 residents associations in Rock and Polzeath.</p> <p>Both PCSO and NBM assisted with the development of the St Minver</p>	<p>Regular contact with local coastguard/lifeguards as well as harbour commissioners both at Rock and Port Isaac.</p> <p>Regular contact and meetings with the Pub Watch schemes in Rock, Polzeath and Port Isaac.</p> <p>PSCO attends regular children centre meetings and Care Home communication and safeguarding meetings.</p> <p>Attendance at Playing field committee meetings for St Kew and Port Isaac.</p> <p>Both NBM and PCSO on the committee for the redevelopment of the Trewint playing field site in</p>	<p>Enforcement office, Ocean Housing, Devon and Cornwall/Penwith housing, Guinness Trust and Cornwall rural housing</p> <p>Community action days with Fire, Housing and Environmental health in all areas.</p> <p>Surgeries held in local supermarkets in all Parishes linked with crime initiatives and crime prevention in all areas.</p>

		Parish Plan which is being used as a template by other Parish Councils. Regular site visits in connection with operation Pegasus and Kraken. Attend local groups for senior citizens (Senior circle, Round Table and Woman's institute in Rock and in Polzeath).	Rock/St Minver. This is a very ambitious plan with new buildings for Scouts, Brownies and the pre-school as well as relocating the football pitch and building a running track to name but a few changes. Regular monthly multi-agency meetings with housing, DWP, Environmental health and council members. Regular contact with council	
1.2	Front Office	No front office facility at Wadebridge Police Station anymore. Regularly deal with callers to the station and a large amount of time is taken up by both PCSO and NBM dealing with enquiries and registering lost and found property.		
2.0	Website	Both NBM and PCSO contact details/photograph are on the web site. Forth coming events are updated and advertised on site.		
2.1	D&C Website			

3.0	Social Media			
3.1	Twitter			
3.2	Facebook	We have over a thousand followers on our Facebook site and often reach several thousand people when sharing information.		
4.0	Media- Publications All contact with the media should be recorded on the Media Contact Register: Media Contact Register	<p>Local magazines in 3 parishes (St Kew magazine – ‘Pieces of Eight’, ‘The Link’ in St Minver and ‘The Trio’ in Port Isaac).</p> <p>We use these publications to advertise events, to make people aware of current trends, to obtain intelligence and to publish reports. Regular contact with the writers of above publications</p> <p>Regular contact with Local press/papers The Cornish Guardian and the North Cornwall Advertiser.</p> <p>Occasional TV and radio interviews.</p> <p>Social Media (as mentioned) via Police Facebook page managed by</p>		

		PCSO Sobyte but used by both PCSO and NBM to promote our engagements, intelligence gathering, crime prevention tool and advising of current issues within our Parishes.		
5.0	Media- TV & Radio All contact with the media should be recorded on the Media Contact Register: Media Contact Register			
6.0	Crime Prevention Events/ Awareness Days			
7.0	Educational Establishments (young people)			
7.1	Primary Schools			
7.2	Secondary Schools			
7.3	College/ HE			
7.4	University	-		

7.5	Safer Schools Partnerships			
7.6	Secure Accommodation			
8.0	Young People 10-24 yrs			
8.1	Youth Clubs/ Sport			
8.2	Community Centres			
8.3	Police Cadets			
9.0	BME Groups			
9.1	Travellers			
10.0	Language Schools			
11.0	Religious Groups			
12.0	Hard to reach groups			
12.1	Homeless			
12.2	Vulnerable persons			
13.0	Retail/ Commerce			
13.1	Private Security Personnel			
13.2	Licensing			

14.0	Community Intelligence (eg promoting Crimestoppers)			
15.0	Partnership Contacts			
15.1	KIN (Key Individuals Network)			
16.0	Councillors			
17.0	Community Messaging			
18.0	Community Watches			
19.0	Community Groups/ Residents Associations			
19.1	Parish Councils, notice boards and newsletters.			
20.0	Organised events:			

SOUTH EAST CORNWALL ENGAGEMENT PLAN

	Activity	LISKEARD	LOOE	SALTASH	TORPOINT
	What is your demographic?	<p>Predominantly white British with small Chinese and Polish communities. Population centre of Liskeard but large rural population. Mixed age groups but high levels of social housing and deprivation. Higher than Cornwall average crime levels, high DA, low incomes and poverty, high levels of MH issues.</p> <p>Rural villages vary in size with the larger having similar demographic to Liskeard Town, the smaller being more opulent with middle aged and retired populations.</p>	<p>Predominantly white British. Population centre of Looe Town Centre but large rural population. Mixed ages but predominantly elderly in rural areas & younger people are more central.</p> <p>Small Asian groups linked with restaurants & Takeaway business.</p> <p>Large influx of visitors associated with tourism industry</p>	<p>Population in Saltash is around 15000 and is predominantly White British with a mixed age range. Only 2% of households are socially rented and 85% being privately owned or rented. Mainly working class, education system consists of Key stage 1, 2, 3, 4 and 5. (Infants, Primary, secondary, college/sixth form).</p> <p>Rural area - Large proportion of farmers, landowners, retired persons and elderly people. Very small number of social housing across the area. Education consists of key stage 1 and key stage 2. (Infant and Primary)</p>	<p>Predominantly white British. Small BME numbers. Highest population in Torpoint Town but closely followed by Millbrook, the largest “village” in CIOS. Mixed age groups.</p> <p>Social housing in Torpoint and Millbrook. Accommodation in the villages tends to be privately owned or rented. Rame Peninsula known as “forgotten Corner” but still attracts tourist influx over summer months</p> <p>Crime levels and ASB levels generally low but do spike regularly as criminals travel across from Plymouth to what they see as an “easy target”</p>

1.0	Face to Face				
1.1	Have Your Say Meetings	<p>Local Officers & PCSO's adapt to specific problems or intelligence on their areas & advertise forthcoming Have Your Say meetings to accommodate via the website, Twitter & Facebook and newsletters.</p> <p>Have Your Say Panel runs bi-monthly with reps from all nine rural parishes together with Town and County Counsellors and invited partners to solve issues raised.</p> <p>Op Pegasus - visits to airfields and helicopter landing pads</p> <p>Op Tornado – regular visits to scrap metal</p>	<p>Local engagement with communities at Town and parish meetings, resident groups and upon request with clubs and special interest groups such as W.I Age concern and Cornwall people First Forum</p> <p>Local school academy once a week</p> <p>Surgery's in remote locations</p>	<p>All PCSOs tailor for these events which are held on a regular basis at the Saltash Library every Thursday between 1030-1200 hours.</p> <p>Dynamic HYS also takes place around the main areas of Saltash, where officers make themselves available to the public and access to information is passed.</p> <p>All PSCOs travel area the rural areas, which involves cycling around and travelling to the location by patrol cars and then walking on foot around the specific areas.</p> <p>This ensures that everyone can have the access to the team</p>	<p>Rural surgeries at least twice a year in each parish.</p> <p>HYS twice monthly in town – one at library/one-stop shop and the other outside local supermarket</p>

		<p>dealers</p> <p>Prevent agenda – regular visits to target premises identified by SB</p> <p>Liskeard is a Safer town so conducts regular multi agency walkabouts and EVA feeding back to the public through IT and local media</p> <p>Regular input to the local media and attendance at Community Events throughout the year</p> <p>Residents group meetings</p> <p>Regular inputs to schools and youth groups, and adults with learning difficulties</p> <p>Parish council meetings attended quarterly in addition to the HYS panel</p>			
1.2	Front Office	Liskeard Front Office due	Closed in 2011, wall	Closed in 2011, wall phone	Closed in 2011, wall phone

		for closure 311014	phone available. Appointment system available via 101	available. Appointment system available via 101	available. Appointment system available via 101
2.0	Website				
2.1	D&C Website	All local officers have their contact details and photo on display and a list of community priorities and have your say opportunities.	All local officers have their contact details and photo on display and a list of community priorities	All local officers have their contact details and photo on display and a list of community priorities	All local officers have their contact details and photo on display and a list of community priorities
3.0	Social Media				
3.1	Twitter	Liskeard Neighbourhood Team has a twitter account @Liskeard Police Set up with the assistance of Corporate Comms, used to provide advice on current issues, requests for information, e.g. witnesses to events and circulation of accurate information to the media for major	Not Locally but if required access to sector account held at Saltash	PSCO Kirsty DOWN (@SaltashPCSO) holds an account that currently has 2,214 followers. She highlights the local priorities and updates her followers on Police related news. A/PS Chris CHILCOTT (@Ruralofficers) also holds an account that has 695 followers. He advertises the local events in the area, the local priorities and	Not Locally but if required access to sector account held at Saltash.

		events/incidents		again the local news.	
3.2	Facebook	<p>Liskeard Neighbourhood Team has a business Facebook account set up with assistance from Corporate Comms called Liskeard Police</p> <p>Used as per Twitter with the inclusion of extra text and photographs where appropriate.</p>	NO, however Facebook is accessed to obtain local views from community sites and forums	None	<p>Torpoint Neighbourhood Team has a business Facebook account</p> <p>Torpoint Police</p>
4.0	<p>Media- Publications</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>Primary newspaper contacts are</p> <p>The Cornish Times</p> <p>The Cornish Guardian</p> <p>Officers make direct contact with both as and when the need requires.</p>	<p>Sector news letter</p> <p>Cornish Times</p> <p>Cornish Guardian</p> <p>Evening herald</p>	<p>Local publications include:</p> <p>Saltash Police monthly news letter. Sent out to over 100 email addresses within the community including all NHW.</p> <p>Saltash Journal</p> <p>Saltash and Callington Gazette</p> <p>Saltash and District Observer, which recently</p>	<p>Sector news letter</p> <p>Cornish Times</p> <p>Cornish Guardian</p> <p>Evening herald</p> <p>Torpoint & District Gazette</p> <p>Torpoint Advertiser</p>

				<p>published a report on some local priorities, including tomb stoning and drug use.</p> <p>Other larger publications that the local team have contacts with are The Cornish Times and the Herald, which both have includes news and events held by the team.</p>	
5.0	<p>Media- TV & Radio</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>Occasional spots on Liskeard FM local radio station for current news and events in the town</p> <p>Channel 4 recently filmed Liskeard NBT regarding food poverty and the Food Bank</p> <p>BBC Spotlight</p> <p>BBC Radio Devon</p> <p>ITV West Country</p>	<p>BBC Radio Cornwall</p> <p>BBC Spotlight</p> <p>Pirate FM</p> <p>Press Office for major incidents such as Looe landslide.</p>	<p>BBC Radio Cornwall</p> <p>BBC Spotlight</p> <p>Pirate FM</p> <p>Press Office for major incidents</p> <p>Previously there has been contact by the local team through the local media, both through television reports and the radio.</p> <p>Officers are advised to liaise with the Press Officer prior to such contact to ensure the correct</p>	<p>BBC Radio Cornwall</p> <p>BBC Spotlight</p> <p>Pirate FM</p> <p>Press Office for major incidents</p>

				procedure is followed to ensure that the Force policies are met	
6.0	Crime Prevention Events/ Awareness Days	<p>Seasonal events take place (e.g. property Marking, Metal thefts, Winter fuel thefts, Tourism, TFMV, Burglary etc).</p> <p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>Community Speed Watch volunteers very active in the area</p> <p>School Speed Watch linking education with speed monitoring near rural schools</p> <p>Farm Watch and horse watch have active local</p>	<p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>Community speed watch</p> <p>Ongoing Business Watch joint prevention visit with PCSO's, DFRS, Trading Standards & Crime Prevention Officer offering advice & awareness of any ongoing issues</p> <p>Pubwatch ENTE crime prevention</p>	<p>Bespoke events are arranged as required by the Neighbourhood team, which is influenced by local intelligence or performance.</p> <p>Regular Community Speed Watch is conducted in several locations, both central to Saltash and rurally. These also include School Speed watch where some of the local Primary pupils were able to question the offending drivers. This event ensured speed aware for the children and those that were stopped.</p> <p>Most recently, PSCOs attended a planned event at Saltash College to speak with the new and existing students about personal</p>	<p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>Community speed watch</p> <p>Pubwatch</p> <p>Use of Police Cadets at community events</p>

		<p>members</p> <p>The Bodmin Moor Commoners Association have good ties with the team for moor related issues like livestock, speed of vehicles and off roading</p> <p>Pub Watch and Shop Watch schemes to successfully target offenders</p> <p>PCSO's are all Crime Prevention trained to include dwelling burglary surveys and farm security surveys</p> <p>Public engagement and reassurance and Crime Prevention materials at local community events throughout the year</p>		<p>safety, prevention advice and property marking.</p> <p>PCSOs regularly attend fetes and fares, multi agency meetings, knowledge and learning workshops and local charity run events.</p> <p>Joint community fun days are regularly attended by the PCSOs and on some occasions a Police stall has been included.</p>	
7.0	Educational Establishments (young people)				

7.1	Primary Schools	<p>PCSO's that have a Primary School on their area make regular contact and engage with pupils, including dress up uniform, colouring and general familiarisation.</p> <p>Neighbourhood presence and engagement at special events (sports day, Parents evening, school fete etc) and for awareness day inputs where resources allow.</p>	<p><i>Monthly visit by PCSO, input to school news letter</i></p>	<p>PCSOs are in regular contact with the local primary schools in Saltash; this contact could be through reported crimes or to provide inputs on appropriate and relevant issues to the children (general safety, bullying etc).</p> <p>Saltash has 5 primary schools catering for 5-11 year olds. St. Stephens Community School, Brunel Primary School, Bishop Cornish Church of England Primary School, Burraton Community Primary School and Landulph County Primary School</p> <p>The rural schools include St Mellion Church of England School, St Dominic Church of England School, St Germans Primary School and Sir Robert Gefferys School</p>	<p><i>Monthly visit by PCSO, input to school news letter</i></p>
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7.2	Secondary Schools	<p>Specific issues at the secondary school dealt with by assembly inputs and occasionally in the classroom</p> <p>YIO inputs on appropriate and relevant issues. (General Safety, Bullying etc)</p>	<p>Weekly visit to Looe academy where PCSO's engage with pupils during the lunch time.</p> <p>School assembly held by NTL/NBM to tie in with NYE and Looe music festival</p>	<p>Regular contact is made with Saltash.Net, the local comprehensive school, which involve the PCSOs providing inputs and lessons on appropriate and relevant issues.</p>	<p>Regular NBM visits to Torpoint Community College.</p> <p>School assemblies held by NTL/NBM Input to school news letter</p>
7.3	College/ HE	None	None	<p>All the local PSCOs attend Saltash College on both informal and formal basis. This includes the most recent event held on the 10/09/14, where the PCSOs meet with the new and existing students to discuss relevant issues that could affect them and are supported by our local priorities.</p>	None

7.4	University	None	None	None	None
7.5	Safer Schools Partnerships	Only one with Liskeard School and community College addressing issues of pupil behaviour, cyber bullying, road safety and traffic management	Pipeline initiative, providing support to Looe academy students and staff with further assistance for one day team building events for troubled youngsters.	On an informal basis the PSCOs are involved with all of the schools, at this time.	No formal partnership. Regular informal liaison
7.6	Secure Accommodation	None	NA	None	None
8.0	Young People 10-24 yrs			<p>Events have been run locally where both the resources and funding permits, this has included a youth litter pick, where the money raised enables those youngsters to be taken with the PSCOs to Paignton Zoo.</p> <p>Funding has been received from the Youth Council to support local youth swimming parties, which encourages stronger swimming and water awareness.</p>	

				<p>There is constant support and involvement in the Community Action through Sport Scheme.</p> <p>All of the Neighbourhood team have contact with the local councillors and will respond to trends or spikes in crime or ASB, where young people are concerned. This is to ensure that the Every Child Matters scheme is upheld and supported by our officers.</p>	
8.1	Youth Clubs/ Sport	<p>PCSO's attend the clubs on their area when they can or are requested. Such as Clubs with to help them gain their Police or Community badge.</p>	<p>Millpool youth club Visit by NBM/PCSO</p>	<p>Within Saltash there are two main Youth Clubs, K3 which centres on sports activities and Livewire, which centres more on music and art.</p> <p>Both clubs are attended by the PSCOs and local officers; this could be through planned events or just in passing. The contact is supported by the</p>	<p>Youth club visits as part of patrol by NHT.</p> <p>Several sports clubs running across the area.</p> <p>CATS utilised.</p>

				organisers. Also the Neighbourhood team has organised contact with the local Rainbows, Cubs and Scout groups.	
8.2	Community Centres	Two youth clubs in Liskeard with others scattered across the rural area. Public gatherings tend to occur for events already mentioned above or Parish Council Meetings	Millpool, open to local groups	The local team attend centres throughout Saltash on a regular basis. This includes coffee mornings, the Blind Club and Age Concern. There are numerous groups based at the local community centres and the PSCOs attend most of them, this can be on a formal organised basis or a more informal visit.	Community centres in Torpoint town and all parishes
8.3	Police Cadets	Cadet Corps in Liskeard run to the Cornwall model by PCSO Anslow at Liskeard	No	No	Torpoint & Rame Police Cadets run by NTL and police volunteer

9.0	BME Groups	Growing Polish community and an established small Chinese community primarily engaged in food provision years.	Small Asian group, Prevent strategy discussed, reassurance offered		
9.1	Travellers	Possible Transit site for Horningtops site just outside Liskeard, but the planning has just been turned down. Likely to be resubmitted, but the site is not really suitable. No transit sites in Cornwall at this time. One small permanent site already at Pensilva	Small groups of travellers visit area local engagement through NPT/council teams	No sites at this time, although on occasions travellers have entered public sites.	No sites at this time.
10.0	Language Schools	None	None	none	none
11.0	Religious Groups	Various Christian Churches throughout the area Good Street Pastor team in Liskeard and Looe to support the ENTE on Friday and Saturday	Mainly Christian, no know other faith place of worship. Muslim (Bangladeshi) known in the bailiwick but attend mosques outside the local area	Saltash has an active church network that undertakes lots of charities work. The PCSOs make contact regularly, attending the Shell Club, a youth club, attached to Wesley Church. As well as other churches throughout the	Mainly Christian. Street pastors

		<p>nights</p> <p>Greenbank Church provide support for the lonely, those in need and in poverty, those with MH issues</p> <p>Foodbank Scheme here is run by a consortium of local churches. Work at Liskeard in this area has come to the notice of the Bishop of Truro</p>		area.	
12.0	Hard to reach groups	<p>Elderly/disabled residents. Care Homes working group attended by NBT</p> <p>Parents with young children, including single parents engaged in our nursery project to break down barriers and competition (also reveals parents who are failing to pay for care then moving elsewhere)</p>	<p>Ongoing engagement with small pockets of Asian families, and some Polish residents</p>	<p>No hard to reach groups have been identified</p>	<p>Elderly/disabled residents. Care Homes working group attended by NBT.</p>

		Farmers and farm workers often isolated. Farm Watch instigated and proving popular			
12.1	Homeless	The Greenbank Church provides local support for those in need and homeless. Cornwall council one-stop-shop also supportive with emergency accommodation located in the town for short term solutions. Rough sleepers are rare here	None, but when identified support and advice given, signposting to local charities/Food bank. Rusty Bucket church run organisation offers light meals and hot drink.	The local PSCOs are in regular contact with the Food Bank that runs every Monday, Wednesday and Friday from 1400-1600 hours at Wesley Church. The team also hold Food Bank vouchers should they be needed when you deal with someone who is in a vulnerable position.	None, but when identified support and advice given, signposting to local charities/Food bank.
12.2	Vulnerable persons	Local Officers attend multi agency case conferences involving Police, medical services, mental health services, social services and other support agencies work together to ensure there is effective engagement	Local PCSO's & Officers attend multi agency case conferences involving Police, medical services, mental health services, social services and other support agencies work together to ensure there is effective engagement	Local PCSOs and officers attend multi agency case conferences involving Police, Medical services, mental health services, social services and other relevant support agencies. This is to ensure that there is effective engagement	Local PCSO's & Officers attend multi agency case conferences involving Police, medical services, mental health services, social services and other support agencies work together to ensure there is effective engagement and

		<p>and support to safeguard the needs of the vulnerable.</p> <p>Close partnership developed with local housing providers and social services to provide a joined up service</p> <p>The Troubled Families agenda is working well with further work needed to develop appropriate information sharing protocols</p> <p>The Cornwall Living Well programme in partnership with Cornwall council and Age UK is coming to SE Cornwall in September, the aim to provide holistic care for those in need of care at home in partnership with volunteers and local movers and shakers</p>	<p>and support to safeguard the needs of the vulnerable.</p>	<p>and support to safeguard the needs of the vulnerable.</p> <p>This can be any age range and on occasions can be linked to criminal offences.</p> <p>Locally we have regular contact with Mill House at Saltmill, which is a residential home for vulnerable young adults.</p>	<p>support to safeguard the needs of the vulnerable.</p>
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13.0	Retail/ Commerce	<p>Liskeard Town has a Shop Watch scheme with members connected via shop watch radios also linked to the police station</p> <p>CCTV in the town is good but is currently not monitored. It has just been moved into the police station. Police volunteers are being recruited with an emphasis on ENTE monitoring</p> <p>Crime Prevention inputs and crime education of staff, e.g. around points to prove, carried out as necessary</p> <p>Liskeard Town Team are recruiting a Town Centre Manager soon to manage all aspects of the town including parking, tourism, trade and crime</p>	<p>Shopwatch telephone cascade.</p> <p>Support to staff in retail premises offered via force literature and local officer crime prevention advice.</p> <p>Crime prevention initiative and directed operations (including plain clothes patrols) to combat retail theft</p> <p>Staff taught to recognise the causation of retail theft and signpost to appropriate agencies for substance abuse/poverty/neglect/domestic violence</p>	<p>Due to funding issues, there is no CCTV coverage of the town, although many retail stores have their own recordable system.</p> <p>Most recently 7 shops within Saltash have joined the PARC scheme (Plymouth Against Retail Crime) with more stores joining this month.</p> <p>We researched locally to see if the scheme could be supported by a Radio system, however due to lack of funding this wasn't feasible.</p>	<p>Support to staff in retail premises offered via force literature and local officer crime prevention advice.</p> <p>No CCTV in town.</p> <p>Torpoint Town Partnership set up includes reps from council, chamber of commerce, schools etc. NTL attends when appropriate.</p>
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13.1	Private Security Personnel	SIA staff employed at two licensed premises are contacted at a local level by neighbourhood and response officers during routine patrols.	SIA door staff at local night club and licensed premises.	SIA staff are employed at some licensed premises and are contacted by the local PSCOs and officers at a local level during routine patrols	SIA staff are employed at some licensed premises and are contacted by the local officers during patrols
13.2	Licensing	Pub Watch has developed good links with local licensees in the town with most being responsible. Regular pub watch meetings held to discuss local issues and incidents	Close liaison with Council and police licensing teams. Pub watch supported and encouraged by police Town unmonitored CCTV	Local relationships with the Neighbourhood team are in place throughout Saltash and where appropriate the team engage with Pubwatch meetings	Close liaison with Council and police licensing teams. Pubwatch
14.0	Community Intelligence (eg promoting Crimestoppers)	Community intel harvested by patrol & neighbourhood teams when out on patrol Good liaison with FIO and conducting Have Your Say surveys as a result. This goes in hand in hand with promotion of Crimestoppers. The public are encouraged to contact & engage with local officers or	Community intel harvested by patrol & neighbourhood teams. Good liaison with FIO and conducting Have Your Say surveys as a result. This goes in hand in hand with promotion of Crimestoppers. The public are encouraged to contact & engage with local officers or Crimestoppers by advertising contact	During Have Your Say meetings Crimestoppers is advertised and explained where applicable. The public are encouraged to contact and engage with the local officers or Crimestoppers by advertising contact details on twitter accounts, face to face and the local newsletter	Community intel harvested by patrol & neighbourhood teams. Good liaison with FIO. The public are encouraged to contact & engage with local officers or Crimestoppers

		Crimestoppers by advertising contact details on twitter, Facebook, face to face, local newsletter & website.	details on twitter, face to face, local newsletter & website		
15.0	Partnership Contacts	<p>Primary partners are housing providers, (including anti social behaviour officers and Coordinators), Children's and Adult Social Care, Mental Health services, Education, Health visitors and GP surgeries. Good relations with local Town and County Councillors</p> <p>Foodbank scheme with local churches signposting to appropriate additional services</p> <p>Liskeard and Looe Community Network Panel targeting community safety issues</p>	<p>Town Centre Management are in regular contact with LPP & Sector Inspector, liaise to discuss forthcoming events, threats & plans. Working with local traders & businesses (TC Town Centre Consortium).</p> <p>Looe Music festival, strong links with Trust team, this is an annual event which is a major boost to the towns end of summer season tourism based income generation value at last year at 1.8 million pound</p>	<p>The neighbourhood team are heavily involved with the local council, looking at housing and welfare.</p> <p>Periodic multi agency stop check operations run by Police, Vosa and HMRC road Fuel testing unit.</p> <p>Regular contact by the Neighbourhood team with the local council, schools, social services, retailers and various organisations to engage in events throughout the year.</p>	<p>Primary partners are housing providers, (including anti social behaviour officers and Coordinators), Children's and Adult Social Care, Mental Health services, Education, Health visitors and GP surgeries. Good relations with local Town and County Councillors</p> <p>Foodbank scheme operates from Childrens Centre</p> <p>Street Pastors</p> <p>Torpoint Town Partnership</p> <p>Rame Peninsula Trust</p> <p>HMS Raleigh Torpoint Ferry</p>

		<p>Have Your Say Panel</p> <p>Safer Liskeard partnership with the Cornwall Council Community Safety Officer, Environmental Health, Licensing and ASB along with local town councillors and Together for Families (TFF) coordinator</p> <p>The Living Well agenda is just starting with Liskeard NBT</p> <p>TFF close partnership work ongoing managing the most challenging families</p> <p>Regular contact by Neighbourhood team with Local council, schools, social services, retailers and various organisations to engage in events throughout the</p>			
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		<p>year.</p> <p>Periodic multi agency stop check operations, run with Police, VOSA and HMRC Road Fuel testing Unit</p>			
15.1	KIN (Key Individuals Network)	Each member of the team has a copy of KINS that are relevant to them	KIN list held locally	KIN list held locally	KIN list held locally
16.0	Councillors	<p>NTL's , NBM's and PCSO's attend Town Council Meetings and Parish Council meetings for their areas to provide crime figures, maintain links and gather community intelligence.</p> <p>Councillors are also engaged in various partnership groups across the area so come into regular contact in that way too</p>	Regular contact through town and parish meetings as well as email/phone contact	<p>NTLs and PCSOs attend Town Council Meetings and Parish Council meetings in Saltash.</p> <p>This is on a monthly basis and the team provide crime figures, maintain links and gather community intelligence. Q and A sessions are also encouraged</p>	Regular contact through town and parish meetings as well as email/phone contact, and meetings as required

17.0	Community Messaging	<p>Used regularly. Efforts made to expand database particularly in rural areas</p> <p>Ongoing- NBT staff are encouraged to sign up members of the Community to CMS.</p> <p>Engagement events are particularly well used for this including Have Your Say engagement and reassurance visits.</p>	Full range of community messaging used	Used regularly Efforts are being made by the Neighbourhood team to expand the database within the rural areas.	Full range of community messaging used
18.0	Community Watches	<p>Some Neighbourhood Watch co-ordinators in place- contact maintained via PCSO's.</p> <p>Horse Watch, Boat Watch, Farm Watch and Community Speed Watches are also in place area.</p> <p>Pub and Shop Watches in the town</p>	PUB/Shop/Farm/holiday Parks and bed and breakfast	<p>Neighbourhood Watch is thriving in Saltash with 25 different groups in town and 31 in rural area.</p> <p>The team also maintain a Boat Watch, where regular contact is upheld with the sailing clubs, and Community Speed Watch Programme.</p>	<p>NHW office based in Torpoint. Very good working relationship with Torpoint police. NHW</p> <p>Farmwatch</p> <p>Boatwatch.</p> <p>Community speed watch</p>
19.0	Community Groups/	NBT staff maintain open channels of	Day to day business for neighbourhood teams.	Day to day business for the Neighbourhood Team.	NHT staff maintain open channels of communication

	Residents Associations	communication with existing groups. Community events take place with various agencies.	Have worked together on multi-agency community events.	There is constant contact with the different housing teams.	with existing groups. Community events take place with various agencies.
19.1	Parish Councils, notice boards and newsletters.	Contact is maintained by NBM's and PCSO's with most parishes allowing Police literature to be distributed and displayed where appropriate and relevant. Parish Magazines delivered to every household are also happy to publish small articles. Parish council meetings are attended by NH. Monthly newsletter created locally & distributed via local contacts and via the SE Cornwall Neighbourhood Watch Office in Torpoint	Monthly News letter Representation at monthly meetings.	Monthly newsletter is distributed to the local councils, to the community groups and through the twitter account.	Contact is maintained with most parishes allowing Police literature to be distributed and displayed where appropriate and relevant. Parish council meetings are occasionally attended by NH. Monthly newsletter created locally & distributed via local contacts and via the SE Cornwall Neighbourhood Watch Office in Torpoint
20.0	Organised events:	There is a calendar of events for the Liskeard area all attended by NBT	Looe is a major tourist destination for South East Cornwall, with two major	Upcoming events is "Fast Car", a road safety event on 14 th September on the	There is a calendar of events for the Torpoint and Rame Peninsula area.

		<p>staff and members of the Special Constabulary. All are used as public engagement opportunities with inputs dependent upon the size and nature of the event</p> <p>Mayors Parade, Liskeard Floral Dance, Liskeard Carnival and numerous village carnival events, St Matthews Fair, Liskeard Show, Remembrance Sunday, Christmas Lights Switch On, plus numerous cultural and trade events in the town centre throughout the summer months</p>	<p>events</p> <p>NYE Looe is listed as a top ten venue attracting as many as 12000 visitors</p> <p>Looe music Festival 8,000 visitors per day over a 3 day weekend event, a valuable input to the end of summer season.</p> <p>Festival of the sea, large crowds expected mainly during day time over a weekend.</p>	<p>Jubilee Green. Other events throughout the year.</p>	<p>Wherever possible NHT staff, police cadets and/or members of the Special Constabulary try to attend. All are used as public engagement opportunities with inputs dependent upon the size and nature of the event</p> <p>Civic Parade, Torpoint Carnival, Freedom of Torpoint (HMS Raleigh), Lyons Fayre, Remembrance Sunday, Christmas Lights , plus numerous events hosted at Mount Edgecumbe throughout the year</p>
		LAUNCESTON SECTOR			
	Activity	Launceston Sector			
	Assessment	Launceston Sector is made up of one HUB Launceston, one mini Hub Bude and two satellite stations Callington and Camelford. Callington also covers Calstock and Gunnislake, whilst Camelford covers Tintagel, Boscastle and			

		<p>Delabole. This is the largest Sector in Devon and Cornwall Police. The area is mainly rural and such an expanse of land brings its own uniqueness. From a Police perspective providing a sustainable process for continued Community engagement with reducing resources and facilities such as vehicles and locations for meetings to take place.</p> <p>The population is made up of predominantly white people; the area has not seen a large influx of migrant workers due to the lack of large industrial employment in the area.</p> <p>As the Sector Inspector I do not have plans to increase the number of community engagement sites until the finalisation of the Neighbourhood review in relation to Neighbourhood Beat Managers (NBM'S). Instead we will continue with our current set meetings and introduce our staff to local established events such as coffee mornings and pre arranged public meetings.</p> <p>Crime is relatively low, over the past three years the Sector has performed well against neighbouring Sectors producing the leading brought to justice outcomes in the BCU and best in Force last year. At the time of writing this report we are seeing a Crime Reduction of 15.1% from last year's statistics.</p> <p>Public Satisfaction is at 84.1%</p> <p>The reduced staff levels of 30 response PC's will create five Sections of six officers. These will be distributed across the Sector to provide optimum cover. Launceston X 2, Bude X 2, Callington X 1 and Camelford X 1. The Stations will be staffed over a 24 hour period with reduced hour coverage at Callington and Camelford dependant on the demand after 02.00 hours when staff may be deployed to Launceston and Bude, both areas have night clubs, which close at 03.00 hours.</p>
1.1	Have Your Say Meetings	<p>The Launceston sector has clearly identified that the most effective way of engaging in an inclusive manner is by way of small regular localised surgeries. These take place at various locations whereby neighbourhood staff link in with pre arranged local public gatherings. This engages with a wide demographic of the population. This affords those attending an opportunity to identify and forge links with a local officer.</p>

Current examples of these include:

Launceston Town:

Town Centre Friday market

Royal British Legion every other Wednesday

Cornwall Council Tourist Information Centre every 3rd Thursday of the Month

Launceston Youth project bi weekly.

Town Council meetings when required.

Launceston Rural:

Yeolmbridge residents every Tuesday

Trebulet community meeting last Wednesday of every month.

Langore residents every other Sunday

South Petherwin residents last Monday of the month.

Polyphant residents first Wednesday of the month.

Bude

Week St Mary Coffee Pot every Monday

Kilkhampston Bingo Monday night

Week ST Mary Parish Council Meeting

		<p>Marhamchurch Parish Council Meeting</p> <p>Parent Toddler Group every Tuesday morning</p> <p>Gateway Youth Centre</p> <p>Callington</p> <p>Callington has been operating for some time with limited N/Hood officers due to staffing issues. The one PCSO has regular contact on a weekly basis with the Housing Team, Tesco store shoplifting, Parish Council members and Callington Town Council. Additional resources are being deployed to Callington in the New Year as part of the Sector re structure</p> <p>Camelford</p> <p>Camelford follows a similar pattern to Callington, working with 2 PCSO instead of the allocated 3. This has limited their service to the community as the geography of the area does not lend itself to regular planned events.</p> <p>Help the aged coffee morning attended weekly</p> <p>The Methodist church hold a coffee morning weekly</p> <p>Tintagel and Old Boscastle will need some thought as Police Surgeries have been avoided as the general public felt it would be to obvious who is attending and providing the Police with Intelligence</p> <p>As part of our Neighbourhood strategy we are developing a more thorough local schools and local retail outlet links.</p>
1.2	Front Office	There are currently Front Office facilities only at Launceston and Bude. Both offices will close from 1 st November 2014

2.0	Website	We are active in the management of our Sector site, however the new Web Site and update process will be delivered in the next 4 weeks
2.1	D&C Website	Team details are accessible on the Devon and Cornwall Website
3.0	Social Media	All stations within the Sector have an active local Face Book site. We are reviewing how we can improve the site with reduced staff as we see this as a valuable communication portal.
3.1	Twitter	None
4.0	Media- Publications All contact with the media should be recorded on the Media Contact Register: Media Contact Register	When required we have close working relationships with the Bude and Stratton Post and the Western Morning news. We have set slots we can access when required to update the public about changes within our Service or information requests..
5.0	Media- TV & Radio All contact with the media should be recorded on the Media Contact Register: Media Contact Register	Limited contact with the radio and TV as this is an As and When Required tool used by both parties.

6.0	Crime Prevention Events/ Awareness Days	We do engagements within the schools based around CEOP, to reduce vulnerability and prevention advice.
7.0	Educational Establishments (young people)	As above and as stated this is a key priority for the Sector. Our final School plan for the Sector will be discussed at TIM's and published to the Sector by the NH/Team as Response will be involved in this area to show a different perspective of Police work.
7.1	Primary Schools	Linked to the above but expanded to Scout and Brownie style organisations.
7.2	Secondary Schools	As above
7.3	College/ HE	N/A
7.4	University	N/A
7.5	Safer Schools Partnerships	The LPA PC Dave Thompson the LPA YIO has regular contact with all local schools paying particular attention to safeguarding issues. Regular seasonal activities are also catered for ie Halloween / Guy Fawkes etc. Regular engagement with YOT
7.6	Secure Accommodation	N/A
8.0	Young People 10-24 yrs	As listed above
8.1	Youth Clubs/ Sport	As listed above
8.2	Community Centres	Community Centre visited by Town PC and PCSO
8.3	Police Cadets	Large Cadet contingent run by PS Aaron Ward and supported by PCSO SMITH actively engaged with Country shows and Carnivals across the Sector if required

9.0	BME Groups	Through PCSO and the Diversity Team within the LPA we hold regular Surgeries with the Migrant workers but there is no crime trend or Racial problem within the Sector attributed to migrant workers or other Divers members of the community.
9.1	Travellers	N/A
10.0	Language Schools	N/A
11.0	Religious Groups	Within the Sector we do have strong links with different church groups such as the Launceston Skate Park, Bude and Launceston Street Pastors and the Sector Chaplin.
12.0	Hard to reach groups	This is a Rural Sector with large expanses of Farm and Moorland area. The contact is via the NHW system and PCSO, we are limited by the lack of vehicles designated to the Sector and the poor public transport
12.1	Homeless	We have very strong links with housing but we do not have a homeless problem within the community. Each case is dealt with on its own merit as it is raised so infrequently.
12.2	Vulnerable persons	We have Highlight Boards in each of the Stations with the name, address and rational behind the vulnerability of community members. This is reviewed with action plans (PSP) within TIM's.
13.0	Retail/ Commerce	Bude and Launceston have a Chamber of Commerce, Bude felt they did not require a Police presence at their meetings. Shop Watch is very active in the Sector. We do not suffer large retail theft but it is an offence type we regularly discuss at TIM's
13.1	Private Security Personnel	All door staff working at local pubs and clubs are checked for registration regularly
13.2	Licensing	Regular licensed premises visits take place and followed up with L10 documents. Strict control on licensed premises are key to our Sector plan and are regularly discussed in TIM's
14.0	Community Intelligence (eg promoting	Intel gathered on a daily basis by NBM PCSO and regularly promotes crime stoppers. This goes in hand with Face

	Crimestoppers)	to Face contact and engagement with partner agencies.
15.0	Partnership Contacts	We have a strong link to the Parish Councils as discussed throughout this document
15.1	KIN (Key Individuals Network)	N/A in the KIN format but we do recognise specific people within the Sector communities as being vital to our service delivery such as Head Teachers, Council members, Landlords and Chair persons of organisations
16.0	Councillors	There is regular contact with Councillors across the Sector.
17.0	Community Messaging	Community Messaging used when required
18.0	Community Watches	We are in the process of re establishing the NHW with the NHW coordinator. This is proving problematic due to IT issues that we hope to resolve ASAP. Currently there is a very limited flow of information both sides
19.0	Community Groups/ Residents Associations	As above, when we are requested if duties and staff are readily available.
19.1	Parish Councils, notice boards and newsletters.	As above, Due to the remoteness of the communities some Parish Council members may well sit on two Parish Councils allowing more frequent contact with their members.
20.0	Organised events:	The NH/Team alter shifts and attend pre planned events such as Carnivals and Police the Low Risk events without sworn staff presence

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	Activity	Exeter	Rural East	Exmouth & Ottery St Mary (Cranbrook)	Mid Devon
1.0	Face to Face				
1.1	Have Your Say Meetings	<p>Meetings are arranged by LPP and advertised on the force website.</p> <p>PCSOs will letter drop in the areas for the 'Have you Say Meetings' and 'Street Briefings'.</p>	<p>Meetings are arranged by PCSO's and advertised locally and on the force website.</p> <p>Sidmouth- Weekly HYS meetings are held on a Monday with other agencies in attendance (Town Councillor, EDDC Dog Warden, DCC Highways, housing etc as required).</p>	<p>Meetings are arranged by PCSO's and are predominantly street based. LPP staff provide locations and times for MOP to attend. Staff also conduct dynamic HYS meetings when at School gates during red times.</p>	<p>Meetings are arranged by neighbourhood teams and advertised on the force website.</p>
		<p>Front Office open 08:00–18:00 Mon – Sat</p> <p>CLOSED on Sundays.</p> <p>Members of the public have access to staff, information and advice.</p>	<p>There are no police front offices now accessible to the public from November 2014 at Honiton, Axminster, Seaton & Sidmouth</p>	<p>There are no police front offices now accessible to the public from November 2014 at Exmouth nor Ottery St Mary</p>	<p>There are no police front offices now accessible to the public from November 2014 at Crediton, Cullompton nor Tiverton</p>
2.0	Website				

2.1	D&C Website	All local officers have their contact details and photo on display.	All local officers have their contact details and photo on display.	All local officers have their contact details and photo on display.	All local officers have their contact details and photo on display.
3.0	Social Media				
3.1	Twitter	The following accounts are available on Twitter @ExetercityNPT @BeaconheathPCSO @ExwickPolice @Topsham Police @CountessWearDC @pcsokeller	The following accounts are available on Twitter @Honiton_Police		
3.2	Facebook	Some teams have a facebook page: 'Topsham police' 'St James Exeter Police' 'St Loyes Exeter Police' 'Wonford Police'	Not used.	Not used by LPP staff. However, locals make extensive use of 'Exmouth Voice' and 'I love Exmouth' which acts as a community network.	Some teams utilise Facebook: Crediton.

4.0	<p>Media- Publications</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>Express & Echo</p> <p>Western Morning News</p> <p>Exeter Citizen</p> <p>Expose (Exeter University Newspaper)</p>	<p>Express & Echo</p> <p>Western Morning News</p> <p>Sidmouth Herald</p> <p>'Pullman's Weekly'- Local to Honiton.</p> <p>Honiton Herald</p> <p>Midweek Herald.</p> <p>Good news stories are released weekly by NTL's via local media contacts , whilst major announcements/ campaigns are submitted via HQ. Dynamic incidents are responded to by NTL's.</p>	<p>(Western Morning News)</p> <p>Express & Echo</p> <p>Exmouth Journal.</p> <p>Good news stories are released weekly by NTL's via local media contacts , whilst major announcements/ campaigns are submitted via HQ. Dynamic incidents are responded to by NTL's.</p>	<p>(Mid Devon Gazette)- 'The Gazette'</p> <p>Western Morning News</p> <p>Crediton Courier</p> <p>Express & Echo</p> <p>Mid Devon is running a media contact pilot whereby items of interest are disseminated for the information of editors.</p> <p>'Caught on Camera' is also being launched where images of suspects are released for ID by the public.</p>
5.0	<p>Media- TV & Radio</p> <p>All contact with the media should be recorded on the Media Contact Register:</p>	<p>Exeter FM (Radio Exe)</p> <p>Heart FM</p> <p>BBC Spotlight</p> <p>ITV West Country</p>	<p>Heart FM</p> <p>BBC Spotlight</p> <p>ITV West Country</p> <p>BBC Radio Devon</p>	<p>BBC Spotlight</p> <p>ITV West Country</p> <p>BBC Radio Devon</p> <p>Bay FM- The Sector</p>	<p>BBC Spotlight</p> <p>ITV West Country</p> <p>BBC Radio Devon</p> <p>Mid Devon is running a</p>

	Media Contact Register	BBC Radio Devon XPression FM (Exeter University Radio)		Inspector has a monthly slot to discuss topical issues with the public.	media contact pilot whereby items of interest are disseminated for the information of editors.
6.0	Crime Prevention Events/ Awareness Days	Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV, Burglary etc). Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance. CSP/ National/ ACPO led awareness events are supported where resources allow (eg DV awareness week, Internet Safety etc)	Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV, Burglary etc). Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance. CSP/ National/ ACPO led awareness events are supported where resources allow (eg DV awareness week, Internet Safety etc)	Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV, Burglary etc). The area mainly focuses on: Marine Crime, Tourism, Caravan park offences, Horse Watch and Cycling/ Road users in additional to seasonal events. Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance. CSP/ National/ ACPO led awareness events are supported where resources allow (eg all the primary schools have received an	Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV, Burglary etc). Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance. CSP/ National/ ACPO led awareness events are supported where resources allow (eg DV awareness week, Internet Safety etc)

				input on internet safety from the YIO and LPP)	
7.0	Educational Establishments (young people)				
7.1	Primary Schools	<p>YIO Nick Taylor & PCSO's provide inputs on appropriate and relevant issues. (General Safety, Bullying etc)</p> <p>Junior Life skills takes place each year for all Year 6 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (sports day, Parents evening, school fete etc) and for awareness day inputs where resources allow.</p>	<p>YIO's Hayley Taylor, Gary Gates & PCSO's provide inputs on appropriate and relevant issues. (General Safety, Bullying, road safety etc)</p> <p>Junior Life skills takes place each year for all Year 6 students(multi-agency).</p> <p>Neighbourhood presence and engagement at special events (sports day, Parents evening, school fete etc) and for awareness day inputs where resources allow.</p> <p>Sidmouth- PCSO</p>	<p>YIO Gary Gates & PCSO's provide inputs on appropriate and relevant issues. (General Safety, Bullying etc)</p> <p>Junior Life skills takes place each year for all Year 6 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (sports day, Parents evening, school fete etc) and for awareness day inputs where resources allow.</p>	<p>YIO Hannah Cortese & PCSO's provide regular inputs on appropriate and relevant issues. (General Safety, Bullying etc)</p> <p>Junior Life skills takes place each year for all Year 6 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (fete etc) and for awareness day inputs where resources allow.</p> <p>TAG Rugby takes place with some Primary Schools to build rapport with young people-</p>

			Bolsover provides tag rugby session at Newton Poppleford every Thursday afternoon.		completed by PCSOS.
7.2	Secondary Schools	<p>Youth Intervention Officers 's & PCSO's provide inputs and lessons on appropriate and relevant issues.</p> <p>Senior Life skills takes place each year for all year 9 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (Prom etc) and for awareness day inputs where resources allow.</p> <p>Exeter has Police Cadets.</p>	<p>YIO's & PCSO's provide inputs and lessons on appropriate and relevant issues.</p> <p>Senior Life skills takes place each year for all year 9 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (Prom etc) and for awareness day inputs where resources allow.</p>	<p>YIO Gary Gates & PCSO's provide inputs and lessons on appropriate and relevant issues.</p> <p>Senior Life skills takes place each year for all year 9 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (Prom etc) and for awareness day inputs where resources allow.</p> <p>Exmouth has Community Cadets (a multi-agency initiative).</p>	<p>YIO & PCSO's provide inputs and lessons on appropriate and relevant issues.</p> <p>Senior Life skills takes place each year for all year 9 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (Prom at Crediton etc) and for awareness day inputs where resources allow.</p>

7.3	College/ HE	<p>YIO Taylor & PCSO's provide inputs and lessons on appropriate and relevant issues.</p> <p>Neighbourhood presence and engagement at special events (Career Fair etc) and for awareness day inputs:</p> <p>Exeter College.</p> <p>Language Schools.</p>	N/A	The YIO and LPP have good links with Bicton College and liaise when appropriate.	YIO and neighbourhood team have regular contact with FE establishments. Eg. Petroc at Tiverton- Sixth Form and the sixth form at QE.
7.4	University	<p>PCSO's provide inputs and lessons on appropriate and relevant issues.</p> <p>Dedicated local officer and PCSO to Exeter University under the Duryard area.</p>	N/A	N/A	N/A

		<p>Neighbourhood presence and engagement at special events (Graduation/ concerts etc) and for awareness day inputs.</p> <ul style="list-style-type: none"> - Exeter University - University Of Plymouth (art dept located in Exeter) 			
7.5	Safer Schools Partnerships	<p>PCSO's are encouraged to establish Safer School Partnerships (in liaison with YIO for guidance) in their areas to set priorities, particularly around safeguarding staff and pupils.</p> <p>Current: Pinhoe. (Jan 2014)</p>	<p>PCSO's are encouraged to establish Safer School Partnerships (in liaison with YIO for guidance) in their areas to set priorities, particularly around safeguarding staff and pupils.</p> <p>None current</p>	<p>PCSO's are encouraged to establish Safer School Partnerships (in liaison with YIO for guidance) in their areas to set priorities, particularly around safeguarding staff and pupils.</p> <p>None current</p>	<p>PCSO's are encouraged to establish Safer School Partnerships (in liaison with YIO for guidance) in their areas to set priorities, particularly around safeguarding staff and pupils.</p> <p>None current.</p>
7.6	Secure Accommodation	<p>Social Services have secure accommodation in Exeter at the following locations, though they</p>	<p>Some private homes</p>	<p>Some private homes</p>	<p>Social Services have secure accommodation in Tiverton at Birchen Lane though this is</p>

		under review and are expected to close or go into the hands of private companies. LPP have regular contact and will monitor and respond as appropriate : (Atkinson Unit, Esther Community, Fusion Fostering			closed and the provision of homes is under review and are expected to close or go into the hands of private companies. LPP have regular contact and will monitor and respond as appropriate.
8.0	Young People 10-24 yrs	Events run where resources and funding permits. LPP in contact with local councillors and will respond to trends or spikes in Crime/ ASB.	Sidmouth Scooter Jam- April 2014: Scooter and BMX Roadshow run in partnership with MaddGear Pro UK scooter team with Sidmouth Sailing Club providing refreshments, some proceeds to RNLI. Engagement opportunity for neighbourhood staff, YIO's and School Nurses with a focus on underage alcohol consumption, drugs and NPS's (legal highs).	Events run where resources and funding permits. LPP in contact with local councillors and will respond to trends or spikes in Crime/ ASB.	Events run where resources and funding permits. LPP in contact with local councillors and will respond to trends or spikes in Crime/ ASB. PCSO Moss runs Diversionary Activities with funding from POCA- Climbing.
8.1	Youth Clubs/ Sport	Regular contact from	Regular contact from	Regular contact from	Regular contact from

		neighbourhood team and via Devon Youth Services (while still in existence)	neighbourhood team and via Devon Youth Services (while still in existence)	neighbourhood team and via Devon Youth Services (while still in existence)	neighbourhood team and via Devon Youth Services (while still in existence)
8.2	Community Centres	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)
8.3	Police Cadets	Exeter LPP run cadets from associated secondary schools.	None currently.	There are currently no Police Cadets but Exmouth has Community Cadets which is run weekly and a multi-agency run group (Amb, DSFRS & Police).	Mid Devon Police Cadets- run fortnightly by PCSOs and SC.
9.0	BME Groups	Growing Polish and Chinese community. Numerous pockets of international students of various cultural backgrounds.	12 Tribes – Dialogue is open with NBM Vickery and PCSO Anning, no regular meeting required.		Funding being sought by diversity officer for Polish language training for staff.

9.1	Travellers	Exeter has sporadic illegal traveller sites that spring up annually. There is a permanent site at Sowton and one bordering Exeter at the top of Haldon Hill.	No current traveller sites in the area. Ongoing risk of illegal sites appearing on rural land due to the scale of area. Engagement would be assessed as required.	There is a permanent site at Farringdon but this forms part of the Community. Ongoing risk of illegal sites appearing on rural land due to the scale of area. Engagement would be assessed as required.	No current traveller sites in the area. Ongoing risk of illegal sites appearing on rural land due to the scale of area. Engagement would be assessed as required.
10.0	Language Schools	Various language schools in the city centre and St David's area of the City and Pennsylvania, as well as numerous private tutors working in the area. Liaison as and when required. Where resources allow, LPP will visit each new intake of international students to set out expectations and dangers.	Sidmouth International Language school , NBM attends on weekly basis to greet new students.	LPP and YIO have contact with visitors to schools around Easter and Summer breaks to advise them of expectations and dangers.	Some private tutors, nothing substantial.
11.0	Religious Groups	Exeter Mosque. Riverside Christian	'12 Tribes' – Dialogue is open with NBM Vickery and PCSO Anning, no	Exmouth has an active church network that undertakes lots of	No centralised groups- Exeter mosque used.

		<p>Centre- Provides liaison with Exeter Street Pastors and contact with Force Chaplain- Aran Richardson.</p> <p>Some smaller groups exist which have contact as and when required. Predominantly liaised with via Exeter Respect Festival and Initiatives such as ROC.</p>	regular meeting in place.	charitable work. Contact is open as and when relevant.	<p>Street pastors.</p> <p>Force chaplain</p>
12.0	Hard to reach groups	None formally identified as a regular contact but channels are open should a group fall into this group. LPP would take the lead with the Diversity Officer.	Farmers- Some contact is being established as part of the East & Mid Rural Crime Group.	None formally identified as a regular contact but channels are open should a group fall into this group. LPP would take the lead with the Diversity Officer.	This area has a rural engagement officer- role undertaken by a SC who attends farmers markets and auctions to meet members of the farming community. Op Abject.
12.1	Homeless	<p>St Petros, Gabriel House, Bethany House, Esther Community Centre, (Shelterbox):</p> <p>LPP staff take the lead for regular contact with</p>		<p>'Open Door Project.'</p> <p>Contact is maintained by LPP.</p>	'Chat'- Christian Homeless Action Team work in Tiverton and have good links with LPP.

		homeless services and accommodation providers through direct links, crimes and partnership work.			
12.2	Vulnerable persons	<p>Homeless Shelters and Mental Health provision: Accommodation at the Cedars and those accommodated at smaller residences within the city and temporarily at RD&E. Misper reports are dealt with by patrol and LPP but LPP take the lead for maintaining regular contact and reviewing working practices.</p> <p>Morwenna Court – Dual diagnosis hostel for mental health and drugs</p> <p>The Troubled Families programme is a good example of how agencies work with police to safeguard the</p>	<p>Sidmouth- Frequent multi agency case conferences involving Police, medical services, mental health services, social services and other support agencies to work together to ensure there is effective engagement and support to safeguard the needs of the vulnerable.</p> <p>The Troubled Families programme is a good example of this.</p>	<p>Link Group- There is a multi agency team in existence that maintains links with LPP, they deal with MH/ vulnerability and crisis work. More formal action is in Exeter.</p> <p>The Troubled Families programme is a good example of how agencies work together with the police to protect the vulnerable.</p>	<p>Street Pastors work with local Police to keep people safe during the NTE each weekend.</p> <p>Multi agency case conferences involving Police, medical services, mental health services, social services and other support agencies work together to ensure there is effective engagement and support to safeguard the needs of the vulnerable. The Troubled Families programme is a good example of this.</p>

		vulnerable. Street Pastors work with local Police to keep people safe during the NTE each weekend.			
13.0	Retail/ Commerce	EBAC- A very established radio link system that works in retailers during the day and with door-staff during the night-time economy. LPP staff have very good and regular links and work in partnership with both EBAC and the CCTV control rooms.	Independent traders- no radio link system in place. Engagement conducted at local level by neighbourhood during routine patrols. Sidmouth- Periodic plain clothed shoplifting operations by NH staff, engaging with shop keepers, staff and store security. Regular liaison between Sidmouth NH and the Chamber of Commerce chair to address any issues or problems and encourage engagement between Police and Sidmouth businesses.	Shop Watch radio system is in operation and links in with the city CCTV system. LPP maintain contact with users.	TARCA- Tiverton Against Retail Crime Association. CCTV liaison group in existence that works with the Police and is run by volunteers (led by the Council). There is open dialogue between the Sector Inspector and the Chamber of Commerce where required.

13.1	Private Security Personnel	<p>SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols.</p> <p>In addition there is a monthly LVA meeting at which the Licensing officer and Sector Inspector can attend. This predominantly deals with issues around licensing but also provides regular opportunities to discuss SIA staff and practices.</p>	<p>SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols.</p>	<p>SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols.</p>	<p>SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols and licensing visits.</p>
13.2	Licensing	<p>There is a monthly LVA meeting, which the Licensing officer attends. This can also be attended by the Sector Inspector or any other LPP member of staff to raise issues and maintain links.</p>	<p>Local relationships with NTL's and neighbourhood are in place for areas with relevant. General engagement is completed by Licensing Officer Lesley Carlo.</p> <p>Sid Vale Licensees Association- NH attend</p>	<p>Local relationships with NTL's and neighbourhood are in place for areas with relevant. There is a LVA in existence but regular attendance by LPP is not required. General engagement is completed by Licensing Officer Lesley Carlo.</p>	<p>LVA meetings take place where relevant and meetings are held with MDDC Licensing officers where applicable. There is a good relationship between the Police Licensing Officer , licensees and the Council which is</p>

			every meeting to provide police figures and gain community intelligence.	Meetings attended by LPP where issues arise.	enhanced by Police officer involvement where required.
14.0	Community Intelligence (eg promoting Crimestoppers)	<p>There is nothing in place on a regular basis. However, advice and encouragement to share community intelligence is completed at street level by neighbourhood staff on routine patrol. All staff are encouraged to gather and submit intelligence.</p> <p>Opportunities at organised events are also maximised.</p> <p>City Centre CCTV is a valuable source of local intelligence and information.</p>	<p>There is nothing in place on a regular basis. However, advice and encouragement to share community intelligence is completed at street level by neighbourhood staff on routine patrol. All staff are encouraged to gather and submit intelligence.</p> <p>Opportunities at organised events are also maximised.</p>	<p>There is nothing in place on a regular basis. However, advice and encouragement to share community intelligence is completed at street level by neighbourhood staff on routine patrol.</p> <p>All staff are encouraged to gather and submit intelligence.</p>	<p>Community intel harvested by patrol & neighbourhood teams. Good liaison with FIO and promotion of Crimestoppers.</p>
15.0	Partnership Contacts	EBAC- LPP staff have regular contact with EBAC and liaison via the	East Devon District Council- Liaison as required to download footage from CCTV	LAG Meetings are the main source of partnership contact, as is the ease of contact with the	LAG meetings. Community Safety Officer attends TIMs

		<p>CCTV control rooms.</p> <p>Partnership work is promoted through the CSP and the CST Sgt along with Licensing, LPP and any other relevant member of the organisation.</p> <p>The Sector Inspector holds regular meetings with stakeholders for the city: Cathedral, Councillors, City Centre Manager etc.</p> <p>The CSP is chaired by the LPA Commander.</p> <p>In addition to this both LPP staff and YIO's are heavily involved in the Troubled Families programme which provides a structured multi-agency response for families that require intervention. This brings partners and Local police</p>	<p>Camera in Honiton.</p> <p>NTL's and Sector Inspector have excellent working relationships with CSO's Gerry Moore and Julia Ryder (East & Mid Devon CSP). This is reinforced through Local Action Group Meetings that take place every 3 months and are attended by relevant stakeholders.</p> <p>Regular contact between neighbourhood staff and Dog Warden.</p> <p>Regular contact between neighbourhood staff and Housing (problem solving)- in particular Stowford rise and Betjeman Close where liaison between local PCSO's, EDDC ASB and Community Safety Co-</p>	<p>Community Safety Officer who works from Exmouth Police station. This allows regular contact with the CSP and for the CSO to contribute directly in TIMS meetings. 'Shopwatch' provides LPP links with retail outlets.</p> <p>In addition to this both LPP staff and YIO's are heavily involved in the Troubled Families programme which provides a structured multi-agency response for families that require intervention. This brings partners and Local police in regular contact.</p> <p>Ottery links were strengthened through Op Newmarket which brought agencies together to tackle rural crime.</p> <p>Multi-agency initiatives, such as road checks with VOSA etc also take place</p>	<p>meetings.</p> <p>Regular meetings with local authority departments incl. Safety Advisory Group and Community Alcohol Project.</p> <p>Neighbourhood teams also linked in with businesses (e.g. TARCA in Tiverton) and licensed premises through pub watch.</p> <p>Good partnership links also through Targeted Family Scheme both at management and practitioner level, and through multi agency youth ASB meeting.</p> <p>Multi-agency initiatives, such as Community Action Events take place where relevant.</p>
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		<p>in regular contact.</p>	<p>ordinator and Devon & Cornwall Housing work together to address specific issues on the estate and run themed community activities.</p> <p>Sector Inspector has regular contact with partners via CSP, LAGS and associated forums.</p> <p>Periodic multi agency stop check operations, run with Police, VOSA and HMRC Road Fuel testing Unit (last one at Westpoint).</p> <p>Sidmouth Flooding and Emergency Preparedness Event- February 2014: A partnership with Environment agency, Sidmouth Town Council and all emergency services in attendance to raise awareness and engage with the</p>	<p>where intel supports multi-agency action.</p>	
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			community to ensure readiness and engage more volunteers ref flash flooding for Sidmouth, Sidford and Sidbury. Promotion of the emergency plan.		
15.1	KIN (Key Individuals Network)	<p>All neighbourhood staff are encouraged to have a KIN in existence. Spreadsheet to be completed so that contact details are available should staff members be off sick or change roles.</p> <p><i>Example can be found here: example of KINS spreadsheet)</i></p> <p>Day to day business</p>	<p>All neighbourhood staff are encouraged to have a KIN in existence. Spreadsheet to be completed so that contact details are available should staff members be off sick or change roles.</p> <p><i>Example can be found here: example of KINS spreadsheet)</i></p> <p>Day to day business</p>	<p>All neighbourhood staff are encouraged to have a KIN in existence. Spreadsheet to be completed so that contact details are available should staff members be off sick or change roles.</p> <p><i>Example can be found here: example of KINS spreadsheet)</i></p> <p>Day to day business</p>	<p>All neighbourhood staff are encouraged to have a KIN in existence. Spreadsheet to be completed so that contact details are available should staff members be off sick or change roles.</p> <p>Some are in existence but this is day to day business.</p> <p><i>Example can be found here: example of KINS spreadsheet)</i></p>

					Day to day business
16.0	Councillors	<p>The Sector Inspector holds an Annual Informal meeting with all the city centre councillors, allowing issues to be raised and solutions/ funding explored.</p> <p>PCSOs will keep in contact with their councillors for their designated area. And councillors will contact PCSOs re any issues.</p>	<p>No formal regular meeting is held as Councillors are engaged frequently via Local Action Meetings (LAGS) that take place every 3 months (multi-agency and representation from the community)</p> <p>NTL's attend Town Council Meetings for their areas to provide crime figures, maintain links and gather community intelligence. A Q & A session is also included.</p> <p>Dialogue is open between the area's two MP's and the Sector Inspector- engagement as required.</p>	<p>No formal regular meeting is held as Councillors are engaged frequently via Local Action Meetings (LAGS)</p>	<p>LAG meetings/council meetings/ joint surgeries (e.g. Crediton)</p> <p>Dialogue is open between the area's MP's and the Sector Inspector- engagement as required.</p>
17.0	Community Messaging	Ongoing- all LPP staff are	Ongoing- all LPP staff	Ongoing- all LPP staff are	Used regularly. Efforts

		<p>encouraged to sign up members of the Community to CMS.</p> <p>Crime Prevention messages and alerts are regularly sent out via CMS, particularly as part of seasonal initiatives.</p>	<p>are encouraged to sign up members of the Community to CMS.</p> <p>Crime Prevention messages and alerts are regularly sent out via CMS due to the rural nature of the community.</p>	<p>encouraged to sign up members of the Community to CMS.</p> <p>Used regularly. Efforts made to expand database particularly in rural areas.</p> <p>Engagement events are particularly well used for this (eg County Show)</p>	<p>made to expand database particularly in rural areas. E.g. Op Abject</p>
18.0	Community Watches	<p>Some Neighbourhood Watch co-ordinators in place- contact maintained via PCSO's.</p> <p>An audit is currently taking place to establish which watches are still active and encourage staff to maintain regular contact with the co-ordinators.</p>	<p>Some Neighbourhood Watch co-ordinators in place- contact maintained via PCSO's. PC Tyrell conducting a full review of KS NHW schemes to ensure engagement is in place.</p> <p>Farm Watch in existence, dealt with locally by PCSO's. Farm Watch is being expanded in KS in response to an increase in rural crime. NH are making regular visits to improve the</p>	<p>Some Neighbourhood Watch co-ordinators in place- contact maintained via PCSO's.</p> <p>Horse Watch, Marine Watch, Farm Watch and Community Speed Watches are also in place in the Exmouth area.</p>	<p>Have a dedicated administrator based at Cullompton. Meeting for all sector NHW coordinators with PCC and Chair of DACCWA arranged for March 2014.</p>

			<p>engagement with more isolated members of the rural community.</p> <p>(how many?)</p> <p>Boat Watch in existence with Axminster Yacht Club- Contact maintained by PCSOs.</p> <p>Community Speed Watch- Ops conducted as required via the LAGS. KS run regular Community Speed watched with Town Councillor as observer, volunteers being encouraged for a new watch at Sidford. The Town Council are looking to purchase a speed gun for this.</p>		
19.0	Community Groups/ Residents Associations	LPP staff maintain open channels of communication with existing groups. Community Action	<p>Day to day business.</p> <p>Communication is maintained between LPP and existing</p>	<p>Day to day business for neighbourhood teams.</p> <p>Community Action events take place where resources</p>	<p>Day to day business for neighbourhood teams.</p> <p>Have worked together on multi-agency</p>

		events take place where resources allow.	Community Groups/ Associations.	allow.	community events.
19.1	Parish Councils, notice boards and newsletters.	This is not such an effective tool due to the size of the city centre. However, council newsletters and the local media are used often by staff wanting to provide advice or seek intelligence. Regular media contact is maintained by the sector inspector.	Contact is maintained by PCSO's with most parishes allowing Police literature to be distributed and displayed where appropriate and relevant (eg. campaigns/seasonal etc). Monthly parish council meetings are attended by NH.	Contact is maintained by PCSO's with most parishes allowing Police literature to be distributed and displayed where appropriate and relevant. Officers also distribute the 'Who's Who' list amongst parishes.	Contact is maintained by PCSO's with most parishes allowing Police literature to be distributed and displayed where appropriate and relevant. This is supported by the CSO for the area.
20.0	Organised events:	Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate. Events are notified via the TTCG process and dealt with locally where resources or	Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate. Sidmouth Folk Week, August- KS Neighbourhood team work closely with DCC	Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate. Eg: Devon County Show. Armed Forces Day etc.	Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate. Eg. Bampton Fair, Mid Devon Show, Mid Devon 'Cruise' (car/drivers-

		engagement is required. There are numerous events in Exeter throughout the year.	Highways, EDDC Licensing and the town council.		opportunity to talk about road safety), Mid Devon Motor Cycle Show (Opportunity to talk about Road Safety and KSI)

	Activity	Barnstaple	North Devon	Torridge	West Devon
	What is your demographic?	<p>Predominantly white British. Population centre of Barnstaple Town Centre but large rural population. Mixed ages but predominantly elderly in rural areas & younger people are more central.</p>	<p>Large rural areas (including Lynton) – land owners, middle aged and older. Conurbations: Braunton – high proportion of retired persons. Ilfracombe – mixed ages, high levels of deprivation and proportion of people with complex needs. 40% private rented low cost accommodation. South Molton – broad mix.</p>	<p>Mixed age group. Mainly working age. Predominantly white European with a changing Polish Community employed at the Appledore shipyard & Turkish community running the fast food outlets in Bideford.</p>	<p>Moorland Rural area, comprising of two large Towns Tavistock and Okehampton, Tavistock being the busier. Segregated by main arterial route into Cornwall , A30. Predominantly farming community and Holiday Accomodation/ Attractions. Busy ENTE frequented by soilders from neighbouring Camp. A large percentage of middle aged and older residents in Tavistock. Middle aged and older residents populate Okehampton & surrounding villages/hamlets.</p>

1.0	Face to Face				
1.1	Have Your Say Meetings	Local Officers & PCSO's adapt to specific problems or intelligence on their areas & advertise forthcoming Have Your Say meetings to accommodate via the website, twitter & newsletters.	<p>All PCSOs and NBMs tailor these events for their communities. E.g.</p> <p>CL weekly surgery – Lynton Library every Tues between 15:00hrs and 16:00 hrs.</p> <p>CL alternative Wednesday – Black Venus Challacombe / Stag Hunters Brendon between 14:00 hrs and 15:00 hrs</p> <p>CS Town Pannier Market, twice monthly presence.</p> <p>CS Rural Every third Tuesday West Buckland School, last attended 6 weeks ago (half term last time)</p> <p>Rest-A-While Centre to engage with the elderly community, South</p>	Meetings are arranged by PCSO's and NBT are predominantly event based. LPP staff provide locations and times for MOP to attend. Staff also conduct dynamic HYS meetings when engaged in H2H or as part of CIA's.	<p>Regularly executed by officers from neighbourhood and community response when required.</p> <p>Okehampton PCSO'S & NBM organise HYS events throughout the year & target areas which are raised by residents. E.g.</p> <p>Turpins Plot - ASB issues</p> <p>North Street - Noise/ASB issues</p> <p>Hatherleigh Market – general queries & engaging with the elderly community.</p> <p>Monthly attendance to Oke Matters Meeting</p>

			<p>Molton</p> <p>Monthly attendance East and West Anstey Coffee Morning – in lieu of PCM</p> <p>Op Pegasus – visits to airfields and helicopter landing pads, last done this week.</p> <p>Recent Have your Say door knocking exercise in Stallards area of Braunton to sign up for Community Messaging.</p> <p>Ilfracombe – Monthly visit to Hele Community Groups including learning difficulties.</p> <p>Ilfracombe – J9 roll out. Community volunteer training for de-fib in town centre.</p> <p>Ladies’ Probus. One Ilfracombe AGM.</p>		<p>held at Okehampton Police station attended by PCSO’s & NBM when possible.</p> <p>OP PEGASUS – Visits to local airfields & helicopter landing pads. Last done 2 weeks ago Gidleigh Park.</p> <p>Recent Have Your Say in Broadlands Estate ASB/ noise issues.</p> <p>PCSO’s attend regular coffee morning at various locations in rural villages</p> <p>PCSO’s attend West Devon Connect events – next one Sat 11th July Red Lion Yard.</p> <p>Annual Summer Drink Drive event held on 5th July which SC & PCSO attended.</p> <p>Parish council meetings</p>
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			<p>Parish council meetings well serviced with either a report or attendance arranged each month.</p> <p>One Ilfracombe are in the process of developing a Town Wide engagement strategy (Town Council leading) which will facilitate all partnership engagement including Police 'Have Your Say' activity.</p>		<p>attended by PCSO's for patch of responsibility PCSO Moore-Dunstan Sticklepath attended in June.</p>
1.2	Front Office	Open 0900-1800 Tue to Fri. (closed between 1400-1500hrs), Sat-0900-1400. Members of the public have access to staff, information and advice.	No front office facilities in North Devon, however, The Ilfracombe Centre in High Street provides a multi agency counter service as part of Ilfracombe Town Team. (see later)	<p>No Front office facilities in Torridge.</p> <p>Currently engaged with talks with Torridge District Council over feasibility of multi agency type hub at Holsworthy (very early stages of discussion)</p>	<p>Due to close in October for Okehampton.</p> <p>No front office for Tavistock, closed when new station came into action.</p>
2.0	Website				
2.1	D&C Website	The local Police Team keep their details up to	All local officers have their contact details and	All local officers have their contact details and photo	This was updated last September and again

		date with local information including joint forthcoming events with other agencies, good work and problems solving that has been completed in conjunction with Highways, Environmental Health, Safer North Devon, Parish Councils & Social Servcies.	photo on display and a list of community priorities and have your say opportunities.	on display.	June 2014 with local officers from Okehampton. The PCSO's from Tavistock update their relevant sector's website between every month and up to every 6 months.
3.0	Social Media				
3.1	Twitter	PCSO Denton has a local account with currently 553 followers @PCSOdenton with guidance from Corporate Comms, for work purposes only. General public & all followers are fed advice, local LPP contact details, as well as news.	No twitter account within Sector. Single twitter account for LPA SMT. Sporadic messages sent regarding Sector activity.	Teams are permitted to use social media in a professional capacity if they wish and follow force policy. Not extensively used as yet.	Not used in Okehampton. Not currently used in Tavistock. PC 6592 Hitt set up a Tavistock Twitter account before he was transferred back to Plymouth in Feb/March.
3.2	Facebook		Braunton Police has a	Face book across Torridge	Not used in

			facebook account (320 likes!)	has 3 accounts, Bideford, Holsworthy & Torrington which have over 6000 followers/likes	Okehampton. Not currently used in Tavistock.
4.0	<p>Media- Publications</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>As well as local publications such as “The Insight” magazine</p> <p>Regular contact is made with</p> <p>The North Devon Journal Gazette & Advertiser</p>	<p>Sector Inspector meets with Gazette and Journal reporters on fortnightly basis. Good local coverage.</p> <p>Officers make direct contact with both as and when the need requires.</p> <p>Excellent monthly police blog included in South Molton</p>	<p>North Devon Journal Gazette & Advertiser</p> <p>Web Chat via NDJ, planning monthly slots following successful xmas session.</p> <p>Change of staff at NDJ has slowed this but now back on track.</p>	<p>PCSO have regular contact with Local Papers in Okehampton and the local magazines published for rural patches. Quarterly updates & security advice.</p> <p>Sgt Anning has regularly contact with the Tavistock Times Gazette and other local papers.</p>
5.0	<p>Media- TV & Radio</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>The Voice FM</p> <p>Heart FM</p> <p>BBC Spotlight</p> <p>BBC Radio Devon</p>	<p>Ilfracombe Town Team recently filmed for BBC One documentary Street Patrols UK for airing in September.</p>	<p>BBC Spotlight</p> <p>ITV West Country</p> <p>BBC Radio Devon</p>	<p>Officers are advised to liaise with press officer.</p>

		ITV West Country			
6.0	Crime Prevention Events/ Awareness Days	<p>Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV, Burglary etc).</p> <p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>Ongoing Business Watch joint prevention visit with PCSO's, DFRS, Trading Standards & Crime Prevention Officer offering advice & awareness of any ongoing issues.</p> <p>Community Speed watch, developing Speed watch with Police</p>	<p>Excellent links and joint work with D&SF&R service – recent joint door to door campaign lined to rogue traders with fire safety adding value to visits. Joint community fun days now being arranged as a result of success of the above.</p> <p>Ilfracombe Rescue Day – annual event in August.</p> <p>Very successful rural communities events run in Lynton, Bishops Nympton, Shirwell and Knowstone in autumn and Spring looking at issues of rural crime and other community priorities.</p>	<p>Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV, Burglary etc).</p> <p>ACPO campaigns (Drink drive summer/xmas, KSI initiatives etc)</p> <p>PCSO's lead on community events where "Have Your Say" is always displayed</p> <p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance .i.e. PNS stand.</p> <p>Road safety & alcohol awareness talks to school children; Community Speed watch and developing School Speed watch with Police volunteers. Running</p>	<p>Event calendar busy throughout year such as Moorwatch,</p> <p>NBM Cath Veale at Tavistock is proactive in engaging with the community at a wide range of events, both that we have been invited to and also us contacting event organisers.</p> <p>PCSO's and NBM regularly attending fetes and fayres, multi agency meetings, knowledge and learning workshops and local charity run events such as the Memory Cafe at Tass (Tavistock Area Support Services)</p> <p>Seasonal Events are regularly attended/run</p>

		<p>volunteers.</p> <p>PCSO's conduct visits to rural areas that request property marking alongside COP Donna Woolway.</p> <p>PCSO's "man a stand" public engagement at various events such as The Green Man Festival, OceanFest, Diversity Festival, Food festival, North Devon Homes Summer Fair & The Pannier Market.</p>	<p>Ilfracombe NPT devised Drink Drive 'pub quiz' delivered in local pubs in lead up to Christmas.</p>	<p>Mini-Police Stations in both the Community College and Primary School</p> <p>'Fun Day' held at Holsworthy primary School, which was organised by PCSO's</p>	<p>such as Moorwatch, plain clothes shop ops around Christmas time.</p> <p>NBM Veale is engaging with vulnerable adults and fire service to have inputs and workshops.</p>
7.0	Educational Establishments (young people)				
7.1	Primary Schools	<p>PCSO's that have a Primary School on their area make regular contact & engage with any travel plan matters.</p> <p>YIO Mark Robarts (Andy Ladley from July14) & PCSO's provide inputs on</p>	<p>YIO Mark Robarts (Andy Ladley from July14) & PCSO's provide inputs on appropriate and relevant issues. (General Safety, Bullying etc)</p> <p>PCSO run TAG Rugby</p>	<p>YIO Mark Robarts (Andy Ladley from July14) & PCSO's provide inputs on appropriate and relevant issues. (General Safety, Bullying etc)</p> <p>Junior Life skills takes place each year for all Year 6</p>	<p>YIO Jules Fry and PCSO's regularly provide inputs to primary schools in and around surrounding Tavistock area on relevant safety issues such as general road safety for 5/6 year olds and targeted general</p>

		<p>appropriate and relevant issues. (General Safety, Bullying etc)</p> <p>Junior Life skills takes place each year for all Year 6 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (sports day, Parents evening, school fete etc) and for awareness day inputs where resources allow.</p>	<p>every Friday at Chulmleigh primary school 15:30 and 16:00, last done two weeks ago. Also at Marwood Primary school.</p> <p>Braunton NPT run an annual football and netball tournament for more than 22 primary school children.</p> <p>Primary school community speed watch in Braunton.</p> <p>Numerous PCSO visits to local primary schools as well as fetes.</p>	<p>students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (sports day, Parents evening, school fete etc) and for awareness day inputs where resources allow.</p> <p>'Cop Cards' Scheme for Holsworthy by securing over £1400 of funding and producing a colourful and informative folder and stickers that children could collect from local Officers and PCSO's by approaching them and asking questions. Hundreds of children from 10 primary schools were issued folders.</p> <p>'Fun Day' held at Holsworthy primary School, which was organised by PCSO's</p>	<p>safety inputs for older years.</p> <p>Regular neighbourhood engagement at school fetes and fayres.</p> <p>PCSO's in Okehampton have regular contact with schools & provide inputs throughout the year with various themes.</p> <p>PC Jules Fry & PCSO Moore-Dunstan attends annual Junior Life Skills in September along with PCSO Smith & other PCSO's when available.</p>
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7.2	Secondary Schools	<p>YIO Mark Roberts (Andy Ladley from July14) & PCSO's provide inputs on appropriate and relevant issues. (General Safety, Bullying etc)</p> <p>The Park Community School & The Pilton Community College have regular contact with their local PCSO.</p>	<p>LPA wide support from YIO and Youth PCSO.</p> <p>Junior Life Skills event.</p> <p>Ilfracombe Academy – Excellent ongoing partnership with SMT. School Pastors operating. Officers involved in community panel in last 2 weeks for a new Youth Worker.</p> <p>Braunton Academy – Excellent day to day contact. Regular contact with SMT. Recent CIA meetings regarding grooming investigation.</p> <p>South Molton community College and Chulmleigh College – weekly PCSO visits.</p> <p>Very positive</p>	<p>YIO Mark Roberts (Andy Ladley from July14) & PCSO's provide inputs and lessons on appropriate and relevant issues.</p> <p>Senior Life skills takes place each year for all year 9 students (multi-agency).</p> <p>Neighbourhood presence and engagement at special events (Prom etc) and for awareness day inputs where resources allow.</p>	<p>PCSO's, especially 30076 Williams, regularly have preventative general and safety inputs at Tavistock College.</p> <p>PCSO's have regular contact with the College and have mobile phone inputs every quarter as part of the Safer Schools Partnership.</p> <p>Very positive relationship & close contact kept with attendance officer regards any concerns for students.</p>

			engagement.		
7.3	College/ HE		N/A	N/A	
7.4	University	-	N/A	N/A	
7.5	Safer Schools Partnerships	<p>PCSO's are encouraged to establish Safer School Partnerships (in liaison with YIO for guidance) in their areas to set priorities, particularly around safeguarding staff and pupils.</p> <p>PCSO Rick Napier works with the Youth Intervention Team as part SSP.</p>	Excellent ongoing engagement but no formal Safer School Partnership sign up.	<p>PCSO's are encouraged to establish Safer School Partnerships (in liaison with YIO for guidance) in their areas to set priorities, particularly around safeguarding staff and pupils.</p> <p>In place in Bideford, Torrington & Holsworthy.</p>	<p>Ongoing informal engagement with Tavistock College by 30076 Williams.</p> <p>Ongoing engagement with Okehampton College by all PCSO's.</p>
7.6	Secure Accommodation		NA		
8.0	Young People 10-24 yrs	Events run where resources and funding permits. LPP in contact with local councillors and will respond to trends or spikes in Crime/ ASB.		Community Action Through Sport Scheme.	

8.1	Youth Clubs/ Sport	PCSO's attend the clubs on their area when they can or are requested. Such as Clubs with to help them gain their Police or Community badge.	Regular contact from neighbourhood team	Regular contact from neighbourhood team	Regular contact and engagement by NBM and PCSO's at Kings Youth Club and Kings Friday Night Project in Tavistock. Contact from Neighbourhood Team with Room 13 in Okehampton & New Life Church.
8.2	Community Centres	Local teams attend centres throughout the area such as The Sunrise Group, Gorwell Community hut, Orchard Vale School coffee shop, Whiddon valley & Forches Community Centre, Roundswell Community Hall (who have a Residents Association).	Youth Centre links in Braunton, Slade Ilfracombe and the Real McCafe.	Regular contact from neighbourhood team particularly Pollyfield in Bideford where we have a Police office for NBT and youth centre in town centre.	Kings Youth club, Kings Friday Night Project and Tass centre engagement and liaised with along with irregular contact from other local charities.
8.3	Police Cadets	No Police Cadets. The 999 academy is run	With One Ilfracombe, in process of developing	Run from Barnstaple	Nothing at Tavistock.

		through the PETROC college as a certificated course.	Cadet type programme over 12 weeks for 14/15 year olds with SWAST/Fire and Coastguard to improve employability. Launch planned for Autumn 2014.		Nothing at Okehampton
9.0	BME Groups	Growing Polish and Lithuanian community that LPP. Pockets of international students and workers of various cultural backgrounds within the food outlets that have been in the area for a number of years. PCSO's for the town centre regularly attend The Prayer Room which caters for the Muslim community as well as the Sun Rise group who are open for any ethnic group that wishes to attend.	No significant BME groups.	Transient Polish workers at shipyard. Turkish community through fast Food outlets	No significant BME groups in Tavistock.
9.1	Travellers	The ground at Severn	No sites of note.		No sites of note in

		Brethren is a tolerance site that is irregularly used by travellers. Local officers always liaise directly with them & the Diversity Officer.			Tavistock. Nothing currently in Okehampton
10.0	Language Schools		Ilfracombe NPT involvement in a PAL scheme with Country Cousins where local young people mentor language students in the town to support them and prevent victimisation has led to a British Council National Award this year.		
11.0	Religious Groups	As well as Christian Churches throughout the area there are small community groups such the Sunrise Group that caters for other religions which have contact as and when required.	Strong Street Pastor team in Ilfracombe. NPT invited by Ilfracombe Churches Together to service of thanks for the police on 1 June 2014. Police referrals made to Ilfracombe Church run	Bideford has an active church network that undertakes lots of charitable work. Contact is open as and when relevant. Street pastors assist in ENTE	Strong street pastor group and activity on Friday and Saturday nights in Tavistock, contact is open as and when relevant but often engaged with at local multi agency meetings. Okehampton has an

			<p>befriending scheme to address social isolation.</p> <p>Work progressing for church based drug and alcohol recovery buddy scheme in Ilfracombe under banner of ROC supported by PCC. Launch planned for autumn 2014.</p> <p>Crosscombe Christian rehabilitation Centre (Freedom Trust) Lynton – approx. 12 recovering alcoholics and drug addicts in early stages of rehab.</p> <p>Excellent links with Lee Abbey – Christian Community Lynton who hosted a Sector Team Building day in March. (40 attended).</p>		<p>active church network that undertakes lots of charitable work.</p> <p>Contact is open and made by PCSO's when on foot patrol as and when relevant.</p>
12.0	Hard to reach groups	LPP have identified the following	<p>Rural Communities</p> <p>Elderly / disabled</p>	None formally identified as a regular contact but channels are open should a	NBM Veale and PCSO Canvin engage regularly with older and

		<p>Farmers- Regular contact is being made by the local PCSO's attending the farms & conducting property marking.</p> <p>PETROC College has regular contact with their police team engaging with young people from a variety of backgrounds.</p> <p>Once again The Sun Rise group are available to all ethnic groups that wish to attend & LPP attend.</p> <p>By conducting Have Your Say surveys the LPP are able to make contact with those that may be at work & would not normally have any need to come into Police contact.</p>	<p>residents.</p> <p>Little Oak – South Molton – Accomodation for younger troubled youths regular visits for engagement.</p> <p>Similar relationship with premises in Lynton.</p> <p>Military wives Chivenor – Monthly mums and toddlers group.</p> <p>Good liaison with RMB Chivenor and 22 Squadron Air and Sea Rescue – at all ranks. Weekly shore patrols provided. Regular quarterly meetings about ongoing policing issues.</p>	<p>group fall into this group. LPP would take the lead with the Diversity Officer.</p> <p>Work currently beginning with migrant workers as part of Force requirement/awareness.</p>	<p>vulnerable groups through Tass, social services and being community facing in Tavistock.</p> <p>Engagement and inputs from the two Chelfham schools for complex learning difficulties setup by Sgt Anning and NBM Veale.</p> <p>PCSO Canvin and PCSO Chapple are very community engaged in rural areas in Tavistock east and west sectors.</p> <p>PCSO Moore-Dunstan & PCSO Deacock cover the rural patches and have regular contact with hard to reach elderly residents that live alone.</p> <p>PCSO's have contact with Puzzle Tree which caters for adult service</p>
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					<p>users with physical & mental disabilities.</p> <p>College holds a Memory Cafe on second Tuesday of the month for Alzheimer & dementia sufferers.</p>
12.1	Homeless	<p>The Freedom Centre, that is charity run, in Barnstaple offers food, clothes, counselling, gym, financial advice to homeless people that turn up at their door. It is open through the night when the weather conditions are very poor.</p> <p>NTL attends the community “hub” which includes Housing Ass , Mental Health, EDP, Social Services on a monthly basis. Looking at housing provision for the homeless & other rough</p>	<p>Working with NDC housing options team to improve standards of rented accommodation in Ilfracombe where there are a larger than average number of placements from probation and MHTs.</p>		<p>Neighbourhood team regularly work with Alan Marshall from Encompass.</p>

		sleepers.			
12.2	Vulnerable persons	Local PCSO's & Officers attend multi agency case conferences involving Police, medical services, mental health services, social services and other support agencies work together to ensure there is effective engagement and support to safeguard the needs of the vulnerable. The Troubled Families programme is a good example of this.	Protocol outlining level of support and partnership between police and Hillsdale residential home Ilfracombe – for recovering alcoholics with complex needs. Regular visits to: Hele Community Resources / South Molton dementia group	The Torridge partnership has taken the troubled families programme and given it more emphasis, change of management with TFS has also helped. Good example of how agencies work together with the police to protect the vulnerable.	Regular engagement through meetings such as Targeted Families and multi agency meetings as well engaging in Tass events in Tavistock. PCSO's & NBM attend Targeted Families meetings in Okehampton.
13.0	Retail/ Commerce	Central Town is part of "shop watch" & majority are connected by radios. CCTV throughout the town is monitored 24 hours a day & the operators are briefed to assist Officers & local businesses. LPP arrange covert shoplifting operations with the local shop	Due to technical issues and cost of repair Ilfracombe has lost its NDC CCTV coverage. Options being considered for community run trust through One Ilfracombe. Ilfracombe Town Team comprising of more than 40 individuals working for	Shop Watch radio system is in operation in Bideford and links in with the town CCTV system based at the Police station. LPP maintain contact with users. There is open dialogue between the Sector Inspector and the Chair of the Chamber of Commerce where required.	Shop Watch is being looked into with the PARC (Plymouth Against Retail Crime) initiative possibly being considered by local council, police and key individuals; this is in the very early stages. Plain clothes shop ops being run seasonally.

		owners, security, CCTV & town centre management.	<p>public service providers in the town use radios on daily basis to address any town centre issues of concern. Plans to extend this to retail and licensed premises in next 6 -12 months.</p> <p>Recent engagement at One Ilfracombe Business leaders event. (100 plus attending)</p> <p>Pathfields Industrial Estate South Molton – business watch recognised by SELPE (European policing good practice). Officers made presentations in Valencia and Sophia in 2013.</p>	Overt & Covert shoplifting operations by NBT, engaging with shop keepers, staff and store security.	<p>Shopwatch is running in Okehampton town in respect of a “ring around system” with regular contact from PCSO’s on foot patrol.</p> <p>Radios have been mentioned to allow Okehampton Shopwatch to become more effective in reporting crime when it happens but this is still awaiting the local council to approve funding.</p>
13.1	Private Security Personnel	Street Marshalls that are jointly employed by Safer North Devon & local licensees patrol the area of high volume of people that have	SIA staff employed at licensed premises and for large organised events. Also good liaison with security	SIA staff employed at licensed premises are contacted at a local level by neighbourhood during routine patrols.	SIA staff at local establishments regularly liaised with by neighbourhood officers in Tavistock.

		<p>attended nightclubs & that are vulnerable though alcohol.</p> <p>SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols.</p>	<p>staff at holiday parks.</p>	<p>Street Marshalls also patrol as part of ENTE 0300-0400hrs.</p>	
13.2	Licensing	<p>Local relationships with NTL's and neighbourhood are in place for areas with relevant. General engagement is completed by Licensing Officer Paul Daw.</p>	<p>Licensing group in South Molton well established, self sustainable and support by attendance from NBM / PCSO. Ilfracombe licensing group still a little sporadic due to chair not having time or capacity. Work ongoing to strengthen this through the town team.</p>	<p>Licensing association in Bideford currently restarting.</p> <p>Stop the Strength campaign launched across Torridge in June14.</p>	<p>NBM Veale regularly takes part in licensing visits and is looking into setting up a Pubwatch scheme in Tavistock and surrounding areas.</p> <p>NBM keen to run regular PAD's (Pubs Against Drugs) initiatives.</p> <p>Okehampton NBM & Sgt take part in licensing checks. Pubwatch is set up & PCSO's keep in contact to arrange</p>

					meetings. Currently next meeting to be arranged & PCSO's will be in contact with Licensee's.
14.0	Community Intelligence (eg promoting Crimestoppers)	Community intel harvested by patrol & neighbourhood teams. Good liaison with FIO and conducting Have Your Say surveys as a result. This goes in hand in hand with promotion of Crimestoppers. The public are encouraged to contact & engage with local officers or Crimestoppers by advertising contact details on twitter, face to face, local newsletter & website.	Nothing of significance.	There is nothing in place on a regular basis. However, advice and encouragement to share community intelligence is completed at street level by neighbourhood staff on routine patrol. All staff are encouraged to gather and submit intelligence. Opportunities at organised events are also maximised. Crimestoppers is always encouraged by staff when engaging with public.	Nothing of significance in Tavistock but intelligence is gathered by being approachable and talking to regular key links by all neighbourhood staff. All officers gather intelligence by being approachable and talking to regular key links. Crimestoppers is encouraged by staff when engaging with public. PCSO's have good relations with key contacts.
15.0	Partnership Contacts	Town Centre Management are in regular contact with LPP & Sector Inspector, liaise to discuss forthcoming	Excellent and pioneering partnership in Ilfracombe with the formation of the Ilfracombe Town Team	LPP staff are heavily involved in the Torridge partnership (Troubled Families) which provides a structured multi-agency	PCSO 30676 is due to start regular attendance to multi agency meetings around Targeted Families for

		<p>events, threats & plans. Working with local traders & businesses (TC Town Centre Consortium).</p> <p>LPP are in regular contact with CCTV who “BARC” Barnstaple against retails crime.</p> <p>Safer North Devon, home to officers from Environmental Health, Licensing & Crime Prevention, ASBO co-ordinator are a close partnership that work with the LPP team to address problems.</p> <p>In addition to this both LPP staff and YIO’s are heavily involved in the Troubled Families programme which provides a structured multi-agency response for families that require intervention. This brings</p>	<p>that launched in April 2014 – a visible multi agency team working everyday to improve the town centre and operating with daily radio contact. More than 40 individuals involved. Fire station used and Town Team base. Bid made to DCLG for rebuild of Ilfracombe Fire Station to house all 999 services and Town Team.</p> <p>Community nurses currently co-located in police station providing opportunities for good safeguarding work.</p> <p>Recently developed Exmoor alliance to address rural issues such as poaching. National Park Authority, National Trust, Natural England, Forestry</p>	<p>response for families that require intervention. This brings partners and Local police in regular contact.</p> <p>Good LA links through attendance at council mtgs and formalised catch up mtgs.</p> <p>Good links with TDC licensing through calling licensees to review/appeal & joint initiatives i.e. Stop the Strength campaign.</p> <p>Regular contact between neighbourhood staff and Housing (problem solving)- in particular Stella Maris Court and Union Close, liaison between local NBT, North devon ASB and Community Safety Co-ordinator and Devon & Cornwall Housing work together to address specific issues .</p> <p>Periodic multi agency stop</p>	<p>Tavistock and relay information to relevant sectors.</p> <p>Monthly town council and monthly Tavistock Matters meetings regular attended or hosted.</p> <p>Regular links and contact with the community safety officer in Tavistock.</p> <p>Regular contact and joint strategic meetings of PCSO’s with West Devon Homes in Tavistock & Okehampton.</p> <p>Regular links and contact with Louisa Daley - community safety officer that covers Okehampton to assist with local events & providing additional</p>
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		<p>partners and Local police in regular contact.</p> <p>Periodic multi agency stop check operations, run with Police, VOSA and HMRC Road Fuel testing Unit</p>	<p>Commisson, EA and A&S Police. Proactive campaign planned for the autumn.</p> <p>Illegal Tobacco initiative and activity to address legal high shop with Trading Standards – Ilfracombe.</p>	<p>check operations, run with Police, VOSA and HMRC Road Fuel testing Unit</p>	<p>resources.</p> <p>Contact with DFS for Annual Drink Drive events.</p> <p>Regular contact by Neighbourhood team with Local council, schools, social services, retailers and various organisations to engage in events throughout the year.</p>
15.1	KIN (Key Individuals Network)	<p>Each member of the team has a copy of KINS that are relevant to them PCSO Denton, Community Engagement Officer has created a generic spreadsheet going up to senior level contacts within companies.</p>	<p>Review of this underway. KIN contact good in some areas, but not consistent.</p>	<p>Sector Insp holds a KIN list, regular local contact through NBT generally meets the need but they are being developed across Torridge for general information by NTL's</p>	<p>Soon to be reviewed and updated by NBM and PCSO's.</p>
16.0	Councillors	<p>NTL's & PCSO's attend Town Council Meetings</p>	<p>Good coverage of Town and Parish Council</p>	<p>TDC attend TIMS mtgs</p> <p>Sector Insp has regular</p>	<p>Regularly attended Tavistock Matters and</p>

		and Parish Council meetings for their areas to provide crime figures, maintain links and gather community intelligence. A Q & A session is also included.	meetings. Excellent links through One Ilfracombe in the town and through PC James NBM in South Molton. Dynamic contact/relations with both county and district councillors too. Also particularly good links in Lynton & Lynmouth.	contact with Council leaders/Mayor through council mtgs and adhoc mtgs. NBT attend parish council mtgs	town council meetings for engagement. Dynamic liaison through email with local councillors in Tavistock. Regularly attended Okehampton Matters and town council meetings for engagement by PCSO's
17.0	Community Messaging	Used regularly. Efforts made to expand database particularly in rural areas. Engagement events are particularly well used for this including Have Your Say engagement and reassurance visits.	Excellent use by all staff. Especially in the rural areas – across Exmoor.	Ongoing- all LPP staff are encouraged to sign up members of the Community to CMS. Used regularly. Efforts made to expand database particularly in rural areas. Engagement events are particularly well used for this particularly through NHW	Used moderately in Tavistock but due to be looked into to encourage wider use. Used moderately in Okehampton but due to be looked into to encourage wider use.

18.0	Community Watches	Some Neighbourhood Watch co-ordinators in place- contact maintained via PCSO's. Horse Watch, Boat Watch, Farm Watch and Community Speed Watches are also in place area.	NHW watch relatively healthy. Community speed watch extremely active in Braunton – recipients of LPA Commanders awards for work over many years.	NHW is thriving in Torridge with regular mtgs, newsletters and support of NBT.	NHW patchy but PCSO Chapple is keen to encourage NHW and Speedwatch in rural west sector of Tavistock. NHW patchy but PCSO Deacock is keen to encourage Speedwatch in rural west sector of Okehampton Shop Watch is soon to be looked into by PCSO 30676, NBM Veale and key local figures in Tavistock Town.
19.0	Community Groups/ Residents Associations	LPP staff maintain open channels of communication with existing groups. Community Action events take place with various agencies.		Day to day business for neighbourhood teams. Have worked together on multi-agency community events.	Actively encouraged by all neighbourhood staff and engagement if we are contacted.
19.1	Parish Councils, notice boards and newsletters.	Contact is maintained by PCSO's with most parishes allowing Police	Monthly news letters in Lynton, Braunton. Being started in	"Bobby on the beat" newsletters given to local	Input regularly in the back of the Tavistock Times Gazette on what

		<p>literature to be distributed and displayed where appropriate and relevant. Monthly parish council meetings are attended by NH.</p> <p>Monthly newsletter created locally & distributed to KINS via email & in person.</p>	<p>Ilfracombe and via the newspaper in South Molton.</p>	<p>councils/partners to display</p>	<p>is happening on a regular basis.</p> <p>Input in the Oke Times on what events we are involved in & any local newsletters that cover rural patches.</p>
20.0	Organised events:	<p>The LPP have an outlook calendar showing events & engagement opportunities LPP staff patrol and run stalls where appropriate.</p> <p>Community Engagement PCSO ensures attendance to maximise any appropriate engagement.</p> <p>Barnstaple Fair & Carnival, Pilton Festival, Fremington Party at The Manor, North Devon Beer Festival, Barnstaple Fun Day, North Devon</p>	<p>As outlined above.</p> <p>Also very large music events – Oceanfest Croyde June each year (7000)</p> <p>Somersault Festival Castle Hill Filleigh July. (20000)</p> <p>Earl of Rhone – Combe Martin – May.</p> <p>Combe Martin, Ilfracombe, and South Molton Carnivals.</p>	<p>Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate.</p> <p>Community “On the beat” posters in notice boards.</p> <p>Beauty spot Car park engagement 300+ drivers spoken to CP advice/leaflets.</p> <p>Attendance at Council meetings across Torridge</p> <p>Have your say &</p>	<p>Moorwatch is an ongoing event for us with all rural and town PCSO’s and NBM being involved in promotion by leaflet, posters and community engagement.</p> <p>An ongoing list of events is available to all officers and staff in the Tavistock section of the ‘G’ drive as well as a list printed by NBM and displayed centrally in Tavistock station for all</p>

		<p>Food Fest, Race for Life, Diversity Day, Barnstaple Christmas Light Switch on.</p> <p>All the above are attended by LPP.</p>		<p>engagement e.g</p> <p>May 2014 - Bideford farmers Market 1&4th w/end of each month, 1/5 Bideford Coffee morning Strand Old persons home, 3/5 Appledore Crime prevention afternoon, 17/5 Alwington Fete, 21/5 2x Primary school sessions Abbotsham, 24/5 Hartland partner agency day , 25/5 Milky Way community event, 31/5 Appledore Village Green Fete,</p>	<p>officers.</p> <p>Future events in Tavistock - 10/07/14 – Horrabridge Youth Club.</p> <p>17/07/14 – Tavistock Relay.</p> <p>17/07/14 – Targeted Families.</p> <p>20/07/14 – Tavistock Carnival.</p> <p>25/07/14 – Kings Friday Night Project.</p> <p>10/7/14 – Dementia Awareness day Red Lion Yard Okehampton</p> <p>11/7/14 – West Devon Connect Community Day Red Lion Yard</p> <p>18 & 19/7/14 – Chagstock Festival</p>

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	Activity	Torbay (Torquay, Paignton & Brixham)	Teignbridge East & West	South Hams (Totnes & Dartmouth, Kingsbridge & Ivybridge)
	What is your demographic?	Mixed age group, younger population is often transient, many in private rented or registered social housing with significant deprivation and social needs. Predominantly white European. Large less mobile older population, often in residential/nursing homes or purpose built sheltered apartments.	Mixed age group spread over both urban and rural landscape. Coastal area in Teignbridge East impacted by seasonality. Some key areas of social deprivation particularly in towns.	Mixed age group spread over rural and coastal area. Generally small towns, largest being Ivybridge which is generally a feeder town to Plymouth. Some areas of real affluence with wealthy retired population and second home owners. Limited employment opportunities, expensive housing, Salcombe has the highest average property prices in the UK for a seaside town in excess of £650, 000.
1.0	Face to Face			
1.1	Have Your Say Meetings	Meetings are arranged by neighbourhood teams either street surgeries or fixed locations and often are targeted to understand the extent of issues within the communities. A Police van and marketing equipment are used in key footfall locations as well as community events as resourcing allows.	Meetings are arranged by neighbourhood teams and often targeted to address problems identified by the community. Mobile pod based at Newton Abbot is used in town centres, supermarkets and community events.	Meetings are arranged by neighbourhood teams and often targeted to address problems identified by the community. Totnes Town team have a regular surgery

1.2	Front Office	Torquay Police Station – under PEO review proposals will open Mon-Fri 0800 – 1800, Sat 0900 – 1700. Paignton neighbourhood team are embedded in multi-agency hub.	Newton Abbot enquiry office will close under PEO review proposal. Teignmouth and Dawlish currently have town centre shop fronts used by neighbourhood teams but not permanently staffed and not advertised as open to public.	Totnes enquiry office will close under PEO review proposal.
2.0	Website			
2.1	D&C Website	All local officers have their contact details and photo on display.	All local officers have their contact details and photo on display.	All local officers have their contact details and photo on display.
3.0	Social Media			
3.1	Twitter	Many of the NHT have their own ward or individual twitter accounts and actively tweet information and news.		Ivybridge neighbourhood and Sector Inspector run Twitter accounts
3.2	Facebook	Facebook is less proactively used for conveying of messages but this is being progressed.	Teignmouth has an active Facebook page.	Kingsbridge has an active Facebook page Totnes and Dartmouth both have Facebook pages.

4.0	<p>Media- Publications</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>Herald Express – including local editions</p>	<p>Herald Express</p> <p>Mid-Devon Advertiser series including Teignmouth and Dawlish Gazettes</p>	<p>Herald Express</p> <p>Kingsbridge & Salcombe Gazette</p> <p>Ivybridge Gazette</p> <p>Ivybridge Magazine</p> <p>Totnes Times</p> <p>Dartmouth Chronicle</p>
5.0	<p>Media- TV & Radio</p> <p>All contact with the media should be recorded on the Media Contact Register:</p> <p>Media Contact Register</p>	<p>Heart FM</p> <p>BBC Spotlight</p> <p>ITV West Country</p> <p>BBC Radio Devon</p> <p>Palm Radio</p> <p>Riviera FM</p>	<p>Heart FM</p> <p>BBC Spotlight</p> <p>ITV West Country</p> <p>BBC Radio Devon</p> <p>Palm Radio</p>	<p>Heart FM</p> <p>BBC Spotlight</p> <p>ITV West Country</p> <p>BBC Radio Devon</p> <p>Palm Radio (limited coverage on edge of Totnes)</p>
6.0	<p>Crime Prevention Events/ Awareness Days</p>	<p>Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV,</p>	<p>Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV,</p>	<p>Seasonal events take place (eg, property Marking,, Metal thefts, Winter fuel thefts, Tourism, TFMV,</p>

		<p>Burglary etc).</p> <p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>CSP/ National/ ACPO led awareness events are supported where resources allow</p> <p>TISPOL road safety monthly thematic are actively promoted and plans collated through GSI.</p> <p>Op Wonder Days of Action are facilitated to allow the NHT to promote key community objectives</p>	<p>Burglary etc).</p> <p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>CSP/ National/ ACPO led awareness events are supported where resources allow</p> <p>TISPOL road safety monthly thematic are actively promoted and plans collated through GSI</p> <p>Op Moorwatch runs in partnership with Teignbridge District Council and Dartmoor National Park aimed at preventing vehicle crime on Dartmoor</p>	<p>Burglary etc).</p> <p>Bespoke events are arranged as required by Neighbourhood staff, influenced by intelligence or performance.</p> <p>CSP/ National/ ACPO led awareness events are supported where resources allow</p> <p>TISPOL road safety monthly thematic are actively promoted and plans collated through GSI</p>
7.0	Educational Establishments (young people)			
7.1	Primary Schools	<p>Regular engagement with PCSO and NBM.</p> <p>Torbay Virtually Safe is an online safety project where many of the PCSO's take presentations in to</p>	<p>Regular engagement with PCSO and NBM. Support for school events such as fetes etc. Community action days with multi agency participation.</p> <p>Cops Cards currently running</p>	<p>Regular engagement with PCSO and NBM. Support for school events such as fetes etc. Community action days with multi agency participation.</p> <p>Kingsbridge NPT are currently</p>

		schools and other educational establishments to raise awareness of the dangers Online.	throughout Teignbridge with all primary school children engaged.	progressing Cop Cards.
7.2	Secondary Schools	<p>Regular engagement with PCSO and NBM.</p> <p>Torbay Virtually Safe is an online safety project where many of the PCSO's take presentations in to schools and other educational establishments to raise awareness of the dangers Online.</p> <p>Presentations to students re dangers of Legal Highs (NPS's)</p> <p>Torquay Academy has a funded dedicated PCSO working from the school and other schools have police offices and terminals to allow close engagement.</p>	YIO input and links with school management teams. Regular neighbourhood engagement from NBMs and PCSOs.	<p>There are dedicated points of contact in the secondary schools in Kingsbridge and Ivybridge.</p> <p>Regular engagement at Kevics Totnes and Dartmouth Academy.</p>
7.3	College/ HE	Good engagement with South Devon College through support of the Public Service 999 cadets as well as developing the Police Cadets scheme. Online presentations as well as Legal High (NPS) presentations have been delivered. Support re	Limited HE in Teignbridge with small sites part of South Devon College campus.	Sixth form colleges are part of the secondary school campus

		Prevent agenda.		
7.4	University	Good engagement as above but little need for direct links. Support re Prevent agenda.	None	None
7.5	Safer Schools Partnerships	Safer schools initiative has yet to be formalised in Torbay.	Formal safer schools partnership in place with South Dartmoor Community College and activity ongoing to roll out in all secondary schools in Teignbridge.	In progress
8.0	Young People 10-24 yrs			
8.1	Youth Clubs/ Sport	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence). Some specific activities set up and run by Police officers and staff, i.e. football.	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence) Neighbourhood teams are actively engaged with local youth initiatives and bid for POCA funds to help support them in various ways.	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)
8.2	Community Centres	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)	Regular contact from neighbourhood team and via Devon Youth Services (while still in existence)

8.3	Police Cadets	Still be established for Torbay	Police Cadets are based in Newton Abbot. There is always a waiting list of potential new joiners and the cadets are involved in numerous community events throughout the year. They hold bi-annual camps and are supported by the neighbourhood team. They are completely self funded, generating revenue through bags packs, donations etc.	Police Cadets established in Kingsbridge 999 Cadets based in Totnes plus attendees from Dartmouth.
9.0	BME Groups	There are no strong BME groups in Torbay. The Polish community is the largest community.	There are no strongly indetified BME groups in Teignbridge. There is a tradition of identification with the Polish Community due to Ilford Park, a Polish settlement camp established following World War II. At its peak there would have been a population of several thousand residents. It is now run as a nursing home for those of Polish descent.	No strong BME groups. Liaison has in the past been facilitated through contacts in Plymouth.
9.1	Travellers	Travellers do visit Torbay usually during the summer months and concentrate in Paignton and Brixham	There is an established traveller site on Haldon. Teignbridge District Council is in the process of creating a permanent site at the location.	No formal sites. Regular visits by Irish Travellers generally staying at Langage and Roborough. Contact is always made by NPT.

10.0	Language Schools	There are several language schools, some seasonal and some annual with young people and adults staying for short or longer stays. There is close engagement particularly in the Summer due to the influx of students. Op 'TVIS' is the management process for this.	There are no large language schools in Teignbridge although visiting international students of secondary age are accommodated by families in the area.	Some small language schools
11.0	Religious Groups	Predominantly Christian but there is a Islamic Centre in Torquay with strong membership	Predominantly Christian. Street Pastors operate in Newton Abbot town centre on Saturday nights.	Predominantly Christian Street Pastors in Totnes
12.0	Hard to reach groups	The Diversity Officer has regular contact with hard to reach groups and attends regular meetings to ensure strong supportive engagement.	There are established public sex and cruising sites in Haldon Forest. There is regular liaison with the Haldon User Group (HUG) which includes representatives from the Eddystone Trust, Forestry Commission, D&C Poice and Dartmoor national Park.	None formally identified as a regular contact but channels are open should a group fall into this group. LPP would take the lead with the Diversity Officer.
12.1	Homeless	There is a homeless population who have often travelled from other areas. The Homeless hostel accommodates many of the most vulnerable.	There is limited provision for homeless people in Teignbridge. A Southern Hub is due to be piloted and D&C Police have a representative at strategy meetings. Teignmouth has a relatively large	Very little evidence of homelessness in Ivybridge and Kingsbridge Sector. Totnes has a small but consistent homeless community. A church community runs a soup kitchen with regular engagement from NPT.

			street drinking group, some of whom are homeless. There is extensive multi-agency engagement with individuals in the group, often police led.	
12.2	Vulnerable persons	There are improved links to vulnerable people in order to safeguard due to NHW Feelsafe Scheme as well as the Torbay Vulnerability Forum. The SVP review is piloting in Torbay.	A monthly multi-agency meeting assesses caller detail provided by DFRS, D&C Police and ambulance service to identify vulnerable persons and determine relevant interventions. Targeted Families	MAPS meeting held monthly chaired by anti-social behaviour officer and attended by NPT Targeted Families
13.0	Retail/ Commerce			
13.1	Private Security Personnel	SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols.	SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols. CCTV in Newton Abbot has devolved from the local authority to a Town Centre Trust. D&C Police will be invited to board meetings. CCTV in Teignmouth is run by the Town Council and staffed by volunteers. Volunteers are police vetted allowing an Airwave set to be	SIA staff employed at retail and licensed premises are contacted at a local level by neighbourhood during routine patrols. Kingsbridge Town Council has a limited non-monitored CCTV function.

			maintained in the CTV room.	
13.2	Licensing	Regular meetings to review licensing matters and improving relationships between licensees and agencies.	A monthly meeting is held with representatives from D&C Police, licensing and neighbourhood and Teignbridge District Council, licensing, Environmental Health and the CSP.	LVA in Totnes quarterly meeting attended by NPT
14.0	Community Intelligence (eg promoting Crimestoppers)	Community intelligence is actively sought and input to support the NIM Crimestoppers are utilised when there is a series of offences which require a reward.	Crimestoppers are utilised where possible. Neighbourhood and other watch schemes in place. Community messaging established and promoted.	Community intelligence is actively sought and input to support the NIM
15.0	Partnership Contacts	Strong multi agency working		
15.1	KIN (Key Individuals Network)	All neighbourhood staff are encouraged to have a KIN in existence. Day to day business	All neighbourhood staff are encouraged to have a KIN in existence. Day to day business	All neighbourhood staff are encouraged to have a KIN in existence. Day to day business
16.0	Councillors	Regular engagement with Councillors by NHT	Regular contact through Town and parish meetings. Bi-monthly meeting with MP's office	Regular contact through Town and parish meetings.
17.0	Community Messaging	Ongoing- all LPP staff are encouraged to sign up members of the	Ongoing- all LPP staff are encouraged to sign up members of the	Ongoing- all LPP staff are encouraged to sign up members of the

		Community to CMS. Crime Prevention messages and alerts are regularly sent out via CMS	Community to CMS. Crime Prevention messages and alerts are regularly sent out via CMS due to the rural nature of the community.	Community to CMS. Crime Prevention messages and alerts are regularly sent out via CMS due to the rural nature of the community.
18.0	Community Watches			
19.0	Community Groups/ Residents Associations	There is a strong NHW in Torbay and links to other voluntary community groups via Vulnerability Forum	Neighbourhood Watch established and coordinator office based in Teignmouth. NPT link in with local resident associations and affinity groups.	NHW established
19.1	Parish Councils, notice boards and newsletters.	Posters and contact information are displayed on notice boards in key locations	Regular NPT attendance at Parish and Town Council meetings. Regular articles in parish and community magazines.	Regular NPT attendance at Parish and Town Council meetings. Regular articles in parish and community magazines.
20.0	Organised events:	Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate.	Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate.	Engagement opportunities are maximised at local events with high local and tourist footfall. NH staff patrol and run stalls where appropriate.

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■ Community Engagement Plan West Cornwall LPA

Key to abbreviations

ASB	Anti Social Behaviour
DA	Domestic Abuse
DCT	Diverse Community Team
KIN	Key Individual Network
LPT	Local Policing Teams
MH	Mental Health
NBM	Neighbourhood Beat Manager
NHR	Neighbourhood Harm Register
NHW	Neighbourhood Watch
NPT	Neighbourhood Policing Team
NTL	Neighbourhood Team Leader
SMT	Senior Management Team
YIO	Youth Intervention Officer
Local Officers	NBMs & PCSO's

Demographic	
Truro	Predominantly white British however there is a higher BME on average for West Cornwall. There is a mixture of people living rurally and within in the City Centre. The population is in excess of 20,000 people. There is a mixture of privately owned and social housing. There is a large ENTE commitment for resources on weekends and a requirement for more resources in the summer months and Christmas period. Truro is the capital city for Cornwall and attracts a high proportion of tourists to the area. There is a large college campus which now accommodates over a 1000 students. There is also the main Hospital for Cornwall. The 'Royal Cornwall Hospital' which requires resourcing to assist on a regular basis.
Falmouth and Helston	Predominantly white British population. Falmouth Town area has a population of 23,300 people, with a further 10,000 people in Helston. Falmouth and Helston Police cover a huge area, from The Lizard up to Carharrack, and St Erth across to Flushing. There is a mixture living rurally and also within the town centres. There is a mixture of social and private housing. There is a large and vibrant ENTE in Falmouth that requires resourcing. Falmouth has a well used Dock Yard and large marine community which brings a large amount of people to the area. Helston has RNAS Cudrose, an operational Royal Navy base which also provides training for a large number of personnel. Falmouth too remains the regular destination for visiting Royal Navy and Merchant vessels, adding further to the lively and diverse ENTE. Falmouth is a popular location for tourists, especially in the summer. There is a large University with a campus both in Falmouth and Penryn, as well as a Marine School. During term times the town's population swells by almost 7000 people, mostly between 18-25yrs old. The Cornwall Safer town initiative has included Falmouth as a 'Safer Town.' Their priorities for this are Domestic Abuse, alcohol problems and youth engagement. They consider there is a medium risk for ASB, criminal damage and violence with injury.
Camborne	Predominantly white British population. There is a relatively large Eastern European community within the area. It has a mix of both a rural community and people living in the town centre area. It is surrounded by old tin mining villages. Camborne Town area has a population of 19,900 people with 40 % of these showing as socially deprived. There is a bail hostel located in the area where dangerous and prolific offenders are housed. The Cornwall safer town project has included Camborne as one of its priority towns. It is looking mainly at crime and ASB. There is a mixture of social and privately owned housing. There is a local hospital and a mental health unit which requires assistance on a regular basis.
Penzance and Hayle	This is a predominantly white British population with a mixture of people living both rurally and within the town centre. There ENTE commitments over the weekend that requires resourcing. There are tourist attractions in the area which brings a high volume of people to the area especially in summer. Penzance Town area has a population of approximately 19,700 people, of which 49% live in

areas described as deprived.
 The priority was safer Cornwall is The high priority issues for Penzance are Domestic Abuse, estimated prevalence of Dependent Drinking and Problem Drug Use, Rowdy/ Nuisance Anti-Social Behaviour and Young Offenders.

West LPA Engagement			
Target (LPA)	Activity	Indicators	Resource
Accessibility to the community All areas Truro (GT) Falmouth (GP) and Helston (AH) Camborne (AC) Penzance (AP) and Hayle (AI)	Information for all sectors Front office: opening times Tuesday- Friday 0900-1400 1500-1800 Saturday 0900-1400 D& C force website with links signposting to appropriate agencies/events – including programme of “Have Your Say” meetings Face book Appointment system for members of public to arrange an appointment to meet with officers at specified time at station or home address Closure of Public Enquiry Office in Falmouth (GP)	Feedback from consultations and reference groups	NPT Patrol officers SEO Local officers Cornwall Council

	<p>and Penzance (AP) Falmouth Town Council Planned for 2015 to have a Police Point run by Council Staff and can signpost to Police or appropriate services.</p> <p>Penzance establishing what publications already in place and will be in place to ensure good public awareness of planned closure dates and what alternatives the public have.</p> <p>Penzance are working with DCH their main housing provider to put together a 'report it leaflet' for the DCH tenants. This should signpost people to the appropriate service and how to contact them. It includes the issues that DCH and Cornwall Council deal with along with their phone numbers and website details with the aim of. (This is being done as the neighbourhoods together partnership funding has gone and so the face to face at the partnership office is also falling by the wayside).</p>		
<p>Variations of engagements with community</p>			
<p>Truro (GT)</p>	<p>Local officers attend Parish meetings where able or send monthly reports to keep them up to date with local matters affecting them. There is an active neighbourhood watch programme coordinated by Coral Pepper (volunteer). Good use of community messaging is in place and local officers encourage participation in this. There is a Boat watch set up to address the marine community. Horse watch for the equestrian community. Pub watch is used significantly with local</p>	<p>Attendance of meetings SSP (safer school partnership) Community engagement plans for Rich Picture Watch programmes NHR</p>	<p>NPT Licensing YIO Missing persons officers and CSE Community partnership Schools</p>

	<p>business/licensing officer and local officers. Shop watch is well used and most shops participate and attend meetings. Op Pegasus is run and checks at local airfields on a regular basis for community engagement plans. There are quarterly newsletters from NHW and most areas have community magazine input. Safer school partnership is in place at secondary schools and Truro college is attended regularly to engage with the younger community. Use of Face book and D&C local policing website has updates with current priorities and issues. There is a designated local officer to deal with this. Local officers attend local events such as Cornwall Pride, City of Lights Parade.</p> <p>LPT meet with cadets on a regular basis. Cyclewise is run by PCSO's with the local schools.</p> <p>Press are contacted by NPT for issues of note.</p>	Public consultation	DCT DVO
Falmouth (GP) and Helston (AH)	<p>Local officers make good use of use of Facebook, Twitter accounts and D&C local policing website has updates with current priorities and issues. A designated officer each day ensures all multi media/emails/NPT flagged incidents are picked up each day and responded to appropriately. They attend Parish meetings or send reports. They are actively involved in Farm Watch, Boat Watch, Pub Watch, Shop Watch and Neighbourhood Watch. Reports are sent to the University for their Newsletters. Local officers engage with the schools, while the University has a designated Officer who remains highly visible on-site. Community messaging is used to reach those signed up to the process. Safer Cornwall assists with reaching varying members of the community. Local officers attend events such as Tall</p>		

	<p>Ships, Falmouth Week, and RNAS Culdrose Air Day. LPT meet with cadets on a regular basis. Officers make contact with press themselves for awareness of issues or crime.</p>		
<p>Camborne (AC)</p>	<p>Local officers make good use of Face book, Twitter accounts and D&C local policing website has updates with current priorities and issues. Officers will contact press themselves to make aware of crime issues or notes of interest. Shop watch is in place but not always fully supported by the local retailers to assist. This could be improved and local team aware this. Pub Watch is in place and successful. Safer Cornwall assists with reaching varying members of the community. Local schools have good contact with the local officers. They attend school events and emergency service events to form good relationships with the children in the area. A PCSO hosts a monthly meeting for representatives from varying local community groups. Local officers attend local events such as Murdoch Day. LPT meet with Cadets fortnightly</p>		
<p>Penzance (AP) and Hayle (AI)</p>	<p>NHW watch is at all their stations. The DAACWA rep is at all their stations. All stations participate in Boat watch and farm watch. Horse watch is coordinated by a local officer at AI. Parish meetings are attended or reports sent. NHW newsletters are sent out but no others. There are good contacts with the local press for articles to be released and good use of social media. The sector Inspector meets with press once a week. Good Communication is made with schools where necessary and participation by the team with local community</p>		

	<p>events/fetes/school fun days. Local Officers attend local events to engage such as Lafrowda Day. LPT meet with cadets on a regular basis.</p>		
Visibility in key areas of your community	<p>All LPT's covering the West Sectors have LPA primary tasking that are raised as a result of either a specific crime series or ASB or any other area of general concern to offer public reassurance.</p> <p>Priorities are raised by the LPT are as a direct result of their engagement which then leads to targeted neighbourhood priorities. This assessing areas of risk and harm and offers reassurance. For example below are priorities from public consultation/community meetings/community events that are on the LPT D&C website:</p>	<p>Public Consultation Have your say meetings Weekly crime checks Intelligence reviews NPT flagged logs Reassurance visits T.I.M Safer Cornwall</p>	<p>NPT Patrol Specials KIN IIMU SMT</p>
Truro (GT)	<p>Anti Social Behaviour - Penair Lane</p> <p>You Said: 15 Jan 2014 It has been reported that there are large groups of young people gathering in the land between Penair School and Tinney Drive at school kicking out times. The young people have been behaving in a rowdy way and littering.</p> <p>So far we have: Increased Police patrols in the area at the end of the school day. We have liased with the schools senior management team with a view to work together to resolve this issue. The schools management have started patrolling the</p>		

	area after school, moving on the groups that they come across.		
Falmouth (GP) and Helston (AH)	<p>Anti Social Behaviour Intervention in Helston Town</p> <p>You Said: 6 Mar 2014 Increased complaints regarding litter, damage and unpleasant behaviour believed to predominantly relate to one individual in the area. This person has been subject of a Stage 1 Anti Social Behaviour warning and interventions by rough sleeper and health agencies, but has repeatedly disengaged.</p> <p>So far we have: Anti Social Behaviour Escalation has increased due to the person being identified as responsible for two recent incidents in the Town relating to Damage, littering and ASB.</p>		
AC	<p>General Anti Social Behaviour in town and surrounding area</p> <p>You Said: 1 Jun 2014 You have shared you concerns to the neighbourhood policing teams that there are a number of individuals in the town centre area of Camborne that are having a serious detrimental effect on the town, most noticeably in and around the Square. Most these people are involved in street drinking and general anti social behaviour. The Police also receive a lot of complaints from Tesco, Wesley Street, Camborne regarding youths hanging around at the front of the store being abusive and</p>		

	<p>intimidating to shoppers.</p> <p>So far we have: The neighbourhood team have responded to these concerns by using anti social behaviour legislation in order to stop this negative behaviour. The use of ASB Warnings have increased, but seen to curb the behaviour of those causing an annoyance. These warnings last for a set period of time and highlight the behaviour of the individual. Should their behaviour then escalate then so shall the level of sanction given to them via the ASB escalation process.</p> <p>The police are also using powers given to them to disperse any individuals involved in ASB for a period of up to 48 hours. Should they return to the area within a given time they can then arrested. This tool is very affecting in removal those likely to cause ASB from a designated area for a set period of time.</p> <p>The team has also worked hard in order to secure Drink Banning Orders (DBO) on individuals due to their excessive and abusive drinking behaviour within the town. The team's hard work has also made one person the subject of the Habitual Drunkards Act, which is very old and hard to use legislation.</p> <p>We have begun a robust approach to nuisance behaviour, and as a result have begun to serve ASB Warnings to a multitude of individuals. Research has shown that 65% of adults and 75% under 18 in Cornwall are not reported for further ASB related incidences in the three months the warning is in force.</p>		
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<p>AP/AI</p>	<p>Theft- from motor vehicles</p> <p>You Said: 22 May 2014 There has been an increase in the theft of items from insecure vehicles in the town area and surrounding streets. Items such as mobile phones, money, sunglasses and sat nav's have been stolen</p> <p>So far we have: We have increased our patrols in the areas affected and persons have been stop and searched following reports of suspicious behaviour around the vehicles. We have also made press releases in the papers and via our face book page to encourage everyone to lock your vehicles regardless of what area of town you live.</p> <p>-----</p> <p>Local officers will also respond to calls from the 101 system that will indicate where there may need for attendance or general reassurance. They also can respond to the Safer Cornwall or Have your say Consultations to identify keys areas for visibility.</p>		
<p>Engagement with diverse community groups. (Equality Act)</p>	<p>Superintendent Pearce chairs a Cornwall Local Reference Group. From meetings with this group we know that DCT staff are well known and attend members groups. The feedback for the west LPA as a whole is that we could engage at a more local level in a better way. There is much improvement on this. SMT, diversity officers and local NPT attended Cornwall Pride to represent D&C and try to reach and reassurance G,L,B&T community.</p>	<p>Attendance of meetings Consultations with groups Feedback/questionnaires Online surveys Cornwall Reference Groups</p>	<p>DCT NPT KIN Local Authority</p>

<p>Truro (GT) Falmouth (AP) and Helston (AI) Camborne (AC) Penzance (GP) and Hayle (AH)</p>	<p>We have a migrant worker PCSO who is excellent with links to community engagement and is used as a Sector resource. There is the Cornwall Mosque based in Truro that is subject of a community engagement plan. The contact and relationship is excellent between members of the community and LPT. There is DCT based in Cornwall and they are involved in a readiness for change project which is looking at how we are engaging with Diverse communities and how we can improve. There is a regular Diverse Communities Team Newsletter with information about the work of the teams as well as organizations and individuals we work with. There are links in place to DCT on force web site.</p>	<p>Dip Samples</p>	
<p>Identify Priorities within your neighbourhood</p>			
<p>Truro (GT)</p>	<p>Local officers recognising priorities in their areas by attending community groups, parish meetings, and conduct their own 'Have your Say' which is currently being done. There will be a supermarket stand in the Autumn coordinated by our NHW which will be attended by local officers. They also encourage contact by multimedia such a Face book and the D&C website. There is a monthly meeting with Council ASB coordinator and other agencies I.E Housing to assist with knowing what issues are of concern.</p>	<p>Partnership meetings Follow up surveys Crime checks T.I.M meetings Public consultations Intelligence Checks</p>	<p>NPT SMT Community partnership KIN</p>

Falmouth (GP) and Helston (AH)	Local officers adapt to specific problems by attending Parish meetings. Safer Cornwall on behalf of the council conducts their 'have your say'. They also encourage contact by multimedia such a Face book and Twitter and the D&C website.		
Camborne (AC)	Local officers attend Parish meetings or send a monthly report. They will report on specific issues and welcome feedback from the parish to identify issues and priorities. They are represented by Safer Cornwall and the priorities are set by them and they engage on their behalf. They do not have any supermarket stands or road shows planned at this time but this is something they have and will continue to use. They also encourage contact by multimedia such a Face book and the D&C website.		
Penzance (AP) and Hayle (AI)	Local officers attended monthly Parish meetings where resources allow. They also encourage contact by multimedia such a Face book and the D&C website. They did trial Twitter but was not well subscribed. They are due to attend a social networking conference to see if they can use this to assist with identifying priorities.		
Supporting vulnerable people and targeting those that cause harm. Working with other agencies to reduce risk of harm Truro (GT)	All of the West LPA NPT's are committed to reviewing a quarterly Neighbourhood harm register that shows addresses that are advising of risk indicators that need to be addressed. This will require engagement with the subject concern. Potentially their families. Other agencies will be involved E.G Social Services, CPN, CMHT's, Probation, school safeguarding, child protection team.	Neighbourhood harm registers Crime figures/reviews T.I.M.S Enquiry referrals from safeguarding Housing referrals	PPO/IOM NPT Local authority DV unit/SODAIT Safeguarding CSE

<p>Falmouth (GP) and Helston (AH) Camborne (AC) Penzance (AP) and Hayle (AI) (inclusive)</p>	<p>This falls under our safeguarding procedure to ensure that vulnerable people are supported. All of NPT will raise non crime vulnerable adult enquiries, problem solving enquiries and will make referrals where appropriate to other agencies.</p> <p>All NPT have good working relationships with their local housing officers and will work together to manage long term ASB issues and problem tenants.</p> <p>DA is also raised on the NHR and work is carried out such as Cocoon watch in consultation with the DV unit.</p> <p>Often NPT will receive referrals from the other agencies directly via a central referral unit and will attend strategy meetings/multi agency meetings/school & attend college meetings to ensure support in place and risk is managed.</p>		
<p>Hard to Reach Groups</p>			
<p>Truro (GT)</p>	<p>There is a homeless shelter which works closely with LPT 'St Petrocs. Officers are able to approach the user group for their services to gain information and to help identify their needs. The LPT will often attend Breakfast clubs to speak with the homeless people there. There is the council one stop shop which works with NPT to signpost to correct services</p> <p>There is a Women's Refuge centre that works well with LPT and allows good to access to women and their families with them to assist with a multitude of complex needs.</p> <p>There are no traveller sites on patch.</p> <p>Police work with social services and will attend safeguarding for vulnerable elderly people.</p> <p>There is a young woman's projects that have a good relationship with LPT.</p>		<p>NPT Local Authority DV Unit Safeguarding Officers YIO</p>

<p>Falmouth (GP) and Helston (AH)</p>	<p>There is no specific homeless shelter. They have council one stop shop to engage with. Their patch is on the border with a traveller's site and will have interaction although most is through the liaison officer. There is no designated women's refuge in area. Police work with social services and will attend safeguarding for vulnerable elderly people.</p>		
<p>Camborne (AC)</p>	<p>There is a facility for the homeless that local officers can work with and attend for reassurance and to engage. This is called Coastline Homeless and Social Exclusion Centre There is a young person's project SHARE that local officers can speak with and identify those who may need support or intervention with consideration to MH issues. There is a large traveller's site on patch which requires attendance and liaison but mostly through the allocated local officer which is positive.</p>		
<p>Penzance (AP) and Hayle (AI)</p>	<p>Does not have a homeless shelter. Does have a council one stop shop to engage with. There is a Cornwall Share project for younger people that LPT have contact with and assist with intervention and support, with particular consideration to MH. There is no official Travellers site on patch. A monthly engagement event on each beat (This may be a surgery a local event or a meeting with a group, especially the hard to reach) these should be publicised where appropriate and on the website.</p>		

Devon & Cornwall Police Equality Impact Assessment



Devon & Cornwall Police
Building safer communities together

For: Projects / Functions / Policy / Working Practice / Strategy

Name of Project / Function / Policy Title & Number / Working Practice / Strategy		PEO Review	
Name & Contact Details of Assessor / Author		Sandy Brooks 22191/22436	
Name of Project / Function Lead / Policy Owner (Department)		PEO Review ACC Netherton	
Start Date		20 December 2013	
End Date		31 October 2014	
Version		1.2.2	
Associated Documents / Working Practices		Terms of Reference and Business Case	
Date Policy submitted to Policy Admin (Policy only)	N/A	Check completed & Registered	N/A
<p>This EIA is being undertaken because it is:</p> <p>Part of a project proposal submission Yes</p> <p>A result of organisational change Yes</p> <p>A review of an existing project / function / policy Yes</p> <p>Other (please state reason):</p>			

Guidance Notes

The purpose of conducting an Equality Impact Assessment on functions, working practice, strategy or policy is to ensure that when delivering them the activities of the Force

- Do not have an unjustified and adverse impact on policing and communities of Devon, Cornwall and Isles of Scilly particularly those from the protected characteristics.
- Do not have an unjustified and adverse impact on its staff, particularly those from the protected characteristics.
- That we acknowledge the relevance to the general equality duties
- That we acknowledge any mitigation taken to reduce the impacts of any activity

An Equality Impact Assessment (EIA) is simply a tool or process that enables us as an organisation to check out how an existing service or policy or a new service or policy affects groups of people covered by equalities legislation and our Equality and Diversity Strategy.

It allows us to look at evidence or consult as to whether the service or policy is discriminating (actual or perceived to be) against a particular group of people.

We can then change the policy or service if it has an adverse effect on people or indeed highlight it as good practice if it is having a beneficial effect.

This process assists in evidenceing that any new or revised policy, strategy, function or working practice together with its associated working practices complies with our obligations, some of which are statutory, in respect of:

- Reducing Bureaucracy
- Freedom of Information
- Data Protection
- Management of Police Information
- Health & Safety/Environmental
- Equality and Human Rights Impact
- Equality Impact Assessment

Further guidance in respect of Policy Review can be found in the Force Policy Handbook and assessment guidance notes available on the Force Policy Admin Website or by contacting the Force Policy Admin Team on 22826 / 22336 / 22557

If you are unsure about the answer to any of the questions in the EIA please contact Equality & Diversity Department [**diversityhq@devonandcornwall.pnn.police.uk**](mailto:diversityhq@devonandcornwall.pnn.police.uk) for further support.

Step 1 Equality Impact Initial Screening

'Project' includes Policy, Function, Working practice & Strategy.

Significance and Impact	
Does the project affect employees, service users, partner organisations or the wider police service?	Yes
Is it a major project with a significant effect on how functions are delivered?	Yes
Does it involve a significant commitment of resources?	Yes
Does it relate to an area where there are known inequalities? (e.g. gender pay gap, hate crime, accessibility)	Yes
If the answer to any of these questions is 'Yes' then following completion of the Relevance section continue with Step 2 scoping, a full impact assessment will be required.	

Relevance

Outline the relevance of the project to the general equality duties. Consider each of the aims of the general duties and explain which aspects of the project are relevant to which duties.

The three aims of the General Duty are:

- To eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010
- To advance equality of opportunity between people from different groups
- To foster good relations between people from different groups.

Set out the positive and negative impacts consider internal and external impacts

This review is being undertaken to deliver essential cashable efficiency savings as a result of the Comprehensive Spending Review. It provides an opportunity to optimise fixed site public accessibility to our services and the resources that provide these services whilst contributing to the force's commitment to make financial savings and sustaining internal and external trust and confidence. Due regard will be given in the decision making process to ensure any changes or any

impact does not bring about any breach of the Equality Act 2010 and that it also supports Employment Law requirements. This will be done through planned and careful consultation with all staff, HR, Legal Department, Trades Unions and Corporate Equality & Diversity Department. Where anyone raises a concern as to the potential for discrimination, harassment or victimisation or, indeed, any other action that would suggest the force has not given appropriate due regard to its legal obligations, this will be robustly revisited and further legal advice sought if necessary.

It is recognised that any changes to the provision of front counter services will have the potential to impact both negatively and positively on all staff and that some will find the changes difficult. The force will work with these individuals to do all that it reasonable can be expected to do to help individuals through this time of change. At the same time, the force will give due regard as to the make-up of the staffing within the front offices and consider any impact that might occur due to an individual's particular protected characteristic e.g. disability, gender etc and the ratio of full to part time workers and in making change will incorporate the necessary due regard into the decision making processes. Any changes to shift working and operating hours will be considered in accordance with Health and Safety and consultation with the Trades Unions.

Accessibility for those who interact with us will be duly considered and opportunities to deliver our services through inclusive means will be explored wherever possible. Any reduction in the number of operational sites will be evaluated so an understanding on the impact of potential closures will have on our communities and those who access our services will have.

Opportunities currently exist for those with protected characteristics such as disability, language; race can access and communicate with the police through the front counter services with aides such as a Hearing Loop, use of Language Line, Braille cards and signing blocks. Any reduction in the number of front offices will diminish the opportunity for people with protected characteristics to access the police services through the front office.

Has the screening identified the project as having relevance to any of the following protected characteristics?

This is initial assessment of potential impacts that can be explored further as part of the EIA

Age	Yes	Disability	Yes	Sexual Orientation	No
Race	Yes	Sex	Yes	Religion or Belief	Yes
Gender reassignment	No	Pregnancy & Maternity	No	Marriage or Civil Partnership Status	No

Does the project have the potential to impact on an individual's rights as set out in the European Convention of Human Rights?

This is initial assessment of potential impacts that can be explored further as part of the EIA

Article 2 Right to life	No
Article 3 Prohibition of torture, humiliation & degrading treatment	No
Article 4 Prohibition of slavery and forced labour	No
Article 5 Right to liberty and security	Yes
Article 6 Right to a fair trial	No
Article 7 No punishment without law	No
Article 8 Right to respect for private and family life	Yes
Article 9 Freedom of thought, conscience and religion	No
Article 10 Freedom of expression	No
Article 11 Freedom of assembly	No
Article 12 Right to marry	No
Article 14 Prohibition of discrimination	Yes
Article 1 of *Protocol 1 Protection of property	Yes

Include a statement explaining what the specific legal basis is for any potential interference within the Human Rights Act?

Explain in full (including whether the interference is justifiable, necessary and proportionate and why)

The following Human Rights impacts are identified at an initial screening stage, the likely level of impact and intended mitigation or action to remove the impact will need exploring further in the full EIA, when additional impacts may well also be identified.

Article 5 – Front counter services provide a bail reporting function there may be some impact if there is a reduction in the provision on people who are bailed with reporting conditions. In addition people on the sexual offences register are required to register at police stations.

Article 8 & Article 14 – Impact on the private lives of the people we employ with

<p>regard to due regard on social economic participation in life including but not limited to issues relating to flexible working, reasonable adjustments and disability.</p> <p>Article 1 of protocol 1 Protection of property – Front counter services provide a public facing function with regard to the handling of lost, found, recovered property on behalf of the organisation and changes to the opening times / locations and accessibility of this service may impact n the provision of services with regard to property and its safety and security.</p>	
<p>Where it is considered that a project has no relevance to the general equality duties or equality groups, this should be recorded here with the reasons and advice.</p>	
<p>n/a</p>	
<p>Proceed to full EIA</p>	<p>Yes</p>
<p>Approved by Equality & Diversity Department</p>	<p>Date: 6/5/14 Name: Simon Hill</p>
<p>E&D comments:</p> <p>This initial screening document has been prepared to accompany the papers to COG on 12/5/14. It is anticipated that this will require a full EIA to be carried out and that some of the consultation that is already underway will help inform the full EIA</p>	
<p>Approved by Project Lead</p>	<p>Date: 09/05/14 Name: T/Ch Supt E Webber</p>

Step 2 Scoping of the Equality Impact Assessment

<p>What are the main aims, purpose and outcomes of the project? What do you hope to achieve by it? Who will benefit? Who may be impacted by it?</p>
<p>This review is being undertaken to (in no particular order)</p> <ul style="list-style-type: none"> • Deliver essential cashable savings as a result of the Comprehensive Spending Review. • Provide an opportunity to optimise fixed site public accessibility to our services and the resources that provide these services • Adjust our services to be more representative of a 21st century public who rely more on technology and telephony than in the 20th century • Contribute to the force's commitment to make financial savings and

sustaining internal and external trust and confidence.

It is anticipated that there will be opportunities for benefits and impacts for both employees and the public that will be explored further in the full EIA

What aspects of the project are particularly relevant to equality?

Flexible / Restricted working / Disability

Age profile of employees in roles

Age profiles of service users

Face to face contact with service, in respect of age, race in respect of language and disability, particularly learning disability and sensory disability where previous research suggests that face to face contact provides a better experience

All of these and others will require additional exploration as part of the full EIA

What evidence is already available that will help in the development of both the project and the EIA?

Your EIA must include relevant equality monitoring data. This could be Force or national performance data, or data from external sources such as the Home Office, partner organisations, or the Office for National Statistics. If data is not referenced or a link is not provided to the source, your EIA will not be signed off by the Equality & Diversity Department.

If there is no equality monitoring data available, you need to set out in the box below how you will capture this information in the future.

Information needed to support EIA & Impact for Protected groups
(Include data in relation to Religion & Belief: Sexual Orientation; Gender Reassignment and Marriage / civil partnership status if this information is relevant to the subject and available) These tables are set up to assist in including the data relating to the staff / officers who may be impacted compared to the rest of the force. Similar data is required to show the numbers of people who may be impacted by a project in the wider community.

Headcount

	Male	Female	Disabled	Non-Disabled	Pregnancy / Maternity	Part Time Workers
Affected Group	37	31	5	63	0	23
Police Staff	968	1261	144	2085	26	524
Police Officers	2226	936	248	2914	40	322
Force (Officers & Staff)	3194	2197	392	4999	66	846

Age	25 & Under	26-35	36-45	46-55	56-65	Over 65
Affected Group	1	6	6	32	23	0
Police Staff	131	446	582	667	388	15
Police Officers	33	753	1304	1021	51	0
Force (Officers & Staff)	164	1199	1886	1688	439	15

Ethnicity	White	BME	Other (Not Stated/Prefer not to say)
Affected Group	53	2	13
Police Staff	1853	24	352
Police Officers	2644	39	479
Force (Officers & Staff)	4497	63	831

Full Time Equivalent (FTE)

	Male	Female	Disabled	Non-Disabled	Pregnancy / Maternity	Part Time Workers
Affected Group	32.4	26.4	5.0	53.8	0.0	13.8
Police Staff	936.1	1114.7	133.9	1916.9	24.1	345.8
Police Officers	2220.4	854.6	241.4	2833.6	36.1	235.0
Force (Officers & Staff)	3156.5	1969.3	375.3	4750.5	60.2	580.8

Age	25 & Under	26-35	36-45	46-55	56-65	Over 65
Affected Group	0.7	4.3	5.6	28.9	19.3	0.0
Police Staff	128.1	411.1	521.3	625.3	353.7	11.3
Police Officers	33.0	723.0	1262.1	1005.9	51.0	0.0
Force (Officers & Staff)	161.1	1134.1	1783.4	1631.2	404.7	11.3

Ethnicity	White	BME	Other (Not Stated/Prefer not to say)
Affected Group	46.5	2.0	8.3
Police Staff	1692.4	23.0	335.4
Police Officers	2567.6	38.7	468.7
Force (Officers & Staff)	4260	61.7	804.1

Additional data and information has been reviewed to ensure that inequality has been breached.

Staffing Profile post selection process and entering into 90 day notice period on 1st August 2014

All Stations	Male 21	Female 14
Supervisors	Male 2	Female 1
All Stations Part time	Male 5	Female 4

VR and Deferred VR data is in the Risk Assessment Spreadsheet as part of the initial VR and deferred VR process. As a result of the interview process and those who were unsuccessful and did not secure a post the following data applies

8 accepted VR (who had applied for VR but were not successful prior to interview)

5 Males, 3 Females

5 would have been made compulsory redundant

3 Males 2 Females

During the 90 day at risk stage up to 31st October of the 5 at risk of Compulsory Redundancy, 1 found a post outside of the organisation and resigned (male). 2 were successfully redeployed to other posts in force (both male) (1 in Cornwall, 1 in Devon). 1 was redeployed to another PEO role following a part time application from another PEO (female). 1 was offered two redeployment posts but declined them both and has now left on CR following an appeal of the process (not upheld) (female).

Of the 5 at risk of CR, 4 were part time and 1 full time.

The interview process was determined by a top down interview score and the individuals preference of location (as determined by them in a preference exercise earlier in the process). The slotting was overseen throughout by TU representatives present, and the process was previously agreed during the 45 day formal consultation process with the TU's. There was one appeal against the outcome and process (female) which was independently reviewed (C/Supt) but the appeal was not upheld.

Do you require further information to gauge the probability and / or extent of any adverse impact on protected groups?

YES

If **No**, please go onto the next section.

If **Yes**, please explain how you will fill any evidence gaps. Be specific – outline how you will collate evidence, the time frames and responsibilities for doing so.

Results of consultation & demographic data both internal and external;

Consultation was with key stakeholders, external and internal, as outlined in the stakeholder plan. External stakeholders included liaison with the Courts and letters to Chief Executives, Mayors, MPs, LCJB, Prisons, and other business leaders inviting discussion and exploration of opportunities to deliver business in different ways. Communication with the 3 x Partnership Superintendents to move forward with responses from those letters. There was also a media strategy and press releases at certain key points.

Information and results from the recent public consultation relating to the future location of the Exeter Front Office was considered and factored into the final business plan. Extensive public consultation was undertaken as part of the 2010/11 SEO Review and an early decision was taken not to conduct further public consultation primarily because the demographics of the force area have not altered since then. The data from the initial review was considered and factored into the final business case.

Full consultation with the public's elected representative, the Police and Crime Commissioner was held along with members of his office. Feedback was received and support given for the final business model.

There have been no significant changes to the demographic and infrastructure of the force areas since 2010/11, even allowing for the extensive development of the new housing area outside of Exeter. No new major arterial routes have been built or significant industry developed in the region to alter overall demographics.

In spite of these slight population increase we know from the data that footfall into front offices has fallen between 15% and 40% in the last 3 years.

Ofcom data states that in 2013 94% of the population own and use a mobile phone with 75% of people also having broadband. A force survey in 2013 showed that almost 85% of people prefer to contact the police by telephone, a growth of almost 25% since 2010 compared to less than 10% who would attend a police station.

Which communities and groups will need to be consulted or involved in the development of the project?

Use of the force website increased by 63% between 2012 and 2013. A growth in the use of Facebook and Twitter accounts is accessing younger members of society and predicted to grow further.

Equality and Diversity representatives have been consulted to ensure that the needs of all communities are understood and considered as part of the review. In 2011 the Chair of the Disability Advisory Group was visited and did not object to the proposals and a few suggestions to ensure accessibility for people with disabilities were then considered (such as the height of the wallphones and SMS texting) and implemented. The blue wallphones non-emergency 101 button will be upgraded to a 'priority status' within the Force Enquiry Centre. The Trades Unions and Employee Relations have been consulted and engaged with throughout the lifetime of the review.

Step 3 Equality Analysis

Assessing the impact for different groups

Please provide details

- *What are the main findings from your involvement and consultation and do they demonstrate problems that need to be addressed?*

The public have demonstrated a reducing requirement to visit a front office as a preferred method of engaging with the police. Technology provides other methods which are growing in use and popularity. Reasons to attend a police stations are also diminishing with more tasks and services now available on line, through the post or no longer required. The force has implemented an appointments system so that those who are unable to visit a police station can be visited at their home or place of work for non-urgent police matters.

- *Could the project affect different groups disproportionately?*

If attendance at a front office is preferred or required then some people may be required to travel further distances with more front offices closing. As a result of the previous review in 2010 where 36 front offices closed, the anticipated increase in footfall at those front offices that remained was not seen. In fact, demand has continued to fall between 15% to 40% with many PEOs and front offices showing low demand This was supported by the footfall survey conducted over a two week period in March 2014.

The increased distance to travel could affect those on limited income or without a means of transport who rely on public transport. A consideration of the Review was the location and accessibility of the remaining front office locations, and all are within the boundaries of cities or towns, or on major arterial routes and provide the best access available within the control of the police service.

- *Is there evidence of higher or lower participation, or uptake by different groups?*

Historically engagement and contact with the police and reporting of crimes and incidents has been low – only 5.3% of front office work is the public reporting crime, incidents and intelligence from all groups. We know this is particularly from the LGBT community, those living with learning disabilities and those from the deaf and hard of hearing communities. There are no intended changes to the working practices, tasks and purpose of PEOs so there should not be any discernable change in the participation from different groups.

- *Could the project outcomes differ for different protected groups?*

The outcome of the review may differ for individuals, dependent on their own personal circumstances, ie access to public transport, use of own vehicle, access to alternative means of communications but as a protected group, no one characteristic should be affected differently. Front Office provision remains unchanged, with the exception of being provided in fewer locations. We are able to offer appointments for anyone who needs to see a police officer or PCSO about a policing matter. Those living with disability, learning or sensory

conditions and those whose first language is not English, suggest, through research that face to face contact provides a better experience for those living with disability. Mystery shopping exercised delivered in partnership with Equality and Diversity are planned for late November to test the service we are providing.

- *Is there any evidence that any part of the proposed project could discriminate unlawfully, directly or indirectly, against people from some protected groups?*

There is no evidence to suggest so.

- *Are there are other changes / initiatives planned that may need to be considered alongside this project? If so you need to consider the cumulative effect of these changes for different groups.*

The Policing the Demand Project which incorporates the Contact Strategy and Deployment Strategy will need to be considered as they develop to ensure any cumulative effect is recognised and understood and where necessary mitigated. The function of the Partnership Superintendents to deliver services differently in the future will also need to consider issues such as accessibility and inclusivity.

An upgrade to the force website will provide improved accessibility to host more on-line, self serve opportunities in the Autumn of 2014.

The local Inspectors have developed detailed engagement plans which are on the force website. Whilst the purpose of the front offices is not for 'engagement' per se it is recognised that the closure of a further 12 front offices could be seen as 'withdrawing from communities.' The engagement plans ensure our officers and staff will continue to go out into communities and are visible and accessible.

- *Do the project proposals include lawful positive action or other methods to address particular needs that should be retained?*

No

- *Do the project proposals identify potential opportunities to promote equality and ensure equitable outcomes for different communities and groups?*

A review of the FAQs on the Force website to ensured information and accessibility is equitable. A review to ensure that stations' signage, accessibility, lighting and corporate messages in a standard format is underway to coincide with the conclusion of the review.

Assessing the impact for different groups

What can you do to maximise opportunities to further promote equality and ensure equitable outcomes for different communities and groups?

Please provide details: ensure that our services are accessible through appropriate and preferred means for members of the public from a protected group. The PEO service is not changing, it's being rationalised to ensure we can maintain visible and front line services within the current and future financial constraints

**What is the outcome of the Equality Impact Assessment?
(Choose ONE option)**

No major change – the EIA demonstrates that the project plan is robust. The evidence shows no potential for discrimination and opportunities to promote equality have been identified and implemented.	Yes
Adjust the project proposals plan to remove barriers or to better promote equality.	No
Continue the project despite potential for adverse impact or missed opportunities to promote equality.	No
The EIA identified actual or potential unlawful discrimination.	No
Changes have been made to the project to remove any unlawful discrimination.	No
The proposals are deemed 'business critical'. Legal advice has been sought and objective justification for the proposals are attached.	No

Action Plans

Please set out details of Action Plans that will be carried out to reduce the adverse impacts that have been identified during the assessment.

Action	Owner	Due Date	Outcome
Issues and Actions outlined in supporting EIA Risk Assessment Spreadsheet.			

Step 4 Monitoring, Evaluation & Review

Monitoring and Review

Please provide details of how the actual impact of the project will be monitored?

When will this EIA be reviewed?

(If not within a year please provide reasons)

Date: November 2015

Step 5 Approval & Publication

Approved by Equality & Diversity Department

Date: 3rd and 6th November 2014

Name: Simon Hill

Approved by Project Lead / SRO

Date: T/Ch Supt Emma Webber/ ACC Paul Netherton

Step 6 Monitoring & Reviewing the Action Plan

Review of EIA - Update / Observations / Changes

Please provide details:

Approved by Equality & Diversity Department

Name:

Date:

Approved by Project Lead

Name:

Date:

Date of Next Review

(If no further review required please provide reasons)

Date:

Step 7 Version Control

Version	Date	Details of the version
1.1	6/5/14	Initial Screening completed for presentation to COG 8/5/14
1.2	27/06/14	Draft Full EIA
1.2.1	03/11/14	Revised Draft following end of project
1.2.2	06/11/14	Final Copy

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'Safer Together'

Medium Term Financial Strategy 2014-15 to 2017-18

Annual Budget 2014-15



Devon & Cornwall Police
Building safer communities together



PCC
Office of the Police
and Crime Commissioner
Devon and Cornwall

The Medium Term Financial Strategy : 2014-15 to 2017-18

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* All documents indicated were presented to the Police and Crime Panel on the 8 February 2014.

At that meeting, having considered the evidence presented to them, the Panel agreed the 1.99% increase in the precept proposed.

Following this approval, the Police and Crime Commissioner decided to increase the precept by 1.99%. This is recorded as decision number: 23 – 10/2/2014 in the Office of the Police and Crime Commissioner decision log.

Police and Crime Plan 2014-2017

Relationship between the Medium Term Financial Strategy and the Police and Crime Plan

The Police and Crime Commissioner (PCC) has a statutory duty to produce a Police and Crime Plan. The Plan must set out the priorities for policing and community safety in Devon, Cornwall and the Isles of Scilly along with the resources that will be provided to the Chief Constable and others in order to meet those objectives. The Plan must be kept under regular review to ensure it remains appropriate to the needs of local people, the police and partners. The Plan is subject to scrutiny by the Police and Crime Panel.

The Police and Crime Plan can be found at <http://www.devonandcornwall&pcc.gov.uk/Document&Library/Police&and&Crime&Plan>

The Medium Term Financial Strategy is created to support delivery of the Police and Crime Plan. It sets out both the funding available and the forecast spending required to deliver the Plan priorities.

Police and Crime Plan

The Police and Crime Plan has been refreshed to provide a sharper focus and clearer action and delivery mechanisms. The new Plan reflects the experience gained during the first year of operation, takes account of the feedback received throughout the year and addresses emerging threats and challenges.

The overarching vision of the Police and Crime Plan remains to make people safer and reduce crime. This is placed at the forefront of an ambitious programme of work based upon strengthening partnerships and improving joint working arrangements whilst addressing the need to make substantial financial savings. The Plan also acknowledges the significant changes that will be seen in coming years, such as the responsibility upon the PCC for providing victims services, and the major reforms to offender rehabilitation arrangements.

The Plan provides a greater focus on priorities and activities. It clearly sets out what actions the PCC, Chief Constable and partners are expected to take and how they will be held to account.

The Police and Crime Plan priorities for 2014-2017

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

- Keep police officer numbers above 3000.
- Keep crime levels low by focusing on prevention and on reducing reoffending.
- Support crime reduction activities by commissioning services through CSPs and directly from Youth Offending Teams and Sexual Assault Referral Centres as well as by providing funds directly through my PCC Small Grants Scheme.

- 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.
- Respond to the needs of the community by reviewing the 101 non-emergency service in 2014 and to then drive forward any required improvements to better meet the needs of callers.

To reduce the crime and harm caused by the misuse of alcohol

- Champion a more responsible approach to alcohol across the peninsula and seek a shift in cultural attitudes towards crime and antisocial behaviour that is fuelled by excessive drinking.
- Campaign for a more responsible approach from retailers to help reduce the harm and crime caused by alcohol.
- Raise awareness and improve education about the harm caused by alcohol, in particular to raise awareness amongst young people and parents.
- Highlight and promote best practice in tackling alcohol related crime and antisocial behavior.

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

- Work with the Chief Constable to develop a vision for how we will deliver a balanced budget by the end of 2017/18 with £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.
- Actively explore the scope for collaboration with Dorset Police through a potential Strategic Alliance.
- Carry out a full strategic review of the following issues to inform that Financial Roadmap.
- Campaign for a greater share of Proceeds of Crime Act funds to be allocated to police rather than be retained by central government.

To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society

- Influence and shape the upcoming reforms to rehabilitation services to ensure they reflect local needs and strengthen efforts to keep our area safe.
- Advocate the importance of a victim focused CJS 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.
- Support efforts to prevent reoffending by young people, by encouraging the appropriate use of non court actions and mechanisms like restorative justice for first time offenders.

To deliver a high quality victim support service across our area

- Provide 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 my commissioning process and directly through my funding of Sexual Assault Referral Centres and my PCC Small Grants Scheme.

To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer

- 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.
- Require 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 and how to make the most of volunteering.

Delivery and accountability

The Police and Crime Plan will be delivered by the PCC with close co-operation from the Chief Constable and partners taken forward through shared action plans and joint projects.

Each priority will be delivered by a joint OPCC and Force delivery board reporting to the Joint Management Board or to the Performance and Accountability Board. Regular progress reports will be published on the OPCC website.

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

Summary of Funding Changes and Calculation of Council Tax Requirement

	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
Council Tax Increase	2.00%	1.99%	2.00%	2.00%	2.00%
Gross Annual Expenditure	294,007	293,154	289,667	290,793	287,931
Appropriation to/(from) reserves	4,251	- 530	72	(6,301)	(8,221)
Gross Budget Requirement	298,258	292,624	289,739	284,492	279,710
Funding before Council Tax					
Formula Funding	(182,972)	(175,782)	(169,757)	(163,572)	(156,340)
Home Office Grants now included in formula funding	(1,604)	0	0	0	0
	(184,576)	(175,782)	(169,757)	(163,572)	(156,340)
Percentage change in formula funding		-4.8%	-3.4%	-3.6%	-4.4%
Council Tax Benefit Grant	(13,075)	0	0	0	0
Council Tax Freeze Grant 2011-12	(2,392)	0	0	0	0
Legacy Council Tax Grants	0	(15,461)	(15,461)	(15,461)	(15,461)
Other Central Government Grants	(1,618)	(2,342)	(3,607)	(2,385)	(2,385)
Total Central Government Funding	(201,661)	(193,585)	(188,825)	(181,418)	(174,186)
Percentage change in central government funding		-4.0%	-2.5%	-3.9%	-4.0%
Surplus on Council Tax Collection F	(845)	(1,079)	(300)	(200)	(200)
Other income	(6,504)	(5,791)	(6,134)	(6,022)	(6,039)
Total Funding before Council Tax	(209,010)	(200,455)	(195,259)	(187,640)	(180,425)
Council Tax Requirement	89,248	92,169	94,480	96,852	99,285

	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
Gross Budget previous Year	298,258	292,624	289,739	284,492
Inflation	3,285	3,395	3,360	3,385
Pay Commitments	(382)	890	5,474	1,500
Non-Pay Commitments	2,292	535	374	480
Total Commitments	5,195	4,820	9,208	5,365
Revenue Costs Funded from Reserves	851	(4,292)	(710)	363
Changes in appropriations to funds and reserves	(4,781)	602	(6,373)	(1,920)
Changes in externally funded expenditure	542	1,265	(1,222)	0
	(3,388)	(2,425)	(8,305)	(1,557)
Gross Budget before Savings Requirement	300,065	295,019	290,642	288,300
Police Officers - turnover	(2,560)	(2,245)	(3,430)	(3,185)
Savings Plan 14-18 : Police officer reductions	(400)	(1,505)	(780)	(230)
Savings Plan 14-18 : Police staff reductions	(1,169)	(1,080)	(830)	0
Savings Plan 14-18 : Non pay savings	(3,312)	(450)	(600)	(85)
Savings Plan 14-18 : Unidentified Cuts	0	0	(510)	(5,090)
Total Savings Plan 14-18	(4,881)	(3,035)	(2,720)	(5,405)
Total Savings	(7,441)	(5,280)	(6,150)	(8,590)
Gross Budget Requirement	292,624	289,739	284,492	279,710
Deduct specific grant and other income	(8,133)	(9,741)	(8,407)	(8,424)
Net Budget Requirement	284,491	279,998	276,085	271,286

Main Components of the Budget

	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
Chief Constable				
Force Budget Requirement	277,905	270,965	274,606	271,687
Office of Police and Crime Commissioner	1,802	1,825	1,849	1,873
Capital Financing				
Minimum Revenue Provision and interest payments	2,765	2,766	2,852	2,915
Interest Receipts	(325)	(392)	(545)	(678)
Support for collection of council tax	60	60	60	60
Commissioning and Partnership Working				
Commissioning Budget of the Police and Crime Commissioner	2,814	4,702	3,564	3,650
Net budget before contribution to/from Reserves	285,021	279,926	282,386	279,507
Contribution to/(from) Reserves	(530)	72	(6,301)	(8,221)
Total Budget	<u>284,491</u>	<u>279,998</u>	<u>276,085</u>	<u>271,286</u>

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Revenue Budget Movements

	SR 2013	<----- CSR 2014 ----->		
	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
Funding				
Police Grant	110,055	} 169,757	163,572	156,340
Formula Funding	65,727			
Legacy Council Tax Grants	15,461	15,461	15,461	15,461
Council Tax	92,169	94,480	96,852	99,285
Surplus on Collection Fund	1,079	300	200	200
Specific grant	2,342	3,607	2,385	2,385
Other Income	5,791	6,134	6,022	6,039
Total Funding	292,624	289,739	284,492	279,710
Council Tax Increase	1.99%	2.00%	2.00%	2.00%
Budget Requirement				
Base Budget Previous Year	298,258	292,624	289,739	284,492
External Funding Changes				
Gross expenditure and income adjustment	542	1,265	(1,222)	0
	542	1,265	(1,222)	0
Inflation				
Full-year effect pay awards	985	995	1,025	1,035
Provision for Pay and Price Increases	2,300	2,400	2,335	2,350
	3,285	3,395	3,360	3,385
Pay Commitments				
Increments	1,300	1,900	1,800	1,900
National Insurance (single state pension)	0	0	4,500	0
Change in LGPS Contribution Rate	(400)	0	0	0
Police Staff Pensions Actuarial Review	0	0	0	0
OPCC & Commissioning Growth Posts	295	0	0	0
Force Growth Posts	234	0	0	0
File Quality Assurance	160	(160)	0	0
Winsor 2 Changes	(1,330)	(450)	(426)	0
Rent & Housing Allowances / Competency Based Payments	(641)	(400)	(400)	(400)
	(382)	890	5,474	1,500
Non-Pay Commitments				
Interest Receipts	35	(67)	(153)	(133)
Interest Payments	15	1	86	63
Minimum Revenue Provision (based on planned capital expenditure)	16	0	0	0
Major Equipment Replacement	44	(184)	(144)	0
Support for council tax collection	38	0	0	0
Specials Recruitment	35	35	35	0
Home Office ICT charges	250	0	0	0
Partnership & Regional Initiatives	150	0	0	0
Forensic Medical Examiners Service	73	0	0	0
Injury Awards and Ill Health Retirements	360	0	0	0
Recruitment (13-14 trend)	106	0	0	0
Travel Costs (13-14 trend)	126	0	0	0
Job Evaluation	1,799	0	0	0
Other minor changes	95	0	0	0
Policing Plan - Cyber Crime	0	350	0	0
Policing Plan - Other Priorities / Initiatives	(850)	400	550	550
	2,292	535	374	480
Revenue Costs Funded from Reserves				
Core Programme revenue implementation costs	1,731	(3,343)	(245)	363
Job Evaluation revenue implementation costs	(779)	(1,337)	(120)	0
Additional Severance costs	0	0	0	0
Estates Development	(101)	388	(345)	0
Transition Fund	0	0	0	0
	851	(4,292)	(710)	363
Base Budget before Savings and Service Reviews	304,846	294,417	297,015	290,220

	SR 2013	<----- CSR 2014 ----->		
	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
Identified Budget Reductions and Savings				
Reduction in Police Officer Numbers ¹	(2,960)	(3,750)	(4,210)	(3,415)
Reduction in Police Staff Numbers ²	(1,169)	(1,080)	(830)	0
Non-Pay Budget Reductions ³	(3,312)	(450)	(600)	(85)
	<u>(7,441)</u>	<u>(5,280)</u>	<u>(5,640)</u>	<u>(3,500)</u>
Unidentified Budget Cuts ⁴	0	0	(510)	(5,090)
Total Net Savings	<u>(7,441)</u>	<u>(5,280)</u>	<u>(6,150)</u>	<u>(8,590)</u>
Changes in appropriations to funds and reserves ⁵				
Workforce Modernisation Reserve	(1,520)	1,337	120	0
Capital Financing Reserve	250	(250)	0	0
Estates Development Reserve	101	(388)	345	0
Programme & Projects Reserve	(1,731)	3,343	245	(363)
Revenue Smoothing Fund	(1,881)	(3,440)	(7,083)	(1,557)
	<u>(4,781)</u>	<u>602</u>	<u>(6,373)</u>	<u>(1,920)</u>
Gross Budget Requirement	<u>292,624</u>	<u>289,739</u>	<u>284,492</u>	<u>279,710</u>
External Income and Specific Grants	<u>(8,133)</u>	<u>(9,741)</u>	<u>(8,407)</u>	<u>(8,424)</u>
Net Budget Requirement	<u>284,491</u>	<u>279,998</u>	<u>276,085</u>	<u>271,286</u>
Savings Plan 2014-18				
<i>1. Reduction in Police Officer Numbers / Rank Profile / WFP Profile</i>				
Turnover	(2,560)	(2,245)	(3,430)	(3,185)
Reduction in Numbers		(505)	(780)	(230)
Further reduction in numbers	(400)	(1,000)		
<i>2. Reduction in Police Staff Numbers</i>				
Vacancy Disestablishment (Natural Wastage)	365			
PCSO Recruitment Profile	(850)			
PCSO Recruitment Profile further adjustment	(183)		0	0
Savings from Targeted Police Staff Reviews	(501)	(1,080)	(830)	
<i>3. Non-Pay Budget Reductions</i>				
ICT Budget Savings	(557)			
Vehicle / Travel Reductions	(97)			
National Aviation Service (NPAS)	(95)			
Estates Strategy	(390)	(200)	(200)	
Procurement - General	(300)			
ICT FM Contract	(150)	(250)	(400)	
Forensics	(258)			
Interpreters	(100)			
Equipment	(100)			
Major Operations Contingency	(420)			
Other Locally Managed Budgets (14-15 budget build)	(845)			(85)
Total Identified Savings	<u>(7,441)</u>	<u>(5,280)</u>	<u>(5,640)</u>	<u>(3,500)</u>
<i>4. Unidentified Budget Cuts</i>				
Further budget cuts to be identified			(510)	(5,090)
Total Savings Plan	<u>(7,441)</u>	<u>(5,280)</u>	<u>(6,150)</u>	<u>(8,590)</u>
5. Use of Reserves - See Detailed Analysis				
Workforce Modernisation Reserve	(1,457)	(120)	0	0
Capital Financing Reserve	500	250	250	250
Estates Development Reserve	43	(345)	0	0
Programme & Projects Reserve	(3,225)	118	363	0
	<u>(4,139)</u>	<u>(97)</u>	<u>613</u>	<u>250</u>
Revenue Smoothing Fund	3,609	169	(6,914)	(8,471)
Total Use of Reserves	<u>(530)</u>	<u>72</u>	<u>(6,301)</u>	<u>(8,221)</u>
Smoothing Fund Balance	26,574	26,743	19,829	11,358

Cost Type	Key Budgets (strategic tier 1)		Budget Metrics (Number or price)	2014-15 Budget £000
Police Officer costs	Police Officer pay and oncosts - Existing Posts	*	2,908	149,472
	Police Officer pay and oncosts - New Recruits	*	132	0
	Police Officer pay and oncosts - Allowances			6,176
	Police Officer pay and oncosts - operational overtime	**	8	3,286
Police Staff costs	PCSO pay, allowances and oncosts	*	360	11,048
	Police Staff pay, allowances and oncosts	*	1,763	58,826
	Turnover allowance & vacancy savings	*	-60	-1,500
	Police Staff overtime			767
Change	Severance costs			0
Training	Training			1,164
Operational	Major Operations including police officer overtime			1,000
Premises	Premises			12,368
Contract based	ICT FM Contract - ICT Costs			10,923
	Programme and Projects			4,483
	Forensics and Scientific Equipment			1,686
	Outsourced Services			2,950
Transport	Vehicles and Travel			2,491
	Fuel	***	£1.38	3,069
Legal	Legal			890
Contributions	Regional Collaboration and National Contributions			3,108
Pensions	Injury Awards and Ill Health Retirement	****	15	2,398
Other Costs	All other budget costs			10,370
Income	Specific Grants			-1,800
	Income			-5,270
Force Revenue Budget 2014-15				277,905

*FTE (Full Time Equivalent) **No. of Bank Holidays *** Price of Diesel per litre **** No. Of Ill Health Retirements

Cost Type	Key Budgets (strategic tier 1)	Budget Metrics (Number or price)	2014-15 Budget £000
Non-Operational Budgets	Office of the Police and Crime Commissioner		1,862
	Capital Financing and Treasury Management	0.6% return	2,440
	Commissioning and Partnership Working - Allocations		3,215
	Commissioning and Partnership Working - Management		141
	Commissioning and Partnership Working - Specific Grants		-542
	Contributions to / from Reserves		-530
Total Revenue Budget 2014-15			284,491

Medium Term Financial Strategy 2014-15 -Income

Income Category	Budget
Operational income	2014-15
	£
Sale of Police Services/Goods	- 3,229,000
Firearms Licences	- 237,000
Reimbursements from Public Bodies	- 480,000
Other Police Chargeable Services	- 800,000
Local Grants and Partnership contributions	- 524,000
Tier 1 sub total	- 5,270,000
Mutual Aid	- 220,000
Other income (included in ICT/Transport/Major Ops/Premises)	- 301,000
Total	- 5,791,000

Staffing Analysis (FTE)

Police Officers :	31st March 2014		3,090
	- Planned Changes 2014-15	(50)	
	- Planned Changes 2015-16	(20)	
	- Planned Changes 2016-17	(10)	
	- Planned Changes 2017-18	<u>0</u>	
			(80)
	31st March 2018		<u><u>3,010</u></u>
PCSO's :	31st March 2014 (including 4 externally funded)		384
	- Planned Changes 2014-15	(24)	
	- Planned Changes 2015-16	0	
	- Planned Changes 2016-17	0	
	- Planned Changes 2017-18	<u>0</u>	
			(24)
	31st March 2018		<u><u>360</u></u>
Police Staff :		Force	PCC
	31st March 2014	1,774	26 *
	- Planned Changes 2014-15	(37)	0
	- Planned Changes 2015-16	(44)	0
	- Planned Changes 2016-17	(16)	0
	- Planned Changes 2017-18	0	0
	31st March 2018	<u><u>1,677</u></u>	<u><u>26</u></u>

* Includes PCC and 25 staff within the Office of the Police and Crime Commissioner

	Force	PCC
	£000	£000
Counter Terrorism (final confirmation outstanding)	1,480	
Victim Support and Restorative Justice		542
Proceeds of Crime Act	320	
	<u><u>1,800</u></u>	<u><u>542</u></u>

Balances, Reserves & Provisions

Forecast	2014-15				2015-16				2016-17				2017-18			
	In-Year Movement Revenue	In-Year Movement Capital	Closing Balance	£000	In-Year Movement Revenue	In-Year Movement Capital	Closing Balance	£000	In-Year Movement Revenue	In-Year Movement Capital	Closing Balance	£000	In-Year Movement Revenue	In-Year Movement Capital	Closing Balance	£000
General Balances	0	0	6,198	0	0	6,198	0	0	6,198	0	0	6,198	0	0	6,198	0
General reserves:																
Programmes & Projects Reserve	(3,225)	0	1,963	118	0	2,081	363	0	2,444	0	0	2,444	0	0	2,444	0
Estates Development Reserve	43	0	565	(345)	0	220	0	0	220	0	0	220	0	0	220	0
Capital Financing Reserve	500	(2,626)	4,838	250	(3,126)	1,962	250	(1,683)	529	250	(721)	58	250	(721)	58	250
Workforce Modernisation Reserve	(1,457)	0	6,370	(120)	0	6,250	0	0	6,250	0	0	6,250	0	0	6,250	0
Remuneration Reserve	0	0	2,876	0	0	2,876	0	0	2,876	0	0	2,876	0	0	2,876	0
Police Officer Ill Health	0	0	500	0	0	500	0	0	500	0	0	500	0	0	500	0
Major Operations Reserve	0	0	2,376	0	0	2,376	0	0	2,376	0	0	2,376	0	0	2,376	0
Budget Management Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Smoothing Fund	3,609	0	26,574	169	0	26,743	(6,914)	0	19,829	(8,471)	0	11,358	(8,471)	0	11,358	0
Sub-total - general reserves	(530)	(2,626)	46,062	72	(3,126)	43,008	(6,301)	(1,683)	35,024	(8,221)	(721)	26,082	(8,221)	(721)	26,082	(8,221)
Specific Capital Reserves / Grants:																
Capital Grant	0	(1,199)	0	0	1,059	1,059	0	(10)	1,049	0	(436)	613	0	(436)	613	0
Capital Receipts	0	1,182	3,861	0	(1,226)	2,635	0	(720)	1,915	0	0	1,915	0	0	1,915	0
Sub-total - specific reserves	0	(17)	3,861	0	(167)	3,694	0	(730)	2,964	0	(436)	2,528	0	(436)	2,528	0
Total - Reserves	(530)	(2,643)	49,923	72	(3,293)	46,702	(6,301)	(2,413)	37,988	(8,221)	(1,157)	28,610	(8,221)	(1,157)	28,610	(8,221)
Provisions																
Insurance	0	0	1,408	0	0	1,408	0	0	1,408	0	0	1,408	0	0	1,408	0
Remuneration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total - Provisions	0	0	1,408	0	0	1,408	0	0	1,408	0	0	1,408	0	0	1,408	0
Total Balances, Reserves & Provision	(530)	(2,643)	57,529	72	(3,293)	54,308	(6,301)	(2,413)	45,594	(8,221)	(1,157)	36,216	(8,221)	(1,157)	36,216	(8,221)

The Police and Crime Commissioner holds specific earmarked reserves set aside to meet planned, exceptional and unpredictable costs (as set out in the Balances, Reserves and Provisions table on page 24-28) . The costs set out below indicate the potential risk of drawing on general balances once the annual revenue budget 2014-15 and earmarked reserves are exhausted. It is not a prediction of potential overspending on the revenue budget in 2014-15, the reason for this is that the risk of spending less than the budget has not been included. This sensitivity analysis show that the potential risk assessed impact on general balance is less than the General Balances available of £6.198m

	Uncertainty	Cause	Basis of calculation	Financial Risk Mitigation	Assessed Impact * 2014/15 £000
JR004	Pay award 2013/14	Employer not able to agree 1% pay award for Sept 2014 onwards	Pay award agreed at 2% which is closer to forecast of CPI		266
JR004	Inflation and other budget pressures	Non pay inflation varies from OBR forecast and plan to absorb inflation buy cutting real term budgets cannot be sustained	Inflation and other pressures on non-pay budget lines	Costs are absorbed and real terms budget reductions are accepted.	279
N/A	Major Operations	Is the Major Operations reserve sufficient to fund a number of major operations?	Reserve stands at £2.4m which is 2.4 times the annual budget and is close to the Home Office threshold. The force would expect the Home Office scheme to meet costs above the reserve level. A number of smaller incidents could have an impact	Major operations reserve and access to Home Scheme to cover exceptional costs	200
JR021/JR001	Service changes cannot be made within approved timescales (police staff reviews)	Due to complexity of interlinking initiatives and the need to maintain service provisions Force unable to deliver police staff savings contained within MTFs	Twenty percent variation on staff turnover and three month delay in delivery of staff reductions		122
JR004	Police Officer wastage	Budget assumption that police officers will retire at the earliest opportunity, plus fixed recruitment points means a financial risk occurs if retirement patterns vary from the assumption	Number of officer retiring at earliest opportunity reduces from 90% to 70%	Budget profile reflects existing retirement pattern	124
JR004	Job Evaluation costs are higher then forecast	Estimate of impact of job evaluation less than actual impact	Cost exceeds monies set aside in Workforce Modernisation Reserve		133
JR021/JR001	Service changes cannot be made within approved timescales and budgets (Force Programme)	Force unable to deliver change management and ICT developments within resources available	Variation in costs to be met from Programme and Projects Reserves	Programme and Projects Reserve	0
N/A	ICT FM Contract	Changeover costs of FM contract exceed budget provision	Changeover and other costs cause 10% overspend on budget		30
N/A	OPCC Capacity and Capability	OPCC unable to deliver Police and Crime Plan within resources available	Temporary requirement for funding pending realignment of resources to meet plan		25
JR013	Legal Challenge	Legal costs and claims increase due to factors outside the Force/OPCC control	Potential impact of increase in insurance deductible and acceleration in current trend in claim costs. Excludes impact of A19 litigation	Careful management of claims and better risk management throughout the organisation.	250
N/A	Investments returns	Inaccurate forecasting of investment returns leads to receipts being less than forecast	Returns 20% lower than forecast in 2014-15	Forecasts based on independent advisers forecast rates	7
N/A	Timing of capital receipts	Slippage of capital receipts leads to reduced capital programme	Slippage on receipts delays rationalisation programme- leading to lower savings on ongoing running costs of 50% per annum - no impact until 2015-16	Balance on capital receipts reserve allows for some slippage on receipts	0
N/A	Ability of level of reserves to support internal borrowing	Increased cost of borrowing if capacity for internal borrowing reduced	£9m internal borrowing substituted for external borrowing 5 year maturity	Careful modelling of cash flow	50
					1486

*assessed impact is based on a quantification of the total financial risk and likelihood assessment

Commissioning and Partnership Working

Area	Devon	Cornwall	Plymouth	Torbay	IOS	Other	Totals
	£	£	£	£	£	£	£
Community Safety Partnerships	583,000	468,000	426,000	210,000	17,000	0	1,704,000
Youth Offending Teams			(to be allocated)			549,000	549,000
Safeguarding Children Boards			(to be allocated)			58,000	58,000
Safeguarding Adults Boards			(to be allocated)			20,000	20,000
Safeguarding Project	5,000	5,000	5,000	5,000	0	0	20,000
Victim Support			(centralised allocation)			357,000	357,000
Restorative Justice	20,000	20,000	20,000	20,000	0	105,000	185,000
Sexual Assault referral Centres (SARCs):			(centralised allocation)			200,000	200,000
Unallocated:						122,000	122,000
Total Allocations	608,000	493,000	451,000	235,000	17,000	1,411,000	3,215,000
Staffing costs of commissioning and working							141,000
Gross Budget							3,356,000
Less Specific Grant							-542,000
Net Budget							2,814,000

Tax base, collection variations and precepts					
	Tax Base declared by Councils	Total Precept payable by Councils £	Surplus (Deficit) on collection £	Amount due from Councils £	% share payable by Councils
East Devon	54,047.00	£8,980,449.52	£0.00	£8,980,449.52	9.63%
Exeter	34,344.00	£5,706,599.04	£27,437.00	£5,734,036.04	6.15%
Mid Devon	26,996.05	£4,485,663.67	£55,028.00	£4,540,691.67	4.87%
North Devon	31,543.02	£5,241,188.20	-£7,300.94	£5,233,887.26	5.61%
Plymouth	67,066.00	£11,143,686.56	£194,763.00	£11,338,449.56	12.16%
South Hams	36,250.26	£6,023,343.20	£53,000.00	£6,076,343.20	6.52%
Teignbridge	44,548.00	£7,402,095.68	£0.00	£7,402,095.68	7.94%
Torbay	41,713.28	£6,931,078.60	£89,957.00	£7,021,035.60	7.53%
Torrige	21,778.03	£3,618,637.46	£44,207.00	£3,662,844.46	3.93%
West Devon	19,185.50	£3,187,862.68	£0.00	£3,187,862.68	3.42%
Cornwall	175,908.63	£29,228,977.96	£609,000.00	£29,837,977.96	32.00%
Isles of Scilly	1,319.10	£219,181.66	£13,000.00	£232,181.66	0.25%
	<u>554,698.87</u>	<u>£92,168,764.23</u>	<u>£1,079,091.06</u>	<u>£93,247,855.29</u>	<u>100.0%</u>

Police element of Council Tax due for each Property Valuation Band						
Valuation band	Government multiplier		Council Tax by band		Increase per week	%
	Ratio		2014-15	2013-14		
A	6 / 9	0.667	£110.77	£108.61	+ 4.2 p	} 1.99%
B	7 / 9	0.778	£129.24	£126.72	+ 4.8 p	
C	8 / 9	0.889	£147.70	£144.82	+ 5.5 p	
D	1	1.000	£166.16	£162.92	+ 6.2 p	
E	11 / 9	1.222	£203.08	£199.12	+ 7.6 p	
F	13 / 9	1.444	£240.01	£235.33	+ 9.0 p	
G	15 / 9	1.667	£276.93	£271.53	+ 10.4 p	
H	18 / 9	2.000	£332.32	£325.84	+ 12.5 p	

Calculation of relevant basic amount of Council Tax			
Council Tax Requirement	£		Band D Council Tax
	92,168,764.23	=	£166.16
Tax Base	<u>554,698.87</u>		

Four Year Capital Programme 2013-14 to 2016-17

Introduction

1. The capital programme reflects the investment priorities of the Force and the Police and Crime Commissioner. It is constrained by the capital finance available and the overriding factors are:
 - the availability of revenue funding to meet the ongoing costs of borrowing;
 - the availability of capital receipts from the disposal of surplus property to fund the Exeter Criminal Justice Centre and HQ rationalisation Programme and the Force-wide estates rationalisation programme;
 - and the availability of capital grant and revenue reserves to fund the vehicle replacement programme, the capital spending relating to the Force Programme and replacement of ICT infrastructure.

Resources Available to Fund to Capital Programme

2. The policy of the Police and Crime Commissioner is to fund the estates programme from either capital receipts that arise from the disposal of property assets or from borrowing. In 2014-15 and 2015-16 the estates rationalisation programme and the Exeter Criminal Justice Centre make up the bulk of the estates programme and these works are funded from capital receipts. From 2016-17 the current estate rationalisation comes to an end and it will be necessary for the PCC to borrow to fund the refurbishment schemes planned for 2016-17 and 2017-18.
3. Short life assets are funded from Home Office capital grant or the capital financing reserve.
4. The resources available to fund the capital programme over the next 4 years are set out in table 1.

Table 1

	Capital Financing Resources	As at 31 March 2014 £000	Additional Resources			
			2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
1	Planned Borrowing	N/A	1,955	0	700	1,400
2	Capital Financing Reserve	6,964	500	250	250	250
3	Capital Grant	1,199	2,870	2,870	2,870	2,870
4	Capital Receipts	2,679	2,885	18,545	8,000	0
5	Total Capital Resources	10,842	8,210	21,665	11,820	4,520

5. This programme was compiled before the planning decision with regard to the development of part of the Middlemoor site and the profile assumes that the receipt from the disposal of land to Morrisons will take place in 2015-16. This assumption will need to be revised following the success of the planning application (see paragraph 8 below).

Proposed Programme

6. The overall programme is summarised in Annex 1 and described in the detail below.

Property Schemes

7. The main elements of the property programme are summarised in the table 2.

Table 2

	Property Programme	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
	Capital Spending				
1	Exeter Criminal Justice Centre and related works	711	12,000	5,921	0
2	Estates rationalisation programme	201	3,016	2,799	0
3	Other estates projects	250	750	750	0
4	Refurbishment schemes	0	0	700	1,400
5	Sub total	1,162	15,766	10,170	1,400
6	Carry-forward from 2013-14	3,352			
7	Total Spending	4,514	15,766	10,170	1,400
	Financing				
8	Long-term borrowing	829	0	700	1,400
9	Temporary Borrowing	1,126	0	0	0
10	Revenue Reserves	856	950	750	0
11	Capital Receipts	1,703	14,816	8,720	0
12	Total Financing	4,514	15,766	10,170	1,400

8. The property programme is in line with the current Estates Strategy that was approved in February 2010.
9. **Exeter Criminal Justice Centre and related works** – this major project replaces the custody facilities currently provided at Heavitree Road Police Station in Exeter with a new custody and criminal justice facility on the Middlemoor site. It is funded by the disposal of a portion of the Middlemoor site and a conditional contract for the sale of 8 acres of the land to Morrisons Plc has been obtained. The profile of capital receipts and expenditure reflects the capital programme presented to the Police and Crime Panel on 8 February which assumed receipt of the sale proceeds from the supermarket site in 2015-16. Approval of the planning application to develop the site on 20 January 2014, means that it is likely that the capital receipt will be received in 2014-15 and that the spend profile of the project can be brought forward to some degree.
10. Temporary borrowing is required to fund enabling works in advance of the receipt of the sale proceeds. The overall project includes the relocation of the Air Support Unit and the Devon Air Ambulance including the helicopters and landing facilities to Exeter Airport.

11. **Estates rationalisation programme** – this part of the programme aims to rationalise Force accommodation and reduce the overall footprint by 12% and at the same time reduce the running costs of the estate by £500,000 before the end of 2016. The programme is self funding as receipts from disposal of current property are used to fund the re-provision of more efficient accommodation. Details of the rationalisation projects and the properties that will be disposed of are listed at Annex 2.
12. Detailed business cases for the projects included in the Force-wide estates rationalisation programme, the Exeter Criminal Justice Centre programme and for the Plymouth Property Store will be presented to the Commissioner's Management Board for consideration once they have been completed.

Risk Factors within the Property Programme

13. The main risk factors with the property programme are as follows:

Realisation of the Capital Receipts

14. Of a total programme of £32m, £26m is funded from capital receipts from the disposal of property. This means that the programme is highly dependent on achieving the sale prices forecast for the various disposals.
15. Total forecast receipts are £32m of which almost £4m is needed to meet costs already incurred on the Middlemoor re-development project and £26m to fund the four year programme. This means that there is a balance of approximately £2m available receipts at the end of 2017-18. The receipts balance at the end of each financial year is shown row 24 of Annex 1.
16. The property programme and the disposal schedule will therefore require careful management and monitoring to ensure that commitments are not entered into that exceed the guaranteed receipts available. This is particularly the case for the new Exeter Criminal Justice Centre due to the size of the project in relation to the overall programme and the lack of alternative funding for this project. In order to ensure that the receipt from the sale of the land to Morrison's is properly applied to priority facilities and to ensure that the costs can be contained within the resources available the business case for this project will be thoroughly reviewed and updated in early 2014-15.

Changing requirements in relation to the Force's policing delivery model

17. It may be necessary to make changes to the programme to provide accommodation to fit the Force's integrated policing delivery model. It should be noted that the scope for changes is very limited without introducing additional borrowing at a cost to the revenue budget.

Information and Communication Technology

18. Information and Communication Technology comprises the programme to replace core ICT infra-structure as it comes to end of life and the programme to fund the capital elements of the Force Programme.
19. The ICT programme reflects the Force ICT roadmap and includes the rolling programme to replace Airwave handsets and replacement of the call handling system for the Force control rooms. Replacement of all equipment and infrastructure is on an end of life basis. It should be noted that there is no provision within the programme to achieve a “step change” in the use of ICT. For example, over the four year period of the programme changes in technology or working practices may indicate that the Force needs to move from its current mainly desk-top based provision to an alternative way of providing access to ICT. Making such a step change may or may not require significant additional capital resources depending on the level and timing of any change programme. As noted at paragraph 27 below these are not available within the current funding forecasts.
20. The capital programme provision for the Force Programme is on the basis of existing approved projects only plus some limited provision for new technology for investigation.
21. The Force has been successful with three bids to the Home Office Innovation Fund. Two of the projects are collaborative bids that have been led by other South West Forces and the remaining bid is a Devon and Cornwall only project. The capital expenditure arising from these projects is not clear at this point. Approval will be sought to increase the capital programme once the full details are available.

Table 3

	Information and Communication Technology Programme	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
	Capital Spending				
1	ICT Infrastructure Replacement	2,122	2,050	1,433	1,725
2	Force Programme	76	76		
3	New Technology for Investigation	50	50		
4	Carry forward from 2013-14	28			
5	Total Spending	2,276	2,176	1,433	1,725
4	Capital Grant	956			
5	Revenue Reserves	1,320	2,176	1,433	1,725
6	Total Financing	2,276	2,176	1,433	1,725

Vehicles and Workshops

22. In recent years, vehicle life before replacement has been extended in order to obtain better value for money. For 2014-15 onwards the mileage threshold for the replacement of all vehicles other than response vehicles will be extended from 130,000 to 150,000 miles in order to achieve further savings. This has been done after a review by the Head of Transport Services to ensure that the safety of vehicles will be maintained. This policy and the overall provision for vehicle replacement will need to be kept under review to ensure that operational requirement can be met.

Table 4

	Vehicle Replacement Programme and Workshop Equipment	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
	Capital Spending				
1	New capital spending	2,859	1,561	2,130	2,052
2	Carry forward from 2013-14	4			
3	Total Spending	2,863	1,561	2,130	2,052
4	Capital Grant	2,863	1,561	2,130	2,052
5	Total Financing	2,863	1,561	2,130	2,052

Equipment

23. Body armour has a life of between 5 and 10 years and the last major programme of replacement took place in 2009-10. Provision is contained within the programme for rolling replacement of body armour.
24. The Force strategy on roads policing links to the national strategy on policing the roads. This relies on effective ANPR technology and in order to keep abreast of national developments it is proposed that £450,000 is invested in ANPR technology in 2014-15.

Table 5

	Equipment	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
	Capital Spending				
1	Body Armour	250	250	250	250
2	ANPR	450			
3	Total Spending	700	250	250	250
4	Capital Grant	250			
5	Capital Financing Reserve	450			
6	Total Financing	700	250	250	250

Revenue Implications of the Proposed Programme

25. There are no significant additional capital financing implications from the above programme in 2014-15 and 2015-16. The new borrowing for the property programme in 2016-17 and 2017-18 is set to increase borrowing costs by approximately £60,000 in 2017-18 and there will be a similar level of increase in the costs of the minimum revenue provision in 2017-18. These increases have been reflected in the Medium Term Financial Strategy (MTFS).
26. The estates rationalisation programme is designed to reduce the revenue running costs of the building estate overall and these savings have been reflected in the MTFS.

As yet Unidentified Capital Requirements and Capital Investment beyond 2017-18

27. Part 3 of Annex 1 shows the balance of unapplied capital financing resources as at 31 March 2014 and for the four following years. As at 31 March 2014 available resources are forecast to be £10.8m, over the four year period of the capital programme this balance is used to fund the planned projects within the programme so that by 31 March 2017 the balance is £2.6m. Furthermore by 2017-18 additional capital resources received during the year (excluding borrowing) have reduced to £3.1m as shown in table 1.
28. The OPCC and the Force plan to undertake a financial road map project in 2014-15 to determine how to balance the revenue budget by 2017-18. Along with other objectives, this project will look at what investments may be required to facilitate the transformation in service provision that will be necessary to reduce costs whilst maintaining service delivery. This may include capital investment and no provision is included in the proposed programme to cover such investment. In addition, as noted at paragraph 18 the capital programme does not include provision for a step change in ICT provision if this is required.
29. In the light of the fact that unapplied capital reserves reduce to £2.6m by 31 March 2017 and potential need for further capital investment it is recommended that the Financial Roadmap project includes consideration of capital investment need and available capital resources as part of its overall budget considerations.

Capital Programme 2014-15 Onwards

	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total £000
1. Capital Expenditure					
1 Exeter Custody Project	711	12,000	5,921	0	18,632
2 Estates Rationalisation Programme	201	3,016	2,799		6,016
3 Other Estates Projects	250	750	1,450	1,400	3,850
4 Total Estates Programme	1,162	15,766	10,170	1,400	28,498
5 Vehicles Replacement Programme	2,859	1,561	2,130	2,052	8,602
6 ICT Infrastructure Replacement	2,122	2,050	1,433	1,725	7,330
7 Force Programme	126	126	0	0	252
8 Equipment Replacement	700	250	250	250	1,450
9 Total Short Life Assets	6,969	19,753	13,983	5,427	46,132
10 2013-14 Programme Bfwd	3,384				3,384
11 Total Programme	10,353	19,753	13,983	5,427	49,516
2. Capital Financing					
Receipt from Sale of Land at					
12 Middlemoor	0	12,000	5,921	0	17,921
13 Other Capital Receipts	1,703	2,816	2,799	0	7,318
14 Capital Grants	4,069	1,811	2,880	3,306	12,066
15 Capital Financing Reserve	2,626	3,126	1,683	721	8,156
16 Temporary Borrowing	1,126	0	0	0	1,126
17 Long Term Borrowing	829	0	700	1,400	2,929
18 Total Financing for current capital programme	10,353	19,753	13,983	5,427	49,516
Repay temporary borrowing with regard to the Exeter Criminal Justice Centre					
19		4,955			4,955
20 Total Financing Requirement	10,353	24,708	13,983	5,427	54,471
3. Financing Resources					
	Bal as at March 14 £000	Bal as at March 15 £000	Bal as at March 16 £000	Bal as at March 17 £000	Bal as at March 18 £000
21 Capital Receipts	2,679	3,861	2,635	1,915	1,915
22 Home Office Grant Unapplied	1,199	-	1,059	1,049	613
23 Capital Financing Reserve	6,964	4,838	1,962	529	58
24 Total Resources excluding borrowing	10,842	8,699	5,656	3,493	2,586

Estates Rationalisation Programme

New Start Projects	Year	Disposals	Year
Plymstock	2014-15		
New Truro Police Office	2014-15	Truro Police Station	2014-15
Hayle LPB	2014-15	Hayle Police Station (FH)	2014-15
Dartmouth LPB	2014-15	Dartmouth Police Station	2014-15
Braunton LPBase	2014-15	Braunton Police Station (FH)	2014-15
Axminster LPB	2014-15	Axminster Police Station (FH)	2014-15
Chudleigh LPB	2014-15	Chudleigh Police Station	2014-15
South Brent LPB	2014-15	South Brent Police Station	2014-15
St Blazey LPB	2014-15	St Blazey Police Station	2014-15
Torpoint LPB	2014-15	Torpoint Police Station	2014-15
		Teignmouth Shopfront (LH)*	2014-15
New Liskeard Police Station	2015-16		
Torrington LPB	2015-16	Torrington Police Station	2015-16
Budleigh Salterton LPB	2015-16		
Looe LPB	2015-16	Looe Police Station (FH)	2015-16
Saltash LPB	2015-16	Saltash Police Station (FH)	2015-16
Callington LPB	2015-16	Callington Police Station (FH)	2015-16
Wadebridge LPB	2016-17	Wadebridge Police Station	2016-17
Plympton LPB	2016-17	Plympton Police Station (LH)*	2015-16
New Exmouth Police Station	2016-17	Exmouth Police Station (FH)	2016-17
New Okehampton Police Station	2016-17	Okehampton Police Station (FH)	2016-17
Ifracombe LPB	2016-17	Ifracombe Police Station (FH)	2016-17
Helston LPB	2016-17	Helston Police Station (FH)	2016-17
Exeter Central LPB	2016-17	Rosemoor Court, Pynes Hill (LH)	2015-16
		Exeter Heavitree Rd Police Station	2016-17
St Ives LPB	2016-17	St Ives Police Station (FH)	2016-17
		St Andrews Court, Plymouth (LH) *	2016-17
		Plympton Alder Court (LH)*	2019-20

* These properties were replaced by schemes included in previous years programmes

Capital Expenditure & Prudential Indicators 2014-15

Capital Programme 2014-15 onwards

	2014-15	2015-16	2016-17	2017-18	Total
	£000	£000	£000	£000	£000
Total Programme	10,353	19,753	13,983	5,427	49,516
Financed by:					
Long Term Borrowing	829	-	700	1,400	2,929
Temporary Borrowing	1,126	-	-	-	1,126
Home Office Capital Grant	4,069	1,811	2,880	3,306	12,066
Reserves	2,626	3,126	1,683	721	8,156
Capital Receipts	1,703	14,816	8,720	0	25,239
Total Financing for Current Capital Programme	10,353	19,753	13,983	5,427	49,516

Prudential Indicators

The Police and Crime Commissioner is required to consider a range of indicators in order to form a judgement about whether the proposed level of debt is affordable, prudent and sustainable.

The indicators below show the impact of the capital expenditure and the level of debt on the revenue budget and hence provide information on the affordability of the capital expenditure plans.

(i) Estimate of the ratio of net capital financing costs to revenue budget

Capital financing costs comprise minimum repayment of "loan principal" and interest paid on loans, offset by interest received.

	2014-15	2015-16	2016-17	2017-18
	£000	£000	£000	£000
Minimum Revenue Provision	1,421	1,421	1,421	1,421
Interest payable on Long Term Borrowing	1,344	1,345	1,431	1,494
Interest Received (net)	(325)	(392)	(546)	(679)
Capital Financing Costs	2,440	2,374	2,306	2,236
Net Budget Requirement	284,491	279,998	276,085	271,286
Ratio of financing costs to net revenue stream	0.86%	0.85%	0.84%	0.83%

(ii) Incremental Impact on Council Tax

This indicator shows the incremental impact on the Band D council tax payer of the additional capital expenditure funded from borrowing included in the 2014-15 capital programme.

	2013-14	2014-15	2015-16	2016-17
Incremental increase in Council Tax arising from Capital Expenditure Plans	£0.03p	£0.04p	£0.04p	£0.05p

Treasury management indicators are set out in the Treasury Management Strategy.

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Opening Balance	External Grants & receipts	Budgeted Contributions	Budgeted Applications	Other Internal Financing	Total Financing before	Financing Cap Prog	Budget balance	In-Year Policy Decisions	Forecast budget variations	Closing Balance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
						(1 : 5)		(6 : 7)			(8 : 10)
General Balances	6,198					6,198		6,198			6,198
Earmarked revenue reserves:											
Investment in Assets and Service Transformation											
Programmes & Projects Reserve	5,188		(3,225)			1,963		1,963			1,963
Estates Development Reserve	522	160	(117)			565		565			565
Capital Financing Reserve	6,964	500				7,464	(2,626)	4,838			4,838
Reserves for Exceptional Costs											
Workforce Modernisation Reserve	7,827		(1,457)			6,370		6,370			6,370
Remuneration Reserve	2,876					2,876		2,876			2,876
Reserves for Unpredictable Costs											
Police Officer Ill Health	500					500		500			500
Major Operations Reserve	2,376					2,376		2,376			2,376
Revenue Smoothing and Budget Mgt											
Revenue Smoothing Fund	22,965		3,609			26,574		26,574			26,574
Sub-total - general reserves	49,218	0	4,269	(4,799)	0	48,688	(2,626)	46,062	0	0	46,062
Specific Capital Reserves / Grants:											
Capital Grant	1,199	2,870				4,069	(4,069)	0			0
Capital Receipts	2,679	2,885				5,564	(1,703)	3,861			3,861
Sub-total - specific reserves	3,878	5,755	0	0	0	9,633	(5,772)	3,861	0	0	3,861
Total - Balance sheet "Reserves"	53,096	5,755	4,269	(4,799)	0	58,321	(8,398)	49,923	0	0	49,923
Provisions											
Insurance	1,408		385	(385)		1,408		1,408			1,408
Remuneration	0					0		0			0
Other	0					0		0			0
Sub-total - Balance sheet "Provisions"	1,408	0	385	(385)	0	1,408	0	1,408	0	0	1,408
Total - Balances and Reserves 2014-15	60,702	5,755	4,654	(5,184)	0	65,927	(8,398)	57,529	0	0	57,529
						Borrowing (including Minimum Revenue Provision)	(1,955)				
						Capital Funding	(10,353)				

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Opening Balance	External Grants & Contributions receipts	Budgeted Contributions	Budgeted Applications	Other Internal Financing	Total before Financing	Financing Cap Prog	Budget balance	In-Year Policy Decisions	Forecast budget variations	Closing Balance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
						(1 : 5)		(6 : 7)			(8 : 10)
General Balances	6,198					6,198		6,198			6,198
Earmarked revenue reserves:											
Transformation											
Programmes & Projects Reserve	1,963		118			2,081		2,081			2,081
Estates Development Reserve	565		160	(505)		220		220			220
Capital Financing Reserve	4,838		250			5,088	(3,126)	1,962			1,962
Reserves for Exceptional Costs											
Workforce Modernisation Reserve	6,370			(120)		6,250		6,250			6,250
Remuneration Reserve	2,876					2,876		2,876			2,876
Reserves for Unpredictable Costs											
Police Officer Ill Health	500					500		500			500
Major Operations Reserve	2,376					2,376		2,376			2,376
Revenue Smoothing and Budget Mgt											
Revenue Smoothing Fund	26,574		169			26,743		26,743			26,743
Sub-total - general reserves	46,062	0	697	(625)	0	46,134	(3,126)	43,008	0	0	43,008
Specific Capital Reserves / Grants:											
Capital Grant	0	2,870				2,870	(1,811)	1,059			1,059
Capital Receipts	3,861	18,545			(4,955)	17,451	(14,816)	2,635			2,635
Sub-total - specific reserves	3,861	21,415	0	0	(4,955)	20,321	(16,627)	3,694	0	0	3,694
Total - Balance sheet "Reserves"	49,923	21,415	697	(625)	(4,955)	66,455	(19,753)	46,702	0	0	46,702
Provisions											
Insurance	1,408		385	(385)		1,408		1,408			1,408
Remuneration	0					0		0			0
Other	0					0		0			0
Sub-total - Balance sheet "Provisions"	1,408	0	385	(385)	0	1,408	0	1,408	0	0	1,408
Total - Balances and Reserves 2015-16	57,529	21,415	1,082	(1,010)	(4,955)	74,061	(19,753)	54,308	0	0	54,308
						Borrowing (including Minimum Revenue Provision)	0				
						Capital Funding					

←-----2016-17-----→

	(1) Opening Balance £000	(2) External Grants & receipts £000	(3) Budgeted Contributions £000	(4) Budgeted Applications £000	(5) Other Internal Financing £000	(6) Total before Financing £000 (1 : 5)	(7) Financing Cap Prog £000	(8) Budget balance £000 (6 : 7)	(9) In-Year Policy Decisions £000	(10) Forecast budget variations £000	(11) Closing Balance £000 (8 : 10)
General Balances	6,198					6,198		6,198			6,198
Earmarked revenue reserves:											
Transformation											
Programmes & Projects Reserve	2,081		363			2,444		2,444			2,444
Estates Development Reserve	220		160	(160)		220		220			220
Capital Financing Reserve	1,962		250			2,212	(1,683)	529			529
Reserves for Exceptional Costs											
Workforce Modernisation Reserve	6,250					6,250		6,250			6,250
Remuneration Reserve	2,876					2,876		2,876			2,876
Reserves for Unpredictable Costs											
Police Officer Ill Health	500					500		500			500
Major Operations Reserve	2,376					2,376		2,376			2,376
Revenue Smoothing and Budget Mgt											
Revenue Smoothing Fund	26,743			(6,914)		19,829		19,829			19,829
Sub-total - general reserves	43,008	0	773	(7,074)	0	36,707	(1,683)	35,024	0	0	35,024
Specific Capital Reserves / Grants:											
Capital Grant	1,059	2,870				3,929	(2,880)	1,049			1,049
Capital Receipts	2,635	8,000				10,635	(8,720)	1,915			1,915
Sub-total - specific reserves	3,694	10,870	0	0	0	14,564	(11,600)	2,964	0	0	2,964
Total - Balance sheet "Reserves"	46,702	10,870	773	(7,074)	0	51,271	(13,283)	37,988	0	0	37,988
Provisions											
Insurance	1,408		385	(385)		1,408		1,408			1,408
Remuneration	0					0		0			0
Other	0					0		0			0
Sub-total - Balance sheet "Provisions"	1,408	0	385	(385)	0	1,408	0	1,408	0	0	1,408
Total - Balances and Reserves 2015-16	54,308	10,870	1,158	(7,459)	0	58,877	(13,283)	45,594	0	0	45,594
						Borrowing (including Minimum Revenue Provision)	(700)				
						Capital Funding	(13,983)				

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Opening Balance	External Grants & receipts	Budgeted Contributions	Budgeted Applications	Other Internal Financing	Total before Financing	Financing Cap Prog	Budget balance	In-Year Policy Decisions	Forecast budget variations	Closing Balance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
						(1 : 5)		(6 : 7)			(8 : 10)
General Balances	6,198					6,198		6,198			6,198
Earmarked revenue reserves:											
Transformation											
Programmes & Projects Reserve	2,444					2,444		2,444			2,444
Estates Development Reserve	220		160	(160)		220		220			220
Capital Financing Reserve	529		250			779	(721)	58			58
Reserves for Exceptional Costs											
Workforce Modernisation Reserve	6,250					6,250		6,250			6,250
Remuneration Reserve	2,876					2,876		2,876			2,876
Reserves for Unpredictable Costs											
Police Officer Ill Health	500					500		500			500
Major Operations Reserve	2,376					2,376		2,376			2,376
Revenue Smoothing and Budget Mgt											
Revenue Smoothing Fund	19,829			(8,471)		11,358		11,358			11,358
Sub-total - general reserves	35,024	0	410	(8,631)	0	26,803	(721)	26,082	0	0	26,082
Specific Capital Reserves / Grants:											
Capital Grant	1,049	2,870				3,919	(3,306)	613			613
Capital Receipts	1,915					1,915	0	1,915			1,915
Sub-total - specific reserves	2,964	2,870	0	0	0	5,834	(3,306)	2,528	0	0	2,528
Total - Balance sheet "Reserves"	37,988	2,870	410	(8,631)	0	32,637	(4,027)	28,610	0	0	28,610
Provisions											
Insurance	1,408		385	(385)		1,408		1,408			1,408
Remuneration	0					0		0			0
Other	0					0		0			0
Sub-total - Balance sheet "Provisions"	1,408	0	385	(385)	0	1,408	0	1,408	0	0	1,408
Total - Balances and Reserves 2015-16	45,594	2,870	795	(9,016)	0	40,243	(4,027)	36,216	0	0	36,216
						Borrowing (including Minimum Revenue Provision)	(1,400)				
						Capital Funding	(5,427)				

Force Value for Money Statement

During the current CSR we have already had to make significant cash savings of around £41m in order to balance budgets. We have imposed significant cuts on an unprecedented scale. Police staff posts have reduced by around 385; we have reduced vehicles, buildings and IT and we have reduced police officer numbers by around 400.

The next four years present further cash cuts as the government's austerity programme continues. It is estimated that savings of around £28m are required over the next four years just to balance the budget.

The budget for 2014/15 seeks to maintain officer numbers above 3,000, maintain PCSO numbers at 360 and increase special and volunteer numbers. As the force develops its workforce plan and operating model, it is clear that the officers we have remaining will be more multifunctional. Individual officers, especially in our more rural areas, will undertake a range of investigation, neighbourhood and patrol functions. In addition, the force simply cannot hold 'standing armies' of specialist officers that may only be called on infrequently. Officer numbers are important to ensure we can meet our Strategic Policing Requirement functions (such as mutual aid) and be available to provide other cross border support.

Savings	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2014-18 Total £m
MTFS projected savings	-7.4	-5.3	-6.2	-8.6	-27.5

Details of the savings contained in the 2014/15 budget and the medium term financial strategy are as follows :-

Savings Plan 2014-18	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Total £m	Ref
Optimising staffing numbers within funding levels						
Police Officer Leavers (Turnover)	-2.6	-2.2	-3.4	-3.2	-11.4	
Police Officer Reduction	-0.4	-1.5	-0.8	-0.2	-2.9	
PCSO Reduction (Recruitment)	-1.0	0	0	0	-1.0	
Police Staff Reduction (Reviews)	-0.1	-1.1	-0.9	0	-2.1	1
	-4.1	-4.8	-5.1	-3.4	-17.4	
Efficiency savings						
ICT Budget Savings	-0.7	-0.3	-0.4	0	-1.4	2
National Aviation Service (NPAS)	-0.1	0	0	0	-0.1	3
Estates	-0.4	-0.2	-0.2	0	-0.8	4
Procurement	-0.3	0	0	0	-0.3	5
Vehicle / Travel	-0.1	0	0	0	-0.1	
Forensics	-0.3	0	0	0	-0.3	6
Major Operations	-0.4	0	0	0	-0.4	
Other Locally Managed Budgets	-1.0	0	0	-0.1	-1.1	

	-3.3	-0.5	-0.6	-0.1	-4.5
Unidentified budget cuts	0	0	-0.5	-5.1	-5.6
Total Savings Plan	-7.4	-5.3	-6.2	-8.6	-27.5

Reference to project board / business case :-

1. Police Enquiry Officer (PEO) Review – Revisit of previous business case approved 2010/2011
Crime Investigation Review – Business case approved by Force Management Board (FMB) 2013

All reviews will be subject to a further written business case (including EIA) at Chief Officer Group (COG) prior to formal consultation with staff; and a final business case following that consultation

2. Service Management Contract Replacement Steering Committee – decision making will be through the programme board with business case approval at COG
3. National business case approved by Chief Constables 2012
4. Estates Strategy – as presented through budget. Individual cases for disposal/sale will be made through COG to Joint Management Board (JMB)
5. Regional Procurement Project Board – Gate 2 documentation for each procurement agreed through regional project board
6. Regional Forensics business case agreed at Regional PCC/CC meeting 2013

Staff Numbers

Policing is a people based service and the numbers of officers, police staff and volunteers it has are vital to the delivery of the Police and Crime Plan targets. The value for money plan shows the financial detail of the workforce plans that lie within the medium term financial strategy. The key issues are :-

- Replacement of leavers with new start police officers.
- Reduction in PCSO numbers through natural wastage
- Additional investment in the recruitment of Specials and volunteers.
- Further reductions in police staff post and people numbers through targeted reviews in the following business areas :-
 - Police Enquiry Offices
 - Criminal Justice
 - Custody
 - Crime Investigation
 - Firearms Licensing

Back office functions costs – HR, Finance, Administration and related, were significantly reduced in 2010 and 2011 and now show in the bottom quartile for costs in the HMIC VfM

profiles. Ongoing vacancy management will also identify further savings through natural wastage.

ICT budget savings

Significant work has been undertaken in the first part of the CSR to reduce the costs of our outsourced IT provision and Devon and Cornwall costs are now much reduced. For 2014/15, there has been a thorough review of a range of IT budgets and a significant project is underway to deliver significant savings from the renewal of the managed services outsourced contract. Terminal numbers will be reduced further in line with staffing reductions and increased utilisation.

National Police Aviation Service

The NPAS service for the south-west forces started in July 2013 and this has delivered savings in running and renewal costs of the helicopter provision for Devon and Cornwall.

Estates

The Estate Strategy is to continue to modernise and re-provide police buildings, without the need to borrow, through selling parts of the estate. A medium term plan has been drawn up and savings in running costs as well as borrowing costs built into the budget. A significant project sees the sale of part of the Headquarters site and the reinvestment of that in the provision of much needed new operational buildings for the Exeter conurbation.

Procurement

The South-West regional procurement department has delivered improved procurement at a lower overall cost across four forces. The process has already delivered significant financial savings through better joined up procurement and more are anticipated over the next few years. Greater economies of scale can be achieved through joint purchasing and leveraging better prices from commercial suppliers.

Forensics

Price reductions from a multi-force contract and better management of forensic submissions have resulted in reduced spending with no detriment to investigations and positive outcomes. Regional forensics service to be developed which will deliver further savings.

Other locally managed budgets

Each individual budget line has been reviewed as part of our ongoing financial monitoring and the regular budget preparation process. Reductions have been identified, based on current spending patterns and known commitments. Significant reductions include interpreters and general equipment which have been adjusted in line with current demand.

Unidentified budget cuts

The budget proposal for the latter two years of the strategy includes £5.6m of unspecified cuts. The clearest opportunity is through the Strategic Alliance with Dorset. Closer

collaborative working will deliver further back office savings through economies of scale, will deliver options to reduce our middle office costs through combining management and resilience overheads, and drive out non staff savings through smarter use of our existing assets.

Local partnerships can also offer significant opportunities for sharing services and reducing costs. We can significantly reduce demand on our services – through better working with mental health, pooling of budgets and more effective commissioning.

We are not at the point where these savings can be quantified but will be in time for the next budget round.

Non financial value for money work

Transforming the way that we provide policing and to seeking savings from across the board through more efficient working has done much to improve our efficiency on our own. However a further four years of austerity will mean we need to provide our services differently.

Significant investment in replacing our key operational systems and reviewing the way we police, interact with our customers, and control demand for our services is being managed through the Force Programme. Back office processes continue to be streamlined, and additional self service capability is being introduced, in particular for the management of absences and workforce planning.

Treasury Management Strategy for 2014-15

1.0 Purpose of the Treasury Management Strategy

1.1 The purpose of the Treasury Management Strategy is to ensure that:

(i) Revenue Cash Flow is Adequately Planned

The Police and Crime Commissioner (PCC) is required to operate a balanced budget, which in broad terms means that cash raised during the year will meet cash expenditure. The treasury management operation is designed to:

- ensure that cash flow is adequately planned during the year, with cash being available when it is needed;
- Surplus monies are invested in counterparties or instruments commensurate with the Police and Crime Commissioner's (PCC's) risk appetite, providing adequate liquidity before considering the investment return.

(ii) Funding is Available to meet Capital Expenditure Plans

The second main objective of the treasury management function is the funding of the PCC's capital plans. Capital expenditure does not have to be charged against the income for the year and for this reason longer term cash flow planning is required to ensure that the PCC can meet his capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet the PCC's risk or cost objectives.

1.2 The Treasury Management Strategy is integrated with the Medium Term Financial Strategy and this document should be read in conjunction with the report on the Medium Term Financial Strategy 2014-15 to 2017-18.

2.0 Treasury Management Strategy 2014-15

2.1 The strategy for 2014-15 covers two main areas:

2.2 Capital issues:

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) strategy.

2.3 Treasury management issues:

- the current treasury position;
- treasury indicators which limit the treasury risk and related activities of the PCC;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;

- creditworthiness policy; and
- policy on use of external service providers.

2.4 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the Department for Communities and Local Government's (DCLG) MRP Guidance, the CIPFA Treasury Management Code and DCLG Investment Guidance.

2.5 The PCC's objectives for treasury management both investing and borrowing are as follows:

- effective management and control of risk is the prime objective;
- the PCC attaches a high priority to revenue cost stability. This aids stable financial planning and avoids a stop-start approach to service delivery. This means a relatively low-risk attitude to treasury management is adopted, and it is accepted that this may come at a cost;
- the main risks with regard to treasury management activities are security, liquidity and yield risk. The PCC's treasury management policies will prioritise the risks in that order of importance, that is highest priority will be given to security, followed by liquidity and then yield;
- the PCC will pursue best value in treasury management within the context of effective risk management.

3.0 The Capital Prudential Indicators 2014-15 to 2017-18

3.1 The PCC's capital expenditure plans are set out in detail in the Medium Term Financial Strategy and are summarised in table 1.

Table 1
The Capital Programme

	2013-14	2014-15	2015-16	2016-17	2017-18
	£000	£000	£000	£000	£000
Capital Expenditure	9,285	10,353	19,753	13,983	5,427
Funded By					
Gross Borrowing	1,305	1,955	0	700	1,400
Other capital resources	7980	8,398	19,753	13,283	4,027

The gross borrowing in 2013-14 and 2014-15 includes £2.351m of temporary borrowing to fund the Exeter Criminal Justice centre and related works pending the receipt of the proceeds of the sale of land at Middlemoor.

- 3.2 The capital financing requirement, is a measure of the Commissioner's underlying need to borrow.

Table 2
Capital Financing Requirement

	2013-14	2014-15	2015-16	2016-17	2017-18
	£000	£000	£000	£000	£000
Opening Capital Financing Requirement	42,234	42,144	42,678	36,302	35,581
Capital expenditure to be funded by borrowing	1,305	1,955	0	700	1,400
Less application of capital receipts to reduce borrowing*	0	0	(4,955)	0	0
Less minimum revenue provision	(1,395)	(1,421)	(1,421)	(1,421)	(1,421)
Closing Capital Financing Requirement	42,144	42,678	36,302	35,581	35,560

*This is the repayment of temporary borrowing for the Exeter Criminal Justice Centre and related works.

Capitalisation of Equal Pay

- 3.3 Following recent changes to legislation the PCC may use capital receipts to fund one off costs in relation to equal pay claims. The proposed capital programme as set out in the MTFs assumes that there will be no need to apply capital receipts to cover the one off costs of equal pay claims. This Treasury Management Strategy and in particular the calculation of the Capital Financing Requirement as set out in table 2 above and the borrowing strategy as set out in paragraph 5.9 below are based on this assumption.

Minimum Revenue Provision (MRP) Policy Statement

- 3.4 The PCC is required to pay off an element of the Capital Financing Requirement each year through a charge to revenue. DCLG regulations have been issued which require the PCC to approve an MRP Statement in advance of each year. The proposed statement is attached at Appendix 1.

Core Funds and Expected Investment Balances

- 3.5 Budget decisions with regard to contributions to and from revenue reserves and the application of resources (capital receipts, reserves etc.) to finance capital expenditure have an ongoing impact on investments. The 2014-15 Medium Term Financial Strategy includes a temporary increase to revenue reserves in the period 2014-15 to 2015-16. Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Table 3
Core Funds and Expected Investment Balances

	31/3/14	31/3/15	31/3/16	31/3/17	31/3/18
	£000	£000	£000	£000	£000
Fund balances / reserves	55,400	52,200	49,100	41,100	32,200
Unapplied capital grant/ receipts	3,900	3,900	3,700	3,000	2,500
Provisions	1,400	1,400	1,400	1,400	1,400
Total core funds	60,700	57,500	54,200	45,500	36,100
Working capital*	7,800	7,800	7,800	7,800	7,800
(Under)/over borrowing	(8,800)	(9,300)	(2,900)	(3,700)	(3,700)
Actual/Expected investments	59,700	56,000	59,100	49,600	40,200

*Working capital balances shown are estimated year end; these may be higher or lower mid year

Under Borrowing

- 3.6 Current market conditions are such that the cheapest source of borrowing for new capital expenditure is using revenue cash balances. This approach also has the benefit that it minimises credit risk. Using revenue cash balances to fund capital expenditure means that external debt levels are lower than the underlying need to borrow (see table 6 below) and this is described as under borrowing.
- 3.7 Decisions with regard to under borrowing need to be based on detailed modelling of cash balances. Table 3 illustrates that cash balances (represented by actual/expected investments) are maintained at a reasonable level throughout the period of the strategy.

4.0 Affordability Indicators 2014-15 to 2017-18

- 4.1 The affordability indicators demonstrate the impact of the capital investment plans on the PCC's overall finances.

Estimate of the ratio of net capital financing costs to revenue budget

- 4.2 Capital financing costs comprise minimum repayment of "loan principal" and interest paid on loans, offset by interest received.

Table 4
Ratio of Net Capital Financing Costs to Revenue Budget

	2013-14	2014-15	2015-16	2016-17	2017-18
	£000	£000	£000	£000	£000
Minimum Revenue Provision	1,347	1,421	1,421	1,421	1,421
Interest payable on Long Term Borrowing	1,329	1,344	1,345	1,431	1,494
Interest Received (net)	(417)	(325)	(392)	(546)	(679)
Capital Financing Costs	2,259	2,440	2,374	2,306	2,236
Net Budget Requirement	287,538	284,491	279,998	276,085	271,286
Ratio of financing costs to net revenue stream	0.79%	0.86%	0.85%	0.84%	0.82%

Incremental Impact on Council Tax

- 4.3 This indicator shows the incremental impact on the Band D council tax payer of the additional capital expenditure funded from borrowing included in the 2014-15 capital programme.

Table 5

Incremental Impact on Council Tax

	2014-15	2015-16	2016-17	2017-18
Incremental increase in Council Tax arising from Capital Expenditure Plans	£0.03p	£0.04p	£0.04p	£0.05p

5 Borrowing

- 5.1 The capital expenditure plans set out in Section 3 above provide detail of the service activity of the PCC. This section shows how those plans impact on the need to borrow and the forecast level of external borrowing.

5.2 Current Position

The PCC's borrowing position at 31 March 2014, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. It is based on certain assumptions with regard to new borrowing which are set out in paragraph 5.9 below.

Table 6

External Debt

	2013-14	2014-15	2015-16	2016-17	2017-18
	Est	Est	Est	Est	Est
	£000	£000	£000	£000	£000
1 Debt at 1 April	32,778	32,778	32,778	32,778	31,278
2 Debt maturing	0	(2,000)	0	(4,500)	0
3 New Debt	0	2,000	0	3,000	0
4 Debt as at 31 March	32,778	32,778	32,778	31,278	31,278
5 Capital Financing Requirement	42,144	42,678	36,302	35,581	35,560
6 Finance Lease Liabilities	(590)	(590)	(590)	(590)	(590)
7 Underlying need to borrow	41,554	42,088	35,712	34,991	34,970
8 (Under)/over borrowing	8,776	9,310	2,934	3,713	3,692

- 5.3 Within the prudential indicators there are a number of key indicators to ensure that the PCC operates its activities within well defined limits. One of these is that the PCC needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2014-15 and the following two financial years.
- 5.4 The Treasurer reports that the PCC complied with this prudential indicator in the current year and does not envisage difficulties for the future (row 4 of table 6 is always lower than row 5). This view takes into account current commitments, existing plans, and the proposals in the Medium Term Financial Strategy.

Prudential Indicators for External Debt

- 5.5 **The operational boundary** is the limit which external debt is not normally expected to exceed.
- 5.6 **The Authorised Limit** represents the maximum level at which the Commissioner is able to borrow and enter into other long term liabilities. Additional borrowing beyond this level is prohibited unless the limit is revised by the Commissioner.

Table 7

Prudential Indicators for External Debt				
	2014-15	2015-16	2016-17	2017-18
	£000	£000	£000	£000
Long term borrowing for capital purposes	42,678	36,302	35,581	35,560
Maximum cash-flow deficit arising from revenue budget operations	10,000	10,000	10,000	10,000
Operational Boundary	52,678	46,302	45,581	45,560
Additional margin for unforeseen circumstances	3,000	3,000	3,000	3,000
Authorised Limit	55,678	49,302	48,581	48,560

Prospects for Long Term Interest Rates

- 5.7 The PCC has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Commissioner to formulate a view on interest rates. The Appendix 4 gives the Capita Asset Services's central view with regards to long term interest rates.

Borrowing Strategy 2014-15 to 2017-18

- 5.8 The overall aims of the borrowing strategy are:
- borrowing at the lowest possible rates in the most appropriate periods
 - minimising borrowing costs and expenses
 - the management of debt maturities to avoid large levels of maturities in any one year.
- 5.9 The borrowing strategy assumes that of the £6.5m of existing debt that matures over the next 4 years is replaced by £5m of new debt as set out in table 6. During this period the capital financing requirement reduces as set out in table 2. As a result there is a small increase in internal borrowing from £8.8m as at 31 March 2014 to £9.3m as at 31 March 2015 and then a reduction in the level of internal borrowing to approximately £3m as at 31.3.2016. In the final two years of the strategy internal borrowing is stable at £3.7m .
- 5.10 In current market conditions internal borrowing is, in the short term, the most cost efficient method of borrowing. This is because the opportunity cost of not lending working balances and reserves (i.e. the interest returns on short term loans) is significantly below the cost of borrowing to finance the capital

programme. Internal borrowing also has the advantage of reducing credit and counter party risk as external lending by the PCC is reduced.

- 5.11 An alternative to the strategy set out at paragraph 5.9 would be to maintain the internal borrowing at approximately the current level by not replacing the maturing debt. Two additional factors do, however, need to be taken into account when evaluating the level of internal borrowing, these are:
- longer trends in interest rates - borrowing rates are forecast to rise over the next four years – as set out in Appendix 4;
 - the long term ability of the PCC to sustain internal borrowing - as revenue reserve levels decline it will be more difficult to fund capital expenditure by using internal cash resources.
- 5.12 Detailed modelling work will be undertaken in conjunction with the PCC’s advisers Capita Asset Services to illustrate the outcome of different interest rate and borrowing scenarios to test whether the proposed strategy is the most beneficial for the PCC in the short, medium and long term. However for the purpose of calculating the revenue budget and setting this strategy it has been assumed that internal borrowing will reduce as set out in paragraph 5.9 and table 3.

Debt Rescheduling

- 5.13 Opportunities to restructure the existing debt have been reviewed. This has shown that the cost of debt repayment in terms of premiums incurred exceeds the savings in interest. Restructuring would not therefore generate any savings at the present time.

Policy on Borrowing in Advance of Need

- 5.14 The debt strategy is based on internal borrowing (or under borrowing). Borrowing in advance of need will not occur under this strategy. For the purposes of clarity this strategy makes clear that the PCC will not borrow more than or in advance of needs, purely in order to profit from the investment of the extra sums borrowed.

Treasury Management Limits on Activity

- 5.15 **Interest Rate Exposures**

Upper limit on fixed and variable interest rate exposures for 2014-15 to 2017-18 are:-

This indicator sets a limit for the exposure to change in interest rates.

	Upper Limit
Upper limit on fixed rate exposures - debt	100%
Upper limit on variable rate exposures - debt	30%

This means 70% - 100% of borrowing will be at rates fixed until the loan is repayable, while no more than 30% will be at variable rates and so liable to

change at short notice. All of the variable rate borrowing will be internal borrowing.

5.16 Maturity Structure of Borrowing

Maturity Structure of Fixed Interest Rate Borrowing

	Lower Limit	Upper Limit
	%	%
Under 12 Months	0	10
12 Months to 2 Years	0	15
2 years to 5 Years	0	25
5 Years to 10 Years	0	33
10 Years and Above	67	100

This indicator shows a maximum of 33% of the Commissioner's borrowing may be taken out for period of less than 10 years. The remaining debt will be for periods of 10 years or more.

5.17 The actual maturity profile of the PCC debt is provided in Appendix 10.

6 Annual Investment Strategy

6.1 The PCCs investment policy has regard to the DCLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA Treasury Management Code").

6.2 The overall aims of the PCC's investment strategy are:

- to limit the risk of the loss of capital
- ensure funds are always available to meet cash-flow requirements
- to maximise investment returns consistent with the first two aims.

The overriding objective will be to invest prudently, with priority being given to security and liquidity before yield.

6.3 The PCC's risk appetite can be characterised as follows:

- the PCC looks to invest in banks and building societies of a high credit quality and sets lending limits against each one;
- lending to other Local Authorities and Public Bodies can be undertaken;
- the PCC may lend to the Debt Management Office (central government), this lending is seen as having the highest level of security;
- the PCC may use Treasury Bills and Certificates of Deposit;
- the PCC may invest in money market funds and enhanced money market fund with a AAA credit rating;

6.4 The PCC has two different mechanisms for investing surplus funds:

- The PCC's Investment Fund managed by the Treasurer - this fund is invested solely in fixed interest deposits. The remit of the fund is contained at Appendix 2

- Very short term deposits varying from overnight to 3 months which are used to facilitate short term cash management.

- 6.5 Prior to January 2014 the PCC used a cash fund manager to invest a portion of the PCC's cash balances. This managed fund has been wound up following a period of poor performance and the cash and investments have been transferred to the PCC's Investment Fund. It is important that the transfer of funds does not lead to an over concentration of investment in any one organisation or sector. For this reason the counter party list has been expanded by adding a number of banks outside the UK and the euro-zone. In addition £10m has been deposited with other local authorities.
- 6.6 The externally managed fund held UK gilts with a nominal value of £1.8m. This holding has been transferred to the PCC's custodian King and Shaxson and becomes part of the PCC's Investment Fund. This has necessitated a change to the PCC's investment strategy to recognise the gilt holding. It should be noted that this holding is an exception to the overall strategy and the PCC will not in normal circumstances invest in UK gilts. The strategy in relation to the gilt holding is set out in paragraph 6.24 below.
- 6.7 The closure of the externally managed fund and also the low level of return currently available for fixed term deposits has led to the consideration of a number of alternative investment approaches. The options have been discussed with the PCC's advisers and a number of options are set out in Appendix 5. It can be seen that the option of seeking an alternative cash fund manager with a similar mandate to the previous fund manager has been deferred for the time being as market conditions are not favourable to this approach. A number of the other alternatives have also been set aside either because they do not meet the PCC's risk criteria or they are only suitable for relatively long term deposits and the PCC's future cash flow profile does not provide a sufficient degree of certainty for long term deposits.
- 6.8 The options of using either a property fund or a corporate bond fund require more detailed investigation and whilst they have not been rejected they are not included in the strategy at present.

Investment Strategy Principles

- 6.9 It should be borne in mind that it would be impossible for the PCC to mitigate all of the possible risks inherent in investing cash balances. Further economic or banking problems could impact on the security or returns achieved from the investment strategy.
- 6.10 In exceptional circumstances, the Treasurer will be empowered to invest in foreign currencies but only with the explicit approval of the PCC.
- 6.11 The investment strategy for the PCC Investment Fund is set out in Appendix 2. The investment fund will hold all internally managed cash investments with durations of more than 100 days. Short term deposits of less than 100 days will be managed separately. Specifically the performance benchmark of 3 month

LIBID will not apply to short term deposits. Also short term deposits do not require approval from the Treasurer as set out in Treasury Management Practices.

Creditworthiness Policy

- 6.12 The PCC will utilise a creditworthiness policy that:
- i. fully accounts for the ratings and outlook watches published by all three ratings agencies with a full understanding of what they reflect in the eyes of each agency
 - ii. recognises that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate
 - iii. takes account of information that reflects the opinion of the market, such as “Credit Default Swaps”
 - iv. Uses other information sources, for example, the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties
- 6.13 To comply with the above the PCC will utilise the creditworthiness service supplied by Capita Assets Services which meets all of the requirements set out above. When using this service the PCC will be aware that the ultimate responsibility for ensuring the creditworthiness of counterparties will lie with the PCC.
- 6.14 For ease of reference the Capita Assets Services approach uses colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the PCC to determine the duration for investments. The PCC will therefore use counterparties within the durational bands set out in table 9.

Table 9

Yellow	5 years *
Dark Pink	5 Years **
Light Pink	5 Years ***
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No Colour	not to be used

* This category is for AAA rated Government debt or its equivalent

** This category is for enhanced money market funds with a credit score of 1.25

*** This category is for enhanced money market funds with a credit score of 1.5

- 6.15 The PCC has determined that he will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are

shown in Appendix 6. This list will be added to, or deducted from by officers should ratings change in accordance with this policy.

- 6.16 If Barclays, the PCC's bankers, are removed from the Capita Asset Services list the threshold for new deposits will be reduced to £250,000 to allow the current account to operate in the short term. When using durational bands set out above the PCC will also apply credit limits as set out in table 10 below. For overnight deposits reference will be made to credit ratings if a counter party moves into the no colour band. The proposed counter party list is set out in Appendix 7.

Table 10

Counterparty Limits Investment Fund and Short Term cash Deposits

Counterparty type	Minimum Credit Criteria/ Colour Band			Credit Limit
Banks				
Term Deposits with UK and Foreign Banks	Green			£12m
Overnight deposits UK and Foreign Banks	Fitch	Moodys	Standard and Poors	
	A	A2	A	
Building Societies				
UK Building Societies	Green			£4m
Public Bodies				
Central Government				
Debt Management Office (credit criteria relates to UK sovereign rating)	AA+			No limit
Local Government				
All Local Authorities, Fire Authorities and Police and Crime Commissioners	N/A			£5m
Money Market Funds including enhanced money market funds	AAA			£10m

- 6.17 The approved list of counterparties is formally reviewed at least weekly. Notification of credit rating downgrades (or other market intelligence) is acted upon immediately, resulting in any further lending being suspended.
- 6.18 All additions, to the approved counterparty list will be approved by the Treasurer.
- 6.19 The DCLG classifies investments as either specified or non-specified. Specified investments are lower risk whereas non-specified investments are higher risk. To be a specified investment an investment must be:
- Sterling denominated
 - For less than 365 days
 - Be of high credit quality
 - not deemed to be capital expenditure

- 6.20 Appendix 3 sets out the PCC's investments and classifies them according to whether they are specified or non-specified investments. No more £20m or 50% of the overall portfolio whichever is the lower will be invested in non-specified investments.

Investment Return Expectations

- 6.21 Capita Asset Services have provided a detailed forecast for Bank of England (BoE) bank rate and market rates which is provided in Appendix 4. The BoE bank rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 4 of 2015. BoE bank rate forecasts for financial year ends (March) are:
- 2014-15 0.50%
 - 2015-16 0.75%
 - 2016-17 1.75%
- 6.22 The rates used to calculate the interest receipts budget are as contained in table 11 below.

Table 11

Forecast Rates for Budget Purposes (Interest receipts)	Average %			
	14-15	15-16	16-17	17-18
Short Term Cash	0.5	0.5	0.9	1.2
Devon and Cornwall Police Investment Fund	0.7	0.7	1.2	1.5

- 6.23 The economic data and commentary that underpins these forecasts is provided in Appendix 8. If the economy were to recover more quickly than Capita Asset Services' forecast then the investment returns would be higher than included in the Medium Term Financial Strategy. Conversely if the pace of economic recovery is slower than forecast then returns, particularly in the later years of the Medium Term Financial Strategy, will be lower than forecast.

Gilt Holding

- 6.24 As described in paragraph 6.6 above, UK gilts with a nominal value of £1.8m and a maturity date of 22/07/2018 were transferred to the PCC's Investment Fund on the closure of the externally managed fund. As of the date of this report an unrealised capital loss of approximately £34,000 has been incurred on this holding which is a net loss of £20,000 after taking into account accrued interest. The options for this investment are:
- I. to sell the holding thus incurring a net loss
 - II. to hold the investment to maturity – this option yields 1.25% per annum until July 2018 and this is above the Capita market forecasts until September 2016
 - III. or set a target sale price that would produce a net return in line with the return achieved using the PCC's current investment strategy.

A significant increase in the gilt price would be required before the target sale price is achieved. It is proposed that the PCC continue to hold the gilt and the

price is monitored so that if the target sale price is achieved the Treasurer can make the decision as to whether the gilt should be sold.

Performance

- 6.25 The benchmark for performance on the Investment fund will be the 3 month LIBID (London Interbank Bid Rate); this is a more challenging target than that used in previous year (7 day LIBID).

Investment Treasury Indicator

- 6.26 **Upper limit for principal sums invested for period of over 364 days.**

This indicator sets a limit on the level of investments that are held for more than 364 days.

The Treasury Management Strategy imposes the following controls on sums invested for more than 364 days:

Police and Crime Commissioner's Investment Fund - no more than the lesser of £20m or 50% of the Investment Fund may be invested for more than 364 days

The total for forecast investments as at 31 March 2014 is £40m

Limits on investments to mature beyond:

31 March 2015 £20.0m
31 March 2016 £10.0m
31 March 2017 £1.8m

7.0 Monitoring & Benchmarking

- 7.1 Income and expenditure will be monitored monthly to ascertain performance against the budget. Performance and changes in borrowing and lending will be reported regularly to the Commissioner's Management Team.
- 7.2 During 2014-15 the PCC will participate in the Capita Asset Services benchmarking club. The aim of this benchmarking will be to determine, whether, given the risk appetite of the PCC the rate of return on internally managed funds has been maximised.

8 Governance Structure

- 8.1 The governance arrangements for the Treasury Management Strategy are set out in Appendix 8. This strategy will be considered by the Joint Audit Committee before it is presented to the Commissioner's Management Team for approval.

9 Banking Arrangements

- 9.1 The Commissioner's bankers are Barclays PLC. In December 2013 Commissioner's Management Team approved an extension of the current contract for one year until 31 March 2015.

10 Treasury Management Consultants

- 10.1 The PCC uses Capita Asset Services as its external treasury management advisors.
- 10.2 The PCC recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers. The PCC also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The PCC will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

11.0 Conclusion

- 11.1 The continuation of the low bank rate of 0.5% and the operation of the Bank of England's "Funding for Lending Scheme" means that forecast interest returns from investments for 2014-15 are lower than for 2013-14. Returns on investments are expected to continue at this low level in 2015-16 and start to rise in 2016-17. The nature of the PCC's debt means that no rescheduling or repayment is possible. During the year relative interest rates will be monitoring and modelling will be undertaken to determine the most advantageous strategy for the PCC in terms of external borrowing.
- 11.2 The Treasury Management Strategy has been reviewed by the treasury management advisers, Capita Asset Services, and their view is; that it complies with all the legislative requirements and is sound in terms of the current and forecast interest rates.
- 11.3 This Strategy is compliant with all the relevant statutory and regulatory requirements including; the CIPFA Code of Practice on Treasury Management, the CIPFA Prudential Code, the Local Government Act 2003 and the Department for Communities and Local Government investment guidance.

Appendices

- 1 MRP Policy
- 2 Objectives of the PCC's Investment Fund
- 3 Interest Rate Forecasts
- 4 Alternative Investment Strategies
- 5 Countries Approved for Investment
- 6 Police and Crime Commissioner for Devon and Cornwall - Approved List of Borrowers
- 7 Economic Background
- 8 Treasury Management Governance Arrangements
 - Role of the PCC Senior Management Team
 - Role of the Joint Audit Committee
 - The treasury management role of Treasurer (the section 151 officer)
- 9 External Borrowing

Minimum Revenue Provision Policy Statement 2013-14

DCLG Regulations have been issued which require The Police and Crime Commissioner to approve **an MRP Statement** in advance of each year.. The Commissioner is recommended to approve the following MRP Statement

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

- **Existing practice** - MRP will follow the existing practice outlined in former CLG Regulations (Option 1);

This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.

1. For expenditure incurred after 1 April 2008 the MRP policy will be:

- **Asset Life Method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (Option 3);

This option provides for a reduction in the borrowing need over approximately the asset's life.

Devon and Cornwall PCC's Investment Fund

Purpose

To invest cash balances to achieve best value in terms of return whilst giving primacy to the effective management and control of risk. This means that the security of the principal sums invested and the liquidity of funds will be given priority over yield.

Investment Strategy

1. Funds may be invested in:
 - fixed interest deposits with UK and Overseas banks and UK building societies;
 - the Debt Management Account Deposit Facility provided by central government;
 - pooled money market funds with either a constant net asset value or a variable net asset value;
 - certificates of deposit

A more detailed definition of approved investment is provided in Annex 3.

2. All investment to be with countries with a sovereign rating of AA- or above. Banks with a UK banking licence will be deemed to be rated according to the UK sovereign rating.
3. Funds to be invested only with counterparties on the approved list.
4. The fund will not invest directly in government bonds, foreign currency or international bonds. The exception to this being the investment in UK government gilts transferred to the Devon and Cornwall Investment Fund following the winding up of segregated fund managed by the external investment manager.
6. Investments for more than one year are classified as non-specified investments. A limit of £20m or 50% of the overall portfolio will be placed on the amount of the fund that can be invested for a period of more than 1 year.
7. The benchmark for performance will be the 3 months LIBID (London Inter Bank Bid Rate).
8. Investment decisions within the policy will be taken by the Treasurer.

Specified and Non Specified Investments

Specified Investments	Non Specified Investments
Term deposits with banks and building societies for 365 days or less duration – minimum credit criteria green	Term deposits with banks and building societies for more than 365 days duration – minimum credit criteria green
Certificates of deposit for 365 days or less duration – minimum credit criteria green	
Term deposits with other local authorities for 365 days or less duration	Term deposits with other local authorities for 365 days or more duration
Money Market Funds – with a credit rating of AAA	
Enhanced money market funds – with a credit rating of AAA	
UK government gilts	

Capita Asset Services Interest Rate Forecasts

Annual Average %	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Mar 2014	0.50	2.60	4.40	4.40
Jun 2014	0.50	2.60	4.40	4.50
Sep 2014	0.50	2.70	4.50	4.50
Dec 2014	0.50	2.80	4.60	4.60
Mar 2015	0.50	2.90	4.70	4.70
Jun 2015	0.50	2.90	4.70	4.80
Sep 2015	0.50	3.00	4.80	4.90
Dec 2015	0.75	3.10	4.90	5.00
Mar 2016	0.75	3.20	5.00	5.10
Jun 2016	1.00	3.20	5.00	5.10
Sep 2016	1.25	3.30	5.10	5.10
Dec 2016	1.50	3.40	5.10	5.20
Mar 2017	1.75	3.50	5.10	5.20

Alternative Investments

Type of Investment	Comments
Cash Fund Managers	Managers with cash/gilt mandates similar to the previous external fund manager find it difficult to provide good returns in the current market environment and for this reason it is not appropriate to seek an alternative cash fund manager.
Enhanced Cash Funds – these are similar to money market fund but the underlying deposits have a longer duration. As a result the value of the investment is more likely to vary as compared to money market funds but under certain conditions the returns can be higher than money market funds	These funds were approved for use in 2013-14 however market conditions have not been favourable and they have not been used. They have been included on the list of approved instrument and may be used in future if market conditions improve.
Exchange Traded Funds – are investment funds traded on stock exchanges, much like equities.	The value of these investments can go up or down dependent on market conditions. For this reason they are not appropriate for short term investments due to the level of risk. As the PCC's cash position cannot be forecast with certainty over the medium to long term and therefore these are not appropriate investments.
Equities	As exchange traded funds above.
Property funds	The value of property fund investments can go up or down dependent on market conditions. In addition there can be high entrance and exit costs. For this reason they must be seen as a medium to long term investment.
Corporate Bonds – longer dated instruments issued by financials and non-financial corporate bodies	These instruments can have higher returns than other investments, however the value of bonds can go up and down. The level of risk inherent in investing in individual corporate bonds does not match the PCC's investment strategy of putting security and liquidity before yield.
Corporate Bond Funds – invest in corporate bonds but diversify the risk by investing in a wide range of corporate bonds.	Corporate bond funds may be an appropriate investment for the PCC however more investigation is required particularly in terms of whether the funds meet legislative requirements in terms of use of derivatives.

Countries Approved for Investment

AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Hong Kong
- Netherlands
- U.S.A.
- UK

AA

- Abu Dhabi (UAE)
- France
- Qatar

AA-

- Belgium
- Saudi Arabia

**DEVON AND CORNWALL POLICE
APPROVED LIST OF BORROWERS**

		DCPA Lending Limits		Capita Asset Services Classification
		Counterparty £ millions	Group Limit	
1	CLEARING BANKS & SUBSIDIARIES (GROUP Limit £) (term deposits and certificate of deposits)			
	BARCLAYS BANK-			Overnight Deposits only
	FIBCA Account	12 *	12.25	
	Current Account	0.25	12.25	
	HSBC BANK	10	10	Orange
	LLOYDS BANKING GROUP	12	12	Blue
	ROYAL BANK OF SCOTLAND	12	12	Blue
	SANTANDER	12	12	Green
	STANDARD CHARTERED	10	10	Red
	NORDEA FINLAND	10	10	Red
	SVENSKA HANDELSBANKEN	12	12	Green
	TORONTO DOMINION BANK	12	12	Purple
	DEUTSCHE BANK	12	12	Green
	RABOBANK	12	12	Red
	NATIONAL AUSTRALIA BANK	12	12	Red
	GOLDMAN SACHS INTERNATIONAL BANK	12	12	Red
	* See Voluntary operational limits below			
2.	BUILDING SOCIETIES			
	NATIONWIDE	4	4	Green
3.	LOCAL AUTHORITIES	5	5	Yellow *
4.	DEBT MANAGEMENT ACCOUNT (CENTRAL GOVERNMENT)			
	DMA Deposit Facility (DMADF)	Unlimited		Yellow
	Treasury Bills	Unlimited		Yellow
5.	MONEY MARKET FUNDS			N/A
	IGNIS – Sterling Liquidity 2			N/A
	IGNIS – Short Duration Fund	10		Pink
	Prime Rate – Sterling Liquidity Share Class 4			N/A
	Prime Rate – Cash Plus Fund	10		Pink

Key to Sector Classification

Colour	Maximum Length of Deposit
Yellow	Up to 5 years
Purple	Up to 2 years
Blue	Up to 1 year
Orange	Up to 1 year
Red	Up to 6 months
Green	Up to 3 months
Pink	To be used after agreement from a TM meeting
* - Not classified by Capita Asset Services	Up to 1 year

Economic Background

Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth has rebounded during 2013 to surpass all expectations, propelled by recovery in consumer spending and the housing market. Forward surveys are also currently very positive in indicating that growth prospects are strong for 2014, not only in the UK economy as a whole, but in all three main sectors, services, manufacturing and construction. This is very encouraging as there does need to be a significant rebalancing of the economy away from consumer spending to construction, manufacturing, business investment and exporting in order for this start to recovery to become more firmly established. One drag on the economy is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent. This therefore means that labour productivity must improve significantly for this situation to be corrected by the warranting of increases in pay rates. The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- As for the Eurozone, concerns have subsided considerably in 2013. However, sovereign debt difficulties have not gone away and major concerns could return in respect of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2014/15 and beyond;
- Borrowing interest rates have risen significantly during 2013 and are on a rising trend. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring even higher borrowing costs, which are now looming ever closer, where authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt, in the near future;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.
-

Treasury Management Governance Arrangements

The Commissioner Management Team is responsible for:

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.
- approval of/amendments to the treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

The Joint Audit Committee is responsible for:

- scrutinising the treasury management policy and procedures and making recommendations to the PCC Senior Management Team

The Treasurer is responsible for:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

Police and Crime Commissioner for Devon and Cornwall - External Borrowing

Lender	Term Years	Maturity Date	Amount Borrowed £	Period Outstanding as at 31/3/2014 Years
PWLB	5	03/05/2014	2,000,000	0.09
PWLB	8	02/11/2016	4,500,000	2.60
PWLB	15	01/10/2025	2,000,000	11.52
PWLB	26	03/05/2029	1,697,070	15.10
PWLB	26	03/05/2029	168,930	15.10
PWLB	26	03/05/2029	461,600	15.10
PWLB	26	03/11/2029	2,000,000	15.61
PWLB	20	01/10/2030	2,000,000	16.52
PWLB	26	23/11/2030	2,500,000	16.66
PWLB	25	16/12/2034	2,500,000	20.73
PWLB	31	03/05/2036	6,200,000	22.11
PWLB	31	23/11/2036	2,000,000	22.67
PWLB	30	03/05/2037	4,750,000	23.11
			<u>32,777,600</u>	

Addressing of PCP's Recommendations by PCC's Written Response

1. A mechanism for more effective engagement, communication and consultation, particularly with Town and Parish Councils about future decisions should be addressed and ensured. **This has been covered off in the "Engagement & Consultation" section of the PCC's written response - done**
2. That the PCP is consulted by the PCC at the earliest opportunity in respect of any review of Police Custody Centres and any other future key decisions. **This is mentioned in the "Your request for additional information" section of the PCC's written response. Needs to be added to the work plan as a future item for review**
3. Opportunities and the willingness that already exists in communities to help the Police with these and future challenges should be encouraged, considered and maximised on. **This relates to recommendations 3 & 13 and is mentioned in the "Alternative engagement opportunities for the public" section of the PCC's written response. Needs to be added to the work plan for review in April 2015**
4. A report be provided to the PCP in respect of 101 performance and following the recent 101 consultation, with a more definitive and clearer statement being included in relation to its performance. **This relates to recommendations 4, 5 & 6 and is mentioned in "The 101 Service" section of the PCC's written response. The report provided needs to be added to the work plan for formal review**
5. Consideration be given in relation to increasing staffing levels in the Contact Centre dealing with 101 calls. **This relates to recommendations 4, 5 & 6 and is mentioned in "The 101 Service" section of the PCC's written response. The report provided needs to be added to the work plan for formal review**
6. The possibility of the 'Blue Phones' outside Police Stations taking priority in the 101 queue should be explored. **This relates to recommendations 4, 5 & 6 and is mentioned in "The 101 Service" section of the PCC's letter. The report provided needs to be added to the work plan for formal review**
7. The PCP be provided with Equality Impact Assessments for this and future decisions. **This is mentioned in the "Your request for additional information" section of the PCC's written response and follows as part of this appendix**
8. A robust alternative for IT should be developed to take account of the issue that many people do not use, or are unable to use, or have no access (including connectivity) in rural areas and areas of poverty. This alternative should be reported back to the PCP. **No details provided as yet, needs to be added to the work plan as a future item for review.**
9. The Local Engagement Plans should be provided to the PCP along with any 'communication/contact strategy' and these documents should be made easily accessible to the public. **This is mentioned in the "Alternative engagement opportunities for the public" section of the PCC's written response and follows as part of this appendix**
10. The PCP be provided with details of the alternative options considered in relation to the front desk closure proposals. **This is mentioned in the "Your request for additional information" section of the PCC's written response and follows as part of this appendix**

11. All consultation undertaken to inform the front desk closure proposals, including this report from the PCP should be considered prior to a final decision being made. **Done**
12. The PCC should communicate more widely with the public regarding the range of options for meeting with Police officers. **This is mentioned in the “Alternative engagement opportunities for the public” and follows as part of this appendix**
13. The PCP be provided with details of any current joint working opportunities/initiatives that are being undertaken now and what consideration is being made in relation to this in the future. **This relates to recommendations 3 & 13 and is mentioned in the “Alternative engagement opportunities for the public” section of the PCC’s written response. Needs to be added to the work plan for review in April 2015**
14. The PCP be provided with the plan for the future use of the estates portfolio, including a more business/entrepreneurial approach. **No details provided as yet. Needs to be added to the work plan as a future item for review**
15. Consideration should be given to the value of the PCP’s support and wider engagement, prior consultation and communication with the PCP in order to work as a whole ie. the PCP supporting the PCC who in turn supports the Chief Constable. **No details provided as yet. Needs to be added to the work plan and combined with recommendation 16 as a future item for review**
16. Consideration should be given in relation to how the PCP can assist with support, advocacy and the dissemination of information and communication to communities in respect of any key decisions in the future. **No details provided as yet. Needs to be added to the work plan and combined with recommendation 15 as a future item for review**



Police & Crime Commissioner's Review of the 101 Service Provision in Devon & Cornwall

1. Executive Summary

1.1. The Police & Crime Plan published in April 2014 contained a commitment to review the 101 non-emergency police contact service in response to concerns raised by the public. Over the last 6 months the Office of the Police & Crime Commissioner has undertaken this review in conjunction with Devon & Cornwall Police, the public and elected representatives. The review has included public consultation, listening to calls received in the call centre and logging the nature and outcome for a significant sample of calls.

1.2. The results and recommendations focus on a number of key issues; policy and procedure, the nature of the demand into the call centre, staff and supervision issues and calls into question the justification for a 24 hour service provision

1.3. The review sought to answer one key question: are Devon and Cornwall Police providing an effective non-emergency service to those members of the public that ring 101?

1.4. In coming to a view on that question the review sought to find out the following things

1.4.1. What factual information can be found that would demonstrate whether the length of time the public need to wait is acceptable when calling 101?

1.4.2. What quality of response is provided to the public through the 101 service?

1.4.3. How efficiently and effectively is the current service being operated?

1.4.4. What, if any, barriers exist to providing a good service to the public?

1.4.5. To what extent is the 101 service being used to handle calls that should be handled by other bodies, particularly other statutory agencies such as local authorities?

1.5. It is sensible to consider the subsidiary questions first before coming to a view on the main issue.

1.5.1. What factual information can be found that would demonstrate whether the length of time the public need to wait when calling 101 is acceptable? Calls to the 101 service are picked up by switchboard within a reasonably quick timescale. 86% of calls are answered within 30 seconds. However very few calls are resolved at the point of first contact. The majority of calls are transferred from the initial switchboard operator through to the Force Enquiry Centre. The average waiting time for this transfer is 6 minutes and 50% of callers wait for 10 minutes or more, with 20% waiting for longer than 20 minutes. These times do not include the additional time taken to speak to switchboard.

1.5.2. What quality of response is provided to the public through the 101 service? In general, call handlers are professional and well trained. They are focused on providing an effective outcome to the caller but are often frustrated by physical and ICT systems in place within the control room and elsewhere in the force.

1.5.3. How efficiently and effectively is the current service being operated? The service is inefficient as all calls are triaged by switchboard operators who when surveyed only resolved between 6% and 8% of callers queries. The majority of callers needed to be transferred onto to other places in particular the Force Enquiry Centre. This often led to the caller not only usually waiting for a considerable period to be transferred but then also having to re-explain to a second operator the nature of their issue. This is not only frustrating for callers but also extremely wasteful of resources.

1.5.4. What, if any, barriers exist to providing a good service to the public? The technology in use within the control room does not allow for the most effective deployment of staff. Technology also does not enable effective monitoring of staff for individual and corporate management purposes. In addition, the lack of corporate rules for email and answerphone responses make it difficult for the Switchboard and FEC staff to transfer messages to the 5000 officers and staff throughout the organisation with any certainty of when or if that message might be picked up.

1.5.5. To what extent is the 101 service being used to handle calls that should be handled by other bodies, particularly other statutory agencies such as local authorities? The review shows that the 101 service is used to handle calls that should be handled by other agencies relatively infrequently with only 2% of calls signposted to other agencies. Furthermore the impact of demand from other partner agencies on the 101 service is relatively small with only 4% of calls received from partners such as local authorities, health or education.

1.6. It is clear that the length of time that callers wait to get through to someone who can help them with their call is much longer than the public would expect. It is also longer than any service standards in place with other comparable

public services. This delay has significantly increased since April 2014. A number of potential explanations for this increase are highlighted including changes in shift patterns, and the introduction of a new crime recording system and vulnerability screening process. Other factors however continue to present barriers to providing a more effective service. The quality of the service received once callers reach someone who can help them is assessed to be high.

1.7. This report contains a number of recommendations that focus on 3 key areas.

1.7.1. Improving the efficiency of the process by which calls are categorised and passed to someone who can help.

1.7.2. Consideration of the principle of providing a 24 hour service to support non-emergency calls.

1.7.3. Clearer definition of the role that call handlers are required to perform and more active supervision.

1.8. In addition a number of wider organisational issues are identified that would improve the operating environment, provide greater clarity of purpose and reduce demand on the 101 system.

2. Introduction

2.1. Since Tony Hogg's election a regular message of concern from the public, local councillors, MPs and the Police and Crime Panel has been a perception that callers are left waiting for long periods of time when calling the 101 service.

2.2. In his 2014 Police and Crime Plan Tony Hogg commissioned a detailed review. This report outlines the current service provision, summarises the key findings from the review and notes where work is ongoing to address some of the issues raised. It also highlights additional areas where further improvement could be made.

3. Methodology

3.1. The following activities were undertaken to inform this review

3.1.1. **Public consultation.** A formal public consultation was conducted which focused on both the experience and the expectation of the public when they call 101. This was gathered through face-to-face consultation at public meetings and events through the summer and via an on-line consultation on the PCC website. 730 responses were received.

3.1.2. 24 hours in the switchboard. On 5th September a 24 hour listening exercise was conducted during which every call received by the 101 switchboard was listened to and logged. This exercise focused on the nature of the demand into the switchboard and the onward internal demand placed on other areas of call handling and other internal departments. There were 2226 calls logged during this exercise. There were some obvious caveats to the findings most notably that the data capture occurred over a single 24 hour period which may not be representative of wider experience.

3.1.3. Logging of call types. For a two week period between Monday 6th October and Monday 20th October the switchboard function conducted a 'quick capture' exercise was undertaken and aimed to replicate key elements of the 24-hour listening exercise over a longer period of time in order to validate some of the key findings. This involved a tally exercise recording who was calling 101 and what action resulted from the call. More than 20,000 calls were received through the 101 switchboard during this period with an average of 2820 calls to 101 per day.

3.1.4. Live reviews of FEC calls. A two week qualitative listening exercise focused on calls that were routed through the switchboard to the Force Enquiry Centre. This involved listening to more than 70 hours of non-emergency calls taken by the Force Enquiry Centre and focused on identifying any barriers to the call handling process. Again this exercise was used to validate many of the findings from the 24 hour listening exercise and also to explore issues that have emerged from other areas of the analysis. In total 224 calls were surveyed during this exercise.

3.1.5. Review of data. Data was provided from police systems about call volume, waiting times and the number of abandoned calls for the switchboard and FEC. In addition more detailed data was provided that described the average waiting time in 15 minute windows throughout the month of October 2014. Finally data showing the number of calls that received the busy tone at the switchboard for the most recent 12 month period was provided.

3.1.6. Feedback from control room staff. The control room staff including both call handlers and their supervisors provided considerable insight and feedback to the review during the listening exercises. In addition they were invited to provide additional comment and feedback at several stages throughout the review period.

3.1.7. Feedback from control room management. Control room management were also consulted at key points during the exercise and updated about significant results as they arose. This allowed the review the opportunity to reality check the early findings.

4. The current operation

4.1. Members of the public telephoning the Force on 101 are answered by call handlers stationed in either of two call handling facilities, part of Call Management and Communications Unit at Exeter (CM&CU[E]) and Plymouth (CM&CU[W]).

4.2. *Force Control Rooms*

The Force control rooms are situated at Exeter and Plymouth and are continuously staffed to receive calls from members of the public. The Force control rooms are primarily engaged in the receipt of Emergency 999 calls, and calls from other emergency services and key stakeholders such as Monitoring Alarm Companies. The Exeter control room is located within a single large room within force headquarters whereas the Plymouth operation is split between two rooms on different floors of the Crownhill police station. The Plymouth control room was undergoing refurbishment for the duration of the exercise.

4.3. *Internal set up*

The Force control rooms are divided into a number of sections. Many staff are multi-skilled and can be transferred between operating units as required.

4.4. The sections are Switchboard which answers all non-emergency calls. Force Enquiry Centre (FEC) that deals with more involved queries and also takes details of crime from members of the public. 999 operations, dispatch of force resources and input of police officer crime reports are also located within these functions but for the purpose of this report have been excluded from detailed analysis.

4.5. There are 9 teams of call handlers working 24 hour shifts spread across the two sites. Each team has at least 2 supervisors. Each site has a call centre manager who is responsible for the day-to-day management of the call centres.

4.6. Dependent on the level of training received the call handlers may be capable of performing more than one function including:

- 4.6.1. Switchboard
- 4.6.2. Force enquiry centre
- 4.6.3. 999 or priority line calls
- 4.6.4. Crime data input bureau
- 4.6.5. Missing persons
- 4.6.6. Lost & found property

4.7. In practice a call handler may perform a number of functions during a single shift for example a call handler tasked to take FEC calls may be allocated to take 999 calls as well if demand on the emergency lines exceeds the allocated resources. They might also be allocated to take missing persons or lost and found property calls. This purpose of this multifunctional profile of the staff in the call centre is to allow the resource profile to flex dynamically according to demand. Decisions about dynamic changes to the functions that an individual call handler is allocated to are the responsibility of the team supervisor.

4.8. *Contacting the Force*

Members of the public wishing to contact the Devon and Cornwall Police by telephone may do so via one of five main routes, each of which must be actively promoted:

4.8.1. Emergency Calls – 999

Life is threatened, Persons are injured, Offenders are nearby, or immediate action is needed.

4.8.2. Central Switchboard –101

Non emergency calls, 24 Hour service.

4.8.3. Textphone central switchboard (18001 101) alternative method for contacting 101.

4.8.4. Dedicated Dialing Inward

Where numbers are published, to contact a specific department direct.

4.8.5. Minicom (for deaf and hearing impaired callers) – 01392 452935

4.8.6. The above numbers are published in all BT telephone books throughout the Devon and Cornwall and in various marketing material.

4.9. *Emergency/999 Calls*

999 calls are the first priority for control room staff.

4.10. 999 calls come into the control room through the dedicated national 999 service. This is routinely answered by call handlers that are dedicated to responding to 999 calls. Where capacity to deal with 999 calls is at risk non-emergency call handlers within the control room can be switched to receive 999 calls. Where capacity is seriously stretched and waiting time thresholds are compromised, 999 calls for Devon & Cornwall will be routed to the control room in Dorset as part of a reciprocal arrangement to ensure that emergencies are responded to as priorities. Over the past 12 months 86% of 999 calls have been answered within 10 seconds. This performance is in line with the majority of other police forces.

4.11. 999 calls result in the creation of an incident log where necessary or have the details entered on an existing log relating to the same subject or incident. This information is then used to determine whether an officer attends the incident.

4.12. *Non-emergency/101 Calls*

Calls to the 101 service are initially routed through the national 101 system. This determines the likely location of the caller and routes the call to the local police force. The caller is given the option to specify a different police force if required.

4.13. 101 can be accessed via telephone (either landline or mobile) or from the blue telephone units attached to the wall outside police stations. Non-emergency enquiries and reports can also be made by e-mail and these are sent direct to the Force Enquiry Centre.

4.14. *Force Telephone Switchboard*

The Force telephone switchboard is staffed 24 hours per day every day of the year to receive non-emergency calls from members of the public. This is the first point of contact with the force for callers who dial 101.

4.15. The switchboard call handlers provide a standard greeting to the caller and take brief details of the reason for calling. The call handler uses their judgement to determine whether the call is suitable for immediate resolution at the switchboard, usually by providing advice or information to the caller. Where a call cannot be resolved immediately the switchboard call handler transfers the call. This can be to another function within the control room or to another department, individual or location in Devon & Cornwall Police, for example:

4.15.1. Occasionally a call comes through to the 101 non-emergency switchboard that in the assessment of the call handler requires a more urgent response. These calls are redirected to the priority call line (accessed by dialling 999 from outside the organisation).

4.15.2. Some callers know who they want to speak to or are asking to speak to a specific department (custody for example) and in these cases the calls are transferred.

4.15.3. Callers using 101 to provide an update to an existing crime record may be transferred to the Crime Data Input Bureau (CDIB).

4.15.4. Lost and found property can be transferred to a dedicated line that is specific to that purpose. With effect from November 2014 Devon & Cornwall Police are introducing the national lost property database with an online reporting facility called 'Report My Loss'.

4.15.5. General calls that cannot be immediately resolved and that may relate to reports of incidents, intelligence or crimes are transferred to the Force Enquiry Centre (FEC).

4.16. Between 28% and 33% of calls received at the switchboard are transferred to the Force Enquiry Centre.

4.17. *Force Enquiry Centres*

The Force Enquiry Centres are staffed 24 hours per day every day of the year to receive calls from members of the public, connected via the switchboard.

4.18. Call Handlers have the discretion to make an immediate decision as to whether a police resource will attend. Judgement must be used, balancing the needs, expectation and vulnerability of the caller against any operational requirement.

4.19. The Force Enquiry Centre functions are:

4.19.1. To deal with non-emergency enquiries from the public which, it is to be hoped will be resolved over the telephone using either a call handler or desktop resolution constable without the necessity of committing a police resource to attend in person.

4.19.2. To directly record crime where appropriate, in accordance with Force Policy

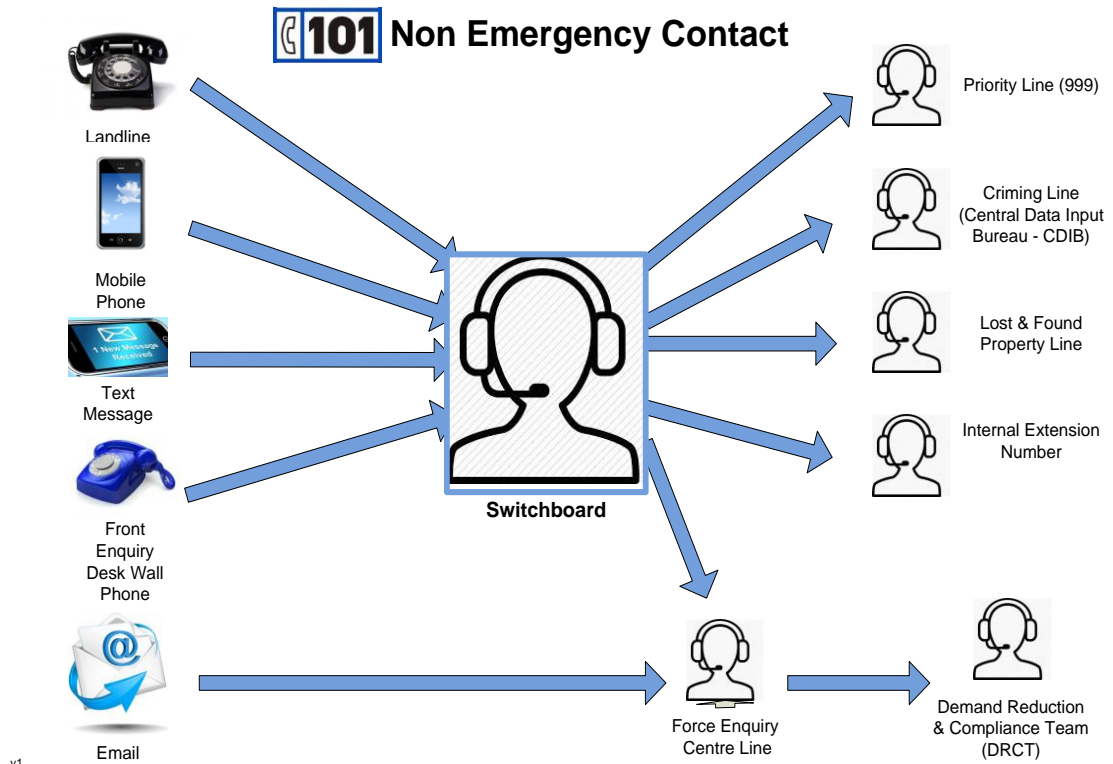


Figure 1. Summary of 101 Call routes

5. Findings

5.1. Is the length of time taken to get through to the 101 service acceptable?

5.1.1. During the summer this year a consultation exercise was conducted and one issue that this focused on was the service that the public expect to receive when they are calling the police in relation to a non-urgent matter. The consultation took two forms: public engagement at local events and an open survey with the link provided on the PCC website which was forwarded to public representatives and interest groups as well as being open to the public to complete.

5.1.2. In total 730 people completed the survey, 218 through the online survey and 512 through face-to-face consultation at public events.

5.1.3. 84% of respondents were aware of the 101 number. More than half of the survey respondents would use 101 to make a complaint, to request information from the police, to report a crime or to report an incident. The most popular reason to use 101 was to provide information to the police (70%, n=518). Less than half of survey respondents would use 101 to make an

appointment with an officer or to speak to an officer, although the proportions for both remain above 40%.

5.1.4. When asked how long they would be prepared to wait in order to speak to someone who could help them 48% (n=349) indicated between 1-2 minutes, 30% (n=217) indicated less than one minute and 16% (n=115) indicated that they would be prepared to wait for up to 5 minutes. Only 6% (n=44) were prepared to wait longer than 5 minutes to get through.

5.1.5. Over the last 3 years there have been more than 2 million calls received by the 101 non-emergency service in Devon & Cornwall. That is an average of more than 1,800 calls per day or more than one call per minute.

5.1.6. Despite this volume of demand average switchboard response times are on average remarkably prompt; 5 seconds for the 12 months ended 30th September 2012 and 2013 rising to 9 seconds for the equivalent period in 2014.

5.1.7. There is a target to answer more than 90% of all calls to 101 within 30 seconds. Data provided to 6th October suggests that this target was not being achieved for the rolling twelve months with 86% of calls answered within 30 seconds. Less than 1% of calls to the 101 switchboard are abandoned.

5.1.8. From police systems data over 60% of calls made to the 101 non-emergency number in Devon & Cornwall are transferred to the Force Enquiry Centre, which includes non-urgent and urgent Force Enquiries and the Crime Data Input Bureau. Our research found that the proportion of calls transferred to non-urgent Force Enquiry Centre was in the range of 28-33%. The average answer delay for calls transferred to the Force Enquiry Centre during the 12 months to end of September 2014 was 5 minutes 57 seconds. More than 25% of calls transferred to FEC were abandoned in the 12 months to end of September 2014.

5.1.9. However the average daily waiting time for FEC has increased significantly in the last 6 months. The chart below shows the average daily waiting times for FEC over three six month periods; to end of September 2014, to end of March 2014 and to the end of September 2013. From this it is apparent that the two earlier periods had much shorter average daily waiting times than the latest period to the end of September 2014. Indeed the average daily waiting time has increased in this period to between 5 and 20 minutes.

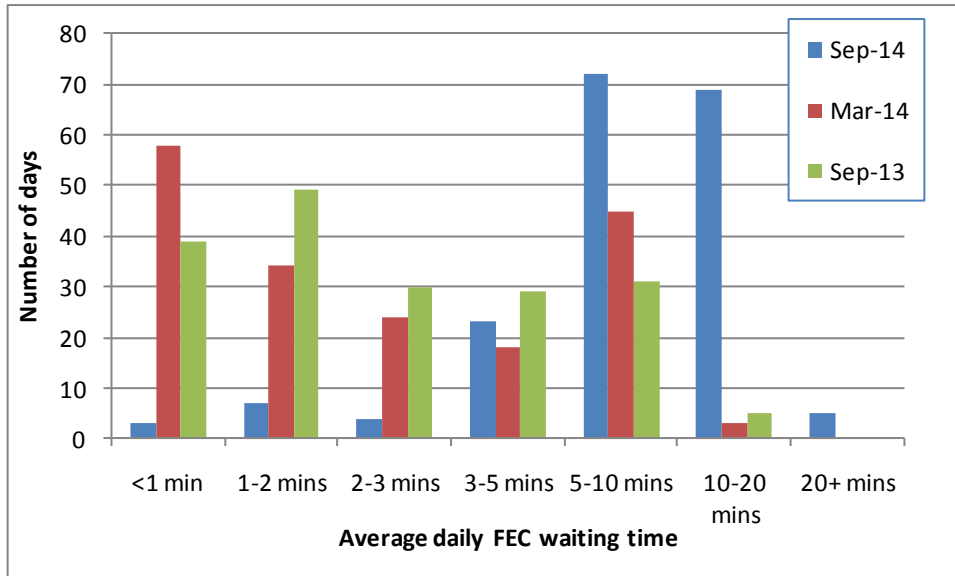


Figure 2. Chart showing recorded average daily FEC waiting times over the six months to end of September 2014 compared to the equivalent periods to end of March 2014 and September 2013.

5.1.10. When all incoming lines to the 101 switchboard are busy the caller receives an engaged tone and reviewing the number of such calls suggests a dramatic shift in performance since April 2014. The number of calls greeted by the engaged tone per month between January and March did not exceed 200. For the months between June and October this increased at least 10 fold and did not fall below 2000 in any month. A similar increase is apparent in the number of calls that are unanswered i.e. where the caller hangs up before the call is answered. The period between June and August was affected by an increased demand due to the volume of summer visitors. However the extent of the increase shown and it's persistence since the end of the summer period suggests that this increase was driven by more than summer demand.

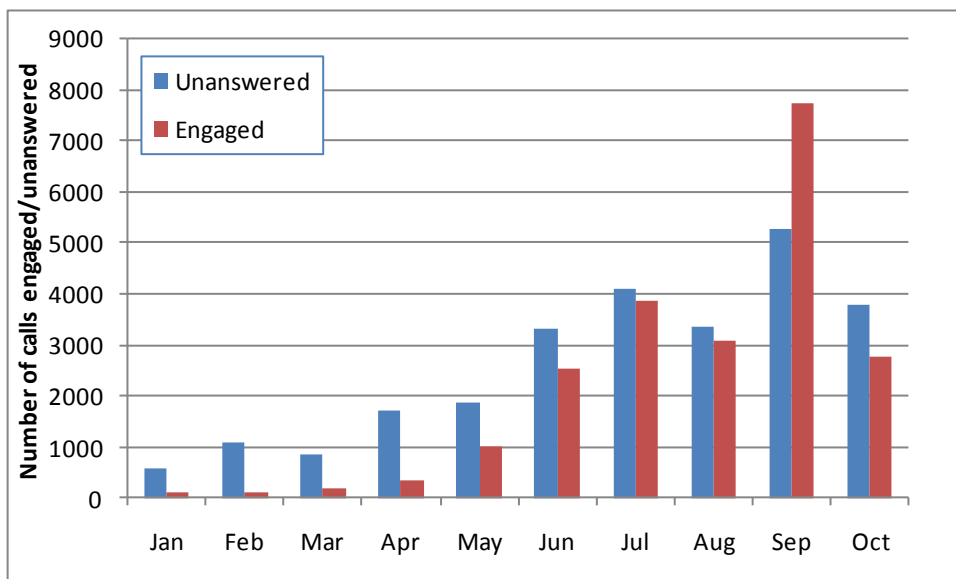


Figure 3. Number of engaged and unanswered calls per month between January and October 2014.

5.1.11. The data provided by the review suggested that waiting times for the switchboard were very short and the average length of time that calls are with switchboard was 1 minute, 35 seconds. However the time that transferred callers had to wait in order to speak to someone who could help them exceeded the 2 minute expectation highlighted above. Data from the 24 hour listening exercise suggested that for 74% of calls transferred to the Force Enquiry Centre the waiting time at the point of transfer was greater than 5 minutes.

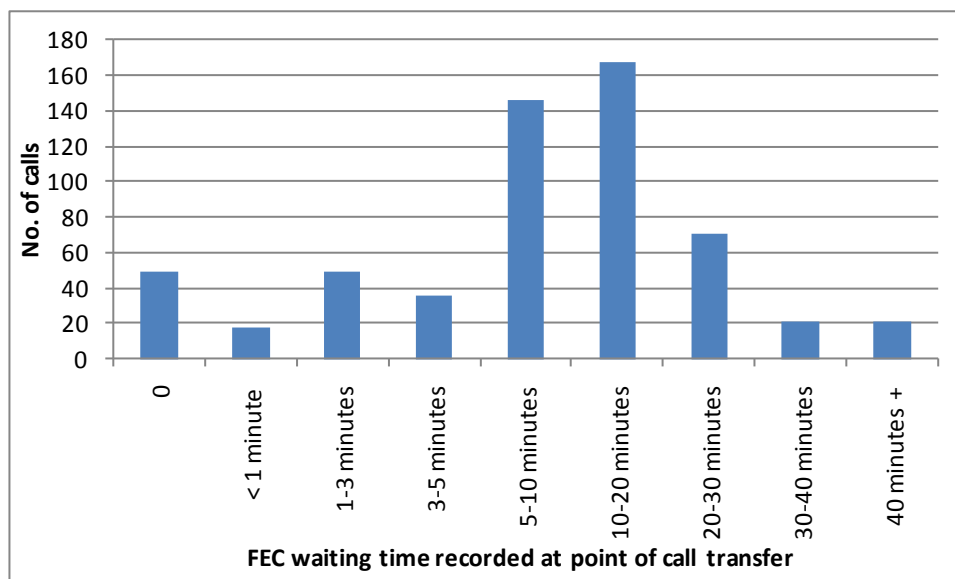


Figure 4. Chart showing recorded FEC waiting times at point of transfer from switchboard to FEC during the 24 hour listening exercise.

5.1.12. The conclusion of the review was that although calls are answered promptly at the switchboard the time that most callers to the 101 number have to wait in order to speak to someone who can help them is on the whole unacceptable. The review also concluded that the waiting time for callers to 101 has become significantly longer since April 2014. There is some evidence that this pressure point in the system is having an impact on the time taken to answer calls at the switchboard.

5.2. What is the quality of the service provided to callers once they do get through to 101?

5.2.1. Devon & Cornwall Police regularly monitor the experience of callers to the 101 service using a telephone survey. This survey asks callers "Taking everything into account are you satisfied, dissatisfied or neither with the service provided by the police in this case?" Results from the survey have consistently suggested that more than 80% of callers are satisfied with their experience. However the sample of callers that are contacted to take part in this survey is taken from those callers whose calls results in an incident log being created or a crime recorded. This represents less than a third of all

callers. The remaining calls do not generate a record on police systems and so cannot be sampled readily.

5.2.2. In addition Devon & Cornwall Police regularly surveys the experiences of victims of crime. One of the questions used relates to how easy it was for the victim to contact the police. This measure again indicates satisfaction rates of over 95%. However the sample of callers contacted only relates to victims of burglary, vehicle crime and violence and is therefore representative of a very small proportion of the overall number of callers.

5.2.3. All of the data analysed suggested that the issues that concern the public relate to the time taken to get through to someone who can help them and not the service that is received once the call is answered. A frequent observation throughout both of the listening exercises was the high standard of service provided by the call handlers.

5.2.4. This observation was supported by the FEC listening exercise which found that in 97% of cases the surveyor believed that the caller was satisfied with the outcome to their call and in all cases the surveyor felt that they would have been satisfied by the service provided had they received the same response.

5.2.5. The responses provided by the public in the consultation exercise were rather different. Although overall the main point of dissatisfaction was the waiting time, other issues identified included a lack of police response, failure of officers to attend an incident and a lack of knowledge by the call handler. In almost all cases where these views were expressed the caller had waited some considerable time to get through. It is possible that a long wait increases the expectation for delivery once the caller does manage to get through, a possibility that increases the importance of ensuring that realistic expectations are set. However, our observation was that call handlers did well but were often frustrated by systems and processes beyond their control.

5.2.6. Overall the evidence suggests that although callers have to wait longer than acceptable to reach someone who could help them with their call, the quality of service received once they do get through is generally to a high standard.

5.3. **How efficient or effective is the current service?**

5.3.1. The current procedure of receiving calls at the switchboard before passing them on to another team to resolve potentially involves a significant amount of duplication both for the caller in reciting the information that they need to pass to the police and then to repeat it when the call is passed on, as well as for the police who record the information at the first point of contact. This arrangement would only have some benefit if a significant proportion of calls were resolved at the first point of contact at the switchboard stage.

5.3.2. The review has provided conflicting evidence on this point. The 24 hour listening exercise suggested that only 7% of calls were resolved at the first

point of contact while the quick capture tally exercise suggested that 28% of all calls taken were resolved at first point of contact. This apparent difference was explained by examining the proportion of calls resolved at first point of contact during the quick capture tally exercise by time of the day. Between 09:00 am and midnight the proportion of calls resolved at first point of contact ranged between 6% and 8%. However overnight the proportion of calls resolved at first point of contact increased to between 13% and 31%. This difference is explained by the merging of the switchboard and Force Enquiry Centre functions during the overnight hours with switchboard call handlers undertaking the Force Enquiry Centre function.

5.3.3. It is reasonable to conclude that fewer than 10% of calls are resolved at the first point of contact. Significant resource is devoted to the switchboard function which appears to provide poor value for money.

Recommendation 1:

It is recommended that the call centre consider amalgamating the switchboard and Force Enquiry Centre functions with all calls dealt with by all call handlers as they are during the overnight periods.

5.3.4. For a two week period between Monday 6th October and Monday 20th October the switchboard function conducted a tally exercise recording who was calling 101 and what action resulted from the call. More than 20,000 calls were received through the 101 switchboard during this period.

5.3.5. On average there were 2820 101 calls per day. The profile of calls by day of the week suggests that Monday is the busiest, with 553 extra calls compared to the daily average. The weekends are quietest with more than 500 fewer calls each day compared to the daily average.

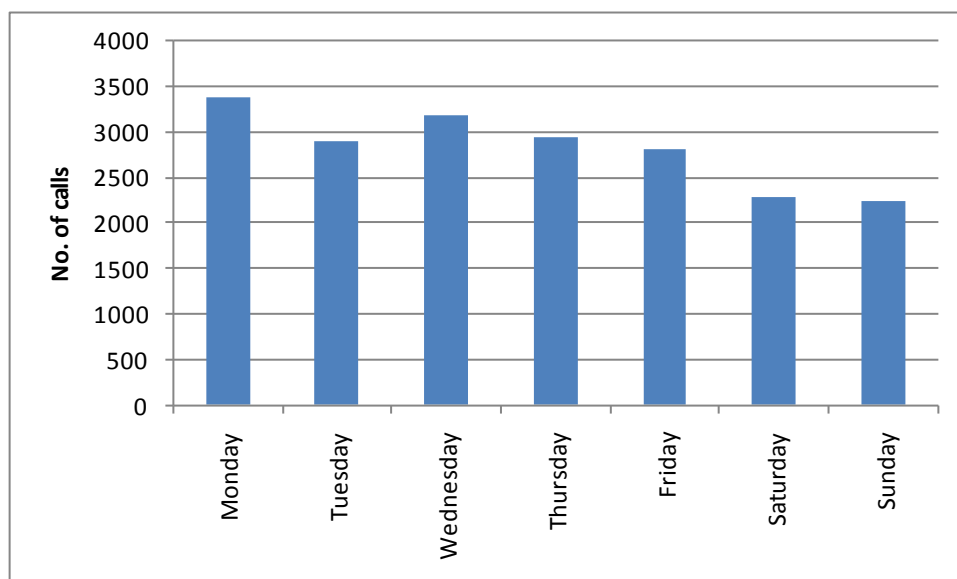


Figure 5. Chart showing the temporal distribution of calls per day.

5.3.6. The profile of times of calls supports the observations made during the 24 hours listening exercise. 77% (n=15579) of calls were received between 09:00 and 18:59. Only 1% of calls (n=231) were received between 02:00 and 06:59 with an average call rate during this period of 4 per hour. Of these calls 18 should have been 999 calls. Looking at the spread of calls during this period across the week there was no obvious increase at this time associated with the early hours of either Saturday or Sunday morning. In fact on the two Saturday mornings covered by the exercise no calls were received between 05:00 and 06:59.

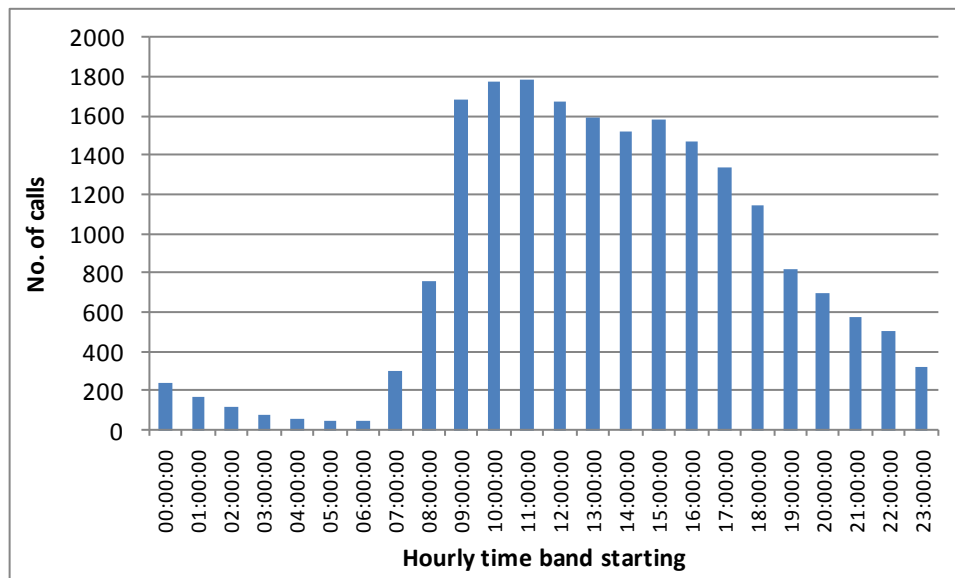


Figure 6. Chart showing the temporal distribution of calls per hour.

5.3.7. Call demand profiles are used to determine the best match between available resources and expected demand. Nonetheless the data suggests that resources remain stretched and that at peak times demand exceeds resource capacity. This situation is exacerbated during seasonal periods of high demand such as the summer months.

5.3.8. In summary the evidence indicated that demand during the overnight period between 02:00 and 07:00 was very low.

Recommendation 2:

The principle of providing 24 hour cover for a non-emergency police contact service should be reviewed. Further work to examine the nature of the demand and likely impact of this is recommended.

5.3.9. Call handlers performing both the switchboard and the Force Enquiry Centre functions undertake a significant amount of research. Some of this research was clearly necessary to support the safety of officers being

deployed to incidents. However, frequently the research appeared to stray beyond this. Examples include an additional 8 minutes spent tracking down a phone number and leaving a message for the owner of a lost purse, an additional 7 minutes spent trying different variations of a vehicle registration plate with no result and an extra 16 minutes spent tracking down an officer who could convert a log into a crime so that the details could be updated. The FEC listening exercise observed that the amount of time that call handlers spent on administration, research and data entry after a call was complete was considerable. On average an additional 5 minutes was spent on post-call administration as against an average call time of 8 minutes. In 29% (n=65) of calls there was no further administration required, however in 71% (n=159) of cases it was. The time spent on post-call administration ranged from 1 minute to 50 minutes.

5.3.10. In some cases the research provided key information with potential to protect officers and members of the public however this takes the call handlers away from dealing with the public for a considerable period of time potentially with a low positive yield in terms of protection.

5.3.11. A further key finding was therefore that the roles of the call handlers were poorly defined beyond the core functionality and not consistent across the control room. This meant that the amount of time that call handlers spent dealing with members of the public was not maximised and at times increased already lengthy waiting times

Recommendation 3:

The role of call handlers needs to be better defined with clearer guidance about what research and post-call administration activity should be involved. It may be appropriate to consider meeting some or all of the crime recording and research functions currently undertaken by call handlers within another business area.

5.3.12. It was repeatedly observed that the call centre functions as a close knit team. Call handlers and supervisors generally worked well to support each other and there was a strong desire to ensure that each individual pulled their weight. Call handlers frequently reported to start their shifts early in order to ensure that their tired colleagues could get away promptly at the end of their shifts and without a break in service provision.

5.3.13. Examples of staff and supervisors working well together to deal with abusive callers or particularly tricky situations were observed. It was also clear that staff were well supported following distressing and troubling calls.

5.3.14. Despite this positive pastoral environment a number of observations were made that may be affecting the capacity of the teams to field calls more effectively.

5.3.15. The role of the supervisors in monitoring performance, building capability and making decisions about the profile of skills required at any given time was not clearly evidenced. There was little evidence of intrusive supervision during any of the exercises. Supervisors tended to spend a lot of time behind their desks. When a call handler needed advice they had to leave their work station to seek support. In many cases this involved approaching either other call handlers or police officers in the room, resulting in at least two people considering an issue and frequently more.

Recommendation 4:

A more active and intrusive style of supervision with supervisors ‘walking the floor’ to provide immediate support where necessary rather than requiring call handlers to leave their stations to seek support would save vital minutes and ensure that call handlers were spending more time supporting callers to the best of their ability.

5.3.16. The basis for supervisor’s decisions to switch call handlers role profiles to include additional functions was not clear and information to allow them to review their resourcing decisions against demand historically was not available. This makes monitoring performance or modelling the best response to challenging scenarios difficult.

5.3.17. It was noted that where a call handler on the switchboard believed that they had an appropriate level of competency and were skilled in multiple functions they made the decision to expand their role when the waiting time for the Force Enquiry Centre began to lengthen.

5.3.18. There was a considerable lack of consistency, not just in the level of experience between call handlers, which might be expected, but also in how a call was resolved. Extreme examples included a call handler who recorded a significantly higher number of crimes than other call handlers and an individual call handler who offered different advice to callers with the same information request during the same shift. Notably a caller ringing to report a noisy neighbour could get one of three different outcomes; a crime might be recorded, an incident log created and officers despatched or the caller might be asked to contact Environmental Health. This highlights the complex decisions that call handlers have to make and emphasises the importance of individual judgement of call handlers in considering issues that frequently fall in grey areas of police business.

5.3.19. During the Force Enquiry Centre listening exercise it was frequently noted by observers that there was no urgency to move the caller on or to get sufficient information from the caller to determine what action was needed as quickly as possible. Call handlers tended to let the caller speak for as long as wanted and this was supported by reports of one call handler stating that after waiting for that long callers should have a chance to be listened to. This appears to suggest that reduction of waiting times did not have a high priority.

5.3.20. The role of the supervisor is pivotal in addressing these issues and ensuring greater consistency across the call centre.

5.3.21. A wider concern was the lack of availability of relevant data to support effective performance management. The data that was readily available was of limited use and focused on CMCU targets rather than on broader quality of service issues. This is recognised to be a problem by the management team and work is ongoing to ensure that more relevant data is available for the future.

Recommendation 5:

Supervisors should be required to a greater extent to actively manage queues flows through the transfer of available staff between the various functions. In particular, they should seek to ensure that public calls take priority over the management of internal force crime recording.

Recommendation 6:

The data available to support supervisors and management decisions and to enable more effective and relevant monitoring of performance needs to be critically reviewed.

5.4. **What barriers exist to providing a good service to the public?**

5.4.1. Existing telephony systems are accepted to be at the end of their useful life and a replacement system is being developed. Existing project plans suggest that the first stage of replacement will be implemented by May 2015 with a second stage to follow at least 6 months thereafter.

5.4.2. In 2012 a new incident management system was implemented called Storm and in April 2014 a new crime recording system was implemented called Unifi.

5.4.3. In addition to these technological changes there have been some process changes that may have impacted on the length of time spent recording information. For example the introduction of improved vulnerability screening may add a vital few additional minutes to the length of each call.

5.4.4. Other technological solutions that might be used such as the e-mail facility for 101 or the online crime reporting facility are not actively promoted by call handlers as alternatives to the extent that they could be.

5.4.5. It was not possible to ascertain whether the functionality of the replacement CC6 technology would meet all of the issues identified in this report.

Recommendation 7:

A Contact Strategy should be developed to identify alternative contact methods and support and promote their development and implementation

Recommendation 8:

An immediate review of CC6 functionality should be undertaken.

5.4.6. There were a number of issues noted with Unifi, the new crime recording system which was introduced in April 2014. There is a large amount of duplication between the information recorded in Storm incident logs and the information recorded on Unifi. In addition depending on the nature of the offence, Unifi requires a large number of additional pages of information relating to the nature of the offence, the location and venue, any property, the offender and the victim to be completed. The level of resource required to undertake this would be justified if the information is used in anger elsewhere in the organisation. However some of the fields that were completed had little real relevance and as such the entry selected by the call handler was sometimes arbitrary. Examples of these fields include the property fields, venue and location description fields. Any subsequent analysis of the nature of crime based on the entries made in these fields will be misleading.

Recommendation 9:

A further review of information input by FEC staff across the range of force systems should be undertaken. This should focus on how the information is used by the wider organisation and seek to reduce duplication.

5.4.7. A small number of calls could have been prevented. Some of these were generated by officers failing to turn up for appointments or failing to update victims as agreed. In addition there appears to be an organisational approach to tell people to ring 101 rather than to provide a dedicated direct dial inwards (DDI) contact number which is not in accordance with the Force policy. Ensuring that wherever possible dedicated direct dial numbers are provided to encourage the public to contact the relevant officers and departments direct could reduce demand by up to 14%, the proportion of calls that were recorded as connected to another internal number in the two week switchboard tally exercise.

5.4.8. Call handlers had little certainty that e-mails or voice mail messages would be acted upon. In particular evidence was presented by the technical support team suggesting that in some business areas voice mail message boxes are backing up.

Recommendation 10:

Where possible police officers and other staff should provide those that are likely to need to call them directly with a dedicated direct dial inward (DDI) contact number to avoid the need for these to be routed through the contact centre.

Recommendation 11:

A force protocol setting service standards for the response to e-mails and voice mail messages by officers and staff must be implemented.

5.4.9. The Force Call Handling Policy was last updated in April 2014. However the current document refers to obsolete systems, does not reflect new contact methods and describes a process that does not reflect the reality that was observed in the Force control rooms.

Recommendation 12:

The Force Call Handling Policy should be reviewed to reflect recent changes in Force systems, additional contact methods such as e-mail and online reporting and changes in working arrangements.

5.5. To what extent is the 101 service being used to handle calls that should be handled by other agencies?

5.5.1. Only 2% of calls received during both the 24 hour listening exercise and the two week switchboard tally exercise were signposted to outside agencies.

5.5.2. The 24 hour listening exercise suggested that 7% of calls received by the switchboard during the period examined were from partner agencies; local authorities, schools and health services for example. However the more extensive 2 week switchboard tally exercise suggested that this percentage was considerably reduced over the longer period with only 4% of calls recorded as from partner agencies. This difference is explained by the fact that the 24 hour listening exercise took place on a Friday specifically to assess the impact of demand from partner agencies which had been reported anecdotally to be greater on Fridays.

5.5.3. Therefore the review concluded that the low proportion of calls from partner agencies and the low rate of referrals do not support the concept of a multi-agency call centre or similar function, especially given the high cost that this is likely to incur. A similar argument exists for calls from other blue light agencies, which accounted for an even smaller proportion of the recorded demand.

5.5.4. The Police & Crime Plan already requires significant improvement in the service provided to 101 calls with the headline performance framework measure focused on quality of service. However the metrics currently used to measure the efficiency of the service were based on the limited performance data currently available. More relevant and direct measures that focus on the issues raised in the current report need to be developed.

Recommendation 13:

The Office for the Police & Crime Commissioner should review the Performance Management Framework contained in the Police & Crime Plan to ensure that it can measure improvements in the performance areas highlighted.

6. Summary of Recommendations

Recommendation 1:

It is recommended that the call centre consider amalgamating the switchboard and Force Enquiry Centre functions with all calls dealt with by all call handlers as they are during the overnight periods.

Recommendation 2:

The principle of providing 24 hour cover for a non-emergency police contact service should be reviewed. Further work to examine the nature of the demand and likely impact of this is recommended.

Recommendation 3:

The role of call handlers needs to be better defined with clearer guidance about what research and post-call administration activity should be involved. It may be appropriate to consider meeting some or all of the crime recording and research functions currently undertaken by call handlers within another business area.

Recommendation 4:

A more active and intrusive style of supervision with supervisors 'walking the floor' to provide immediate support where necessary rather than requiring call handlers to leave their stations to seek support would save vital minutes and ensure that call handlers were spending more time supporting callers to the best of their ability.

Recommendation 5:

Supervisors should be required to a greater extent to actively manage queues flows through the transfer of available staff between the various functions. In particular, they should seek to ensure that public calls take priority over the management of internal force crime recording.

Recommendation 6:

The data available to support supervisors and management decisions and to enable more effective and relevant monitoring of performance needs to be critically reviewed.

Recommendation 7:

A Contact Strategy should be developed to identify alternative contact methods and support and promote their development and implementation

Recommendation 8:

An immediate review of CC6 functionality should be undertaken.

Recommendation 9:

A further review of information input by FEC staff across the range of force systems should be undertaken. This should focus on how the information is used by the wider organisation and seek to reduce duplication.

Recommendation 10:

Where possible police officers and other staff should provide those that are likely to need to call them directly with a dedicated direct dial inward (DDI) contact number to avoid the need for these to be routed through the contact centre.

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Recommendation 13:

The Office for the Police & Crime Commissioner should review the Performance Management Framework contained in the Police & Crime Plan to ensure that it can measure improvements in the performance areas highlighted.

DEVON AND CORNWALL POLICE AND CRIME PANEL

Subject: Scrutiny of “How is the Police & Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?”

Date: 19 December 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 on 20 June 2014 agreed its first ‘proactive’ Scrutiny topic for 2014/15 would be “How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?” The scrutiny review is to be undertaken adopting a ‘select committee’ style approach, but would draw the PCP’s attention to paragraph 2.3 in this report.

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. This has been carried out to determine how they think the PCC is strengthening relationships with them and how they think the PCC is showing leadership in partnership working. The Host Authority has acquired some 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.

Recommendations & Reasons for recommended action:

It is recommended that the PCP:

- adopts a select committee style approach and scrutinises the “How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?”
- agrees its findings, which will be used to inform any recommendations to be made to the PCC 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 in draft form.
- agrees to add CoPaCC’s thematic report findings on “PCCs and Partnership” - at an appropriate point on the PCP work programme - when it is made available in early 2015 and if there is no associated cost in acquiring a copy.

1

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 "How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?" 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 ‘proactive’ scrutiny topic for 2014/15 would be “How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?.” The PCP is not only required to scrutinise this topic but to also offer support and act as a critical friend. The scrutiny review is to be undertaken adopting a select committee style approach.
- 1.2 The PCP may be interested to know that the organisation “**C**ompar**e**s **P**olice and **C**ri**m**e **C**ommissioners” (CoPaCC)³ produces occasional thematic reports. These examine key PCC-related areas in more detail by “comparing PCCs and sharing best practice”. CoPaCC’s fourth Thematic, on “PCCs and Partnership” is to be published in early 2015 and PCCs and OPCCs have been invited to contribute. This Thematic will contain a number of expert “partnership” perspectives. CoPaCC are interpreting ‘partnership’ as broadly as possible so as to include all possible examples of such partnership good practice and can cover any form of collaborative activity between an OPCC or force and any other public sector organisation eg third sector, private sector, charitable or academic organisation, or indeed work with individuals (whether individually or collectively).
- 1.3 The Host Authority forwarded this to the OPCC who have responded to say they are intending to make a submission, and have identified a great example of partnership work as their Directory approach to Victims Care. The OPCC will provide the Host Authority with a copy of their submission in due course. The Host Authority will seek to acquire CoPaCC’s report findings and provide this to the PCP - if there is no associated cost in doing so – when it becomes available in the new year.
- 1.4 In the run up to the elections of the first PCCs, the Home Office produced a document “Have You Got What it Takes – Working in Partnership”⁴ which described how PCCs should work in partnership with others and specifically:

“The Police Reform and Social Responsibility Act 2011 puts in place a flexible framework for working in partnership. This includes two related, reciprocal duties to co-operate which will support partnership working across community safety and criminal justice. Though the two duties are worded slightly differently, their aim is the same - to make sure that local leaders work together to achieve the most effective outcomes.”

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

³ <http://copacc.org.uk/thematics/>

⁴ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117407/partnership.pdf

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 organisations across Devon, Cornwall and the Isles of Scilly seeking their views on how they thought the PCC was strengthening relationships with them and how they thought the PCC was showing leadership in partnership working. This was carried out in two ways, as follows.

2.2.1 Firstly, consideration was given to contacting relevant agencies and organisations throughout Devon, Cornwall and the Isles of Scilly across a range of disciplines. A letter was prepared (**Appendix 1**) and sent direct, including to the following agencies⁵:

- Local Authority Leaders and Chief Executives
- Community Safety Partnerships
- Chairs of Health & Wellbeing Boards
- Chairs of Adults Safeguarding Boards
- Chairs of Children's Safeguarding Boards
- Youth Offending Services
- Dorset Devon & Cornwall Community Rehabilitation Company
- Age UK (Devon) and Age UK (Cornwall)
- Victim Support
- Devon & Cornwall Community Watch Association
- Heart of the South West Local Enterprise Partnership
- Cornwall Local Enterprise Partnership
- Cornwall Association of Local Councils
- Devon Association of Local Councils
- Devon ReForm
- Chambers of Commerce

There were only 9 responses received, and these are attached (**Appendix 3**).

2.2.2 Secondly, an 'open letter' from the Chair of the PCP was prepared and published (**Appendix 2**) 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 2.2.1, seeking views from members of the public in respect of the proposals. No responses have been received to the 'open letter'.

2.3 The engagement in paragraphs 2.2.1-2.2.2 above usually assists the Host Authority with identifying potential witnesses to add further value to the PCP's scrutiny process by them giving verbal evidence and responding to questions from the PCP members. However, on this occasion, and despite the Host Authority's best efforts, no witnesses have been identified that are either willing or able to attend for this particular scrutiny topic.

2.4 What stood out as the main points of feedback from the engagement exercise carried out in paragraphs 2.2.1-2.2.2 was:

- Despite having written out to the many partnerships and agencies in 2.2.1 above, the level of feedback received was very low.
- Of those that replied, in general the responses were fairly positive.

⁵ This is not an exhaustive list.

- There may be some merit in the PCC more proactively and directly engaging with Safeguarding Adults Boards.
- The PCC needs to consider how he can broaden his engagement with and in aspects of democratic processes and exposure beyond those in leadership roles, such as budget scrutiny sessions.
- It would be helpful if the PCC would consider informing CSPs when he is making planned visits/carrying out activities in their respective areas so that CSPs could inform and support the PCC with such visits/activities.
- The way in which the funding allocated by the PCC to CSPs to address strategic assessment priorities has been welcomed and seen to strengthen partnership working and was managed well without too much bureaucracy being applied.
- The PCC might wish to consider prioritising attendance at Plymouth's Health and Wellbeing Board, rather than sending a representative, in order to share his strong views on the impact of alcohol misuse and alcohol-related crime which he has demonstrated leadership across Devon, Cornwall and nationally. It is felt that the detail or benefit of the work the commissioner undertakes regionally and nationally has not been reflected/communicated at a local level in Plymouth.

2.5 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. Their reports are attached (**Appendices 4 and 5**).

2.6 The information provided by the PCC in 2.5 above has been analysed and the PCP may wish to probe for example:

- The PCC states that he sits on all five Health and Wellbeing Boards, but it is apparent, from the feedback provided in paragraph 2.4 above, that this is not the case in Plymouth.
- Clearly the PCC has invested a lot of funding in a wide range of projects and partnership activities, which stakeholder feedback above has shown has been welcomed. How is the PCC evaluating this investment, and is the PCC confident this is having a positive impact on performance and driving down crime across the force area?
- It is apparent that the PCC is using a range of opportunities to champion issues, push for change and influence decisions made in Westminster that reflect the needs of the force area. Other than alcohol, what are the other issues and changes the PCC is hoping to influence and does he expect to be successful in any of these?

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 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 in draft form.

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**Plymouth City Council
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www.plymouth.gov.uk
Please ask for: Sarah Hopkins**

17 November 2014

Dear Sir/Madam

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 ***"How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?"***.

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 19 December 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) How is the Police and Crime Commissioner strengthening relationships with you?**
- 2) How is the Police and Crime Commissioner showing leadership in partnership working?**

The PCP would be grateful for any written responses your organisation is able to provide. **The deadline for written responses is Monday 1 December 2014** and responses

Cont'd/....

-2-

17.11.2014

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, or a colleague would be willing and able to attend PCP meeting on 19 December 2014, as a witness, to provide verbal evidence. It should be noted 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>

I look forward to hearing from you.

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).

'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

November 2014

How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working

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 ***"How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working"***.

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 19 December 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) How do you think the Police and Crime Commissioner is strengthening relationships with you?**
- 2) How do you think the Police and Crime Commissioner is showing leadership in partnership working?**

The PCP would be grateful for your written responses to these questions. **The deadline for written responses is Monday 1 December 2014** and responses should be sent to:

Sarah Hopkins
Community Safety & Partnerships Manager
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Please also let us know if you would be willing and able to attend PCP meeting on 19 December 2014, as a witness, to provide verbal evidence. 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

A handwritten signature in black ink, appearing to read 'R Croad', with a horizontal line underneath it.

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

DEVON & CORNWALL POLICE AND CRIME PANEL – 19 DECEMBER 2014
COMBINED STAKEHOLDER FEEDBACK FOR SCRUTINY OF “*How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?*”

ORG/AGENCY	AREA	FEEDBACK
Chair, on behalf of the Peninsula Sexual Assault Referral Centre (SARC) Board.	Devon and Cornwall	<p>How is the Police and Crime Commissioner strengthening relationships with you? The work I am involved with is the commissioning of Sexual Assault Referral Centres (SARCs) of which we have three across the Devon and Cornwall geography. Commissioning of the SARCs and their follow-on pathways requires a strong joint commissioning partnership as different commissioners are responsible for different parts of the pathway. The Police and Crime Commissioner (PCC) is responsible for commissioning the Forensic Medical examinations and some of the victim support services. NHS England is responsible for commissioning the SARC itself, the immediate health needs of the victim, paediatric support for the children etc which can all form part of a joint examination. Close working with our fellow commissioners is essential and the PCC office has been very accessible and pro-active in our joint working. We have regular performance meetings with our providers, quarterly Peninsula Strategic Commissioning Board and numerous ad hoc meetings to focus on service development. This willingness to work together has led to a strong and pro-active relationship with the PCC Office.</p> <p>How is the Police and Crime Commissioner showing leadership in partnership working? The PCC has been at the forefront of commissioning strategy in this area. They contribute a significant amount of money into this agenda, providing key elements of provision and pro-actively lead on a number of developments to better support victims of sexual abuse. Close co-operation has been a strength of working with the PCC office. Leadership can be demonstrated by a number of pilot initiatives aimed at working differently to improve victim care and make best use of resources.</p>
Plymouth Safeguarding Adults Board.	Plymouth	“As yet, we do not have a direct relationship with the Police & Crime Commissioner, but we are certain that our incoming Chair and Board members will welcome the opportunity to develop this as we work towards a statutory footing for the SAB under the Care Act.”
East & Mid-Devon CSP	East & Mid Devon	I refer to your letter of 19 November regarding the scrutiny review of certain aspects of the work of the Police and Crime Commissioner. This was discussed at a recent meeting of the East and Mid Devon Community Safety Partnership (CSP) Steering Group and the following comments were made:

		<p>In relation to the question about the PCC strengthening relationships, members felt that compared to the old Police Authority, Mr Hogg is certainly a lot more visible and approachable. Members have seen and spoken to him at various meetings as well as being aware of his enhanced profile through the local TV and radio.</p> <p>Regarding his leadership in terms of partnership working, members have noticed that this goes hand in hand with his enhanced public profile. Mr Hogg seems to be well engaged with various aspects of such working and in respect of Community Safety Partnerships he attends the CSP Chairs meetings and also provides funding for the CSPs across Devon.</p>
<p>Cllr Sue McDonald Chair of the Health and Wellbeing Board (Plymouth)</p>	<p>Plymouth</p>	<p>Thank you for the opportunity to comment on the role of the Police and Crime Commissioner within our partnership arrangements. I write as the Chair of the Health and Wellbeing Board but it must be noted that given the timescales within which we have been asked to respond, my comments have not been formally approved by a business meeting of the Health and Wellbeing Board.</p> <p>How is the Police and Crime Commissioner strengthening relationships with you? The commissioner took part in the early meetings of the Board before it was established as a formal committee of the council. These sessions explored the dynamics created by working together to generate fresh perspectives on causes and solutions to shared issues, whilst building trust and confidence within the membership to encourage innovation and openness. Whilst we understand the constraints on the Commissioner’s time, particularly across a large geographical area, the commissioner has not yet attended any meeting of the Board this municipal year. A consistent representative of the Office of the Police and Crime Commissioner has been present at all meetings in place of the Commissioner, but this representative, whilst a valuable resource, does not carry the democratic mandate of the Police and Crime Commissioner.</p> <p>How is the Police and Crime Commissioner showing leadership in partnership working? The Commissioner holds strong views on the impact of alcohol misuse and alcohol related crime and has shown leadership across Devon, Cornwall and nationally with regard to this issue. However the detail or benefit of the work the commissioner undertakes regionally and nationally has not been reflected / communicated at our Health and Wellbeing Board. Eg the board in Plymouth approved a ‘Reduce the Strength Campaign’ but have not explored the links to programmes such as ‘#RU2Drunk’ scheme in Torbay and North Devon. To make progress against our shared problem of alcohol misuse we believe that whole system</p>

		<p>collaboration is required at every level to reflect that public agents work within a complex system with a mix of local, regional and national agencies. The Police and Crime Commissioner could provide a focal point for collective accountability and advocacy across the Devon and Cornwall geography for alcohol and its wider societal impact, not just crime and disorder.</p>
<p>Tracey Lee Chief Executive (Plymouth) and on behalf of 'One Plymouth'</p>		<p>In Plymouth we have facilitated the opportunity for the Commissioner to meet with other key leaders from the public and private sectors, to share and understand issues of mutual interest and benefit ("One Plymouth"). This has led to successful collaboration and offered opportunities for the Commissioner to influence city initiatives, including the Plymouth Plan.</p> <p>The Commissioner also meets on a regular basis with the Leader, Cabinet member and myself.</p> <p>Some concern has been expressed about the Commissioner's engagement with wider aspects of our democratic processes and exposure beyond those in leadership roles. For example we have been disappointed about his lack of involvement (despite invitations) in our budget scrutiny sessions, which other key public sector leaders attend. We would like to see the Commissioner broaden his engagement in this respect.</p>
<p>Chair of the Safeguarding Boards in Devon and Torbay.</p>	<p>Torbay and Devon</p>	<p>From the Boards' point of view, we have had good engagement from the Police and Crime Commissioner. I have met with the Commissioner and his Senior Managers on a number of occasions and have been able to raise specific issues with them. A member of the Police and Crime Commissioner Senior Management Team attends both Board and Executive meetings in Torbay and Devon.</p> <p>The Police and Crime Commissioner has been able to assist the Board in terms of partnership working and help tackle some of the key issues that the Board is trying to address. This has covered areas such as child sexual exploitation, missing children, closer working with Police colleagues, and the development of a MASH in Torbay.</p>
<p>Chair Safer Communities Torbay</p>	<p>Torbay</p>	<p>How is the Police and Crime Commissioner (PCC) strengthening relationships with you?</p> <p>I am unsure as to whether this question relates to the strength of the relationship between our Community Safety Partnership (CSP) and the PCC himself, or how the PCC has helped strengthen/develop relationships between our CSP and other areas/stakeholders. As such my response will cover both interpretations.</p> <p>The relationship between the Office of the Police and Crime Commissioner (OPCC), PCC and our CSP has to date been predominantly positive. As a CSP we have the confidence to approach the OPCC with questions, queries and new ideas, and staff from the OPCC have been effective in their engagement with our area.</p>

Our CSP has infrequent contact with the PCC himself however appreciate that this is due to the breadth and diversity of his remit, as well as the size of the geographical area for which he is responsible. An area for further development perhaps would be communication by the PCC/OPCC with the CSP relating to planned visits/activity in our area. There have been occasions where we have learnt, indirectly, that the PCC has visited or intends to visit our area.

Whilst it is not our intention to interfere with any planned engagements, as the statutory partnership group responsible for reducing crime and disorder in Torbay with a wealth of knowledge, we would appreciate the opportunity to inform, support and assist the PCC in activities relevant to our area.

One of the positive developments has been the inclusion of the PCC on Torbay's Health and Wellbeing Board and in particular the opportunity to link the crime and disorder agenda to health and wellbeing. This has enabled for example, the 'alcohol' agenda to be addressed by a wider audience.

The CSP and the PCC are inextricably linked through the commissioning funding which is allocated by the PCC to the Torbay CSP. This funding is critical in enabling the partnership to address the priorities identified in the Strategic Assessment. The way in which this funding is managed by the OPCC has to date been positive without too much bureaucracy and this has strengthened the working relationships on the ground.

How is the PCC showing leadership in partnership working?

The responses to this question are likely to vary depending on the subjective interpretation of the word 'leadership'.

The PCC has undoubtedly led in a number of partnership areas across the Peninsula, one being the development of victim care services, another being the high strength alcohol and so called 'legal highs' agendas. We recognise the PCC's strength in leadership to act as a central and visible 'voice for change' in these areas, enabling joint partnership concerns to be lobbied at a national level.

The development, delivery, management and accountability of the PCC's Police and Crime Plan also demonstrates a commitment to partnership working, as does the PCC Small Grants Programme which enables communities to contribute to the crime and disorder agenda.

		<p>Whilst the role of the PCC is pivotal to partnership working, it is helpful to consider the context of PCC's in amongst the wider delivery landscape of working to reduce crime and disorder and improve community safety.</p> <p>Partnership working can be both highly rewarding and incredibly challenging. Whilst effective inter-agency/organisation process and practice are vitally important, often 'partnership' success is dependent on specific individuals, their knowledge, skills, experience and the professional relationships they have developed.</p> <p>CSPs have been established for a number of years and as such their members (officers and elected representatives) have significant experience of bringing partners together. Whilst CSPs are not always as publicly visible as perhaps they could/should be (primarily due to the need to prioritise funding and other resources to delivering tangible objectives rather than 'marketing' themselves) they work on a daily basis 'behind the scenes' to problem solve, challenge existing practice, improve and develop new ways of working.</p> <p>Whilst the PCC is a welcome addition and publicly visible part of this process the role provides one leadership and commissioning function to a number of other existing and established commissioning frameworks for local authorities and other partner (including third sector) organisations.</p> <p>In terms of this question it would be useful to differentiate between the role of the PCC as a partnership leadership function in relation to creating consistency of approach where appropriate across the Peninsula and a central 'voice' for change, compared with the local leadership and practical delivery of crime and disorder outcomes by CSPs which are unique and responsive to their own geographical areas.</p>
<p>Lee Howell, QFSM FIFireE, Chief Fire Officer. Devon & Somerset Fire & Rescue Service</p>	<p>Devon</p>	<p>Devon and Somerset Fire and Rescue Service has a good relationship with the Police and Crime Commissioner and values the ability to raise any concerns directly with him. To date there have been no issues, but having that ability is welcome.</p>
<p>Cllr Jeremy Rowe Chair of the Health and Wellbeing Board Cornwall</p>		<p>I hope the following responses to the questions will be helpful. Regrettably I am unable to attend the PCP meeting on 19 December but I would like to reiterate my appreciation of Tony Hogg's engagement with our Health and Wellbeing Board and wider partnership activity in Cornwall.</p>

<p>(Councillor for the St Issey and St Tudy Division Cabinet Member for Devolution and Localism Deputy Leader of the Council Cornwall Council)</p>	<p>How is the Police and Crime Commissioner strengthening relationships with you? The Police and Crime Commissioner is an active and committed member of the Cornwall Health and Wellbeing Board. He is a regular attendee at meetings and contributes positively to debate bringing the knowledge he has gathered from other areas where appropriate.</p> <p>How is the Police and Crime Commissioner showing leadership in partnership working? The Police and Crime Commissioner is a regular visitor to Cornwall and engages with senior leaders to highlight opportunities for collaborative working and how he can use his influence in some of the regional/national agendas, such as alcohol to inform our approach in Cornwall and in turn provide input and knowledge based on local circumstances to influence other discussions out of county.</p>
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**Police and Crime Panel Meeting
19 December 2014**

Scrutiny session “How is the P&CC strengthening relationships and showing leadership in Partnership Working?”

The Police and Crime Commissioner (PCC) welcomes the scrutiny role performed by the Police and Crime Panel which is a key part of the revised democratic approach introduced in November 2012. This information note is provided to assist the Panel in its scrutiny function. It provides an overview of the partnership landscape within the region, highlighting the breadth and depth of partnership activity and identifying some particular activities that may be of interest to the panel.

Scope and scale of partnership work

The PCC and the team at the OPCC are actively working in partnership with a wide range of organisations in furtherance of the Police and Crime Plan objectives and on crime and policing issues more generally. Attached to this paper is a diagram setting out the key partnerships that the PCC and his office are working with.

These partnerships vary from statutory partnerships such as the five Health and Wellbeing Boards to local partnership initiatives with local authorities on issues such as mental health/alcohol to national and regional partnerships such as the SW Criminal Justice Board. We are actively working with the third sector in a range of partnerships, including our work with over 40 local partners to deliver a comprehensive and innovative approach to victim care through the new Victim Care Unit and website directory.

Nature of partnership working

The nature of partnership by the PCC can be broadly characterised into four areas.

Driving service improvement and working with partners to protect key services

The PCC and his team at the OPCC are working actively with partners to enhance and protect key services on issues such as safeguarding, substance misuse and Restorative Justice. For example we are working closely with safeguarding partners to deliver funding to support the enhancement of MASH services across the peninsula and on a number of alcohol related crime projects and pilots.

One notable example of the partnership approach adopted by the PCC is the development of new victim care arrangements across Devon and Cornwall and the Isles of Scilly which will come into effect from 1 April 2015. These new arrangements have partnership at their core. The OPCC Team has been working actively with over 40 third sector partners in the area to develop a comprehensive package of care that will be available to the estimated 85,000 victims of crime in our

policing area each year. This new approach moves away from a single provider and was based upon the findings of a significant victims needs analysis carried out in 2013 by the PCC's Office which was prepared in consultation with local partners. .

Acting on a pan-peninsula basis to joining up thinking and activity and to challenge established practice and inaction (locally and nationally) The PCC and his team sit on a wide range of groups and boards across the peninsula. This provides the PCC with a unique perspective within Devon and Cornwall – looking across the local authority structures to identify opportunities and gaps and to work with the partners to help address these issues. The PCC sits on all five Health and Wellbeing Boards across the peninsula and is able – from this perspective – to apply his wider perspective and is pushing hard for these Boards to take a greater interest in community safety and to prioritise action on issues such as alcohol and mental health. The PCC has an important role to play in supporting local partners but also in challenging delivery and identifying gaps in service, such as the PCC's continued push for an enhanced SARC service in Plymouth to cover paediatrics.

Providing financial support for projects and partnership activities The Commissioner continues to spend significant sums of money on commissioning key services to support community safety and crime reduction. This includes providing funding directly to Community Safety Partnerships, Youth Offending Teams and Sexual Assault Referral Centres. Additional funding is also provided through the PCC's Small Grants Scheme of £100,000 per year and the PCC's support for bids to the Ministry of Justice's Competed Fund which delivered over £600,000 of funding into local projects for victims of crime in areas including domestic violence, equality and female genital mutilation.

Supporting the work of partners on key portfolio issues under the Police and Crime Plan. The PCC is able to leverage his local role nationally and to work with the other PCCs across the country to champion issues and push for change in Westminster. The PCC is also working closely with the 18 South West MPs to ensure that decisions made in Westminster reflect local needs within Devon and Cornwall. The PCC's chairmanship of the national PCC Alcohol Group is a key example of this role where he is working with senior police officers nationally to make the case for legislative reform in a number of key areas.

Areas for improvement

Partnership working within the peninsula continues to grow and develop. The continued challenges within the financial landscape for all parts of the public sector bring significant challenges for all parties but the answer lies in more (not less) partnership working. One area where we intend to develop our partnership approach in the future is in our work with business, building on the excellent work that has been taken forward as part of the development of the new victim care arrangements where we are actively working the Devon and Cornwall Business Council to understand the needs of business and to design solutions.

Andrew White

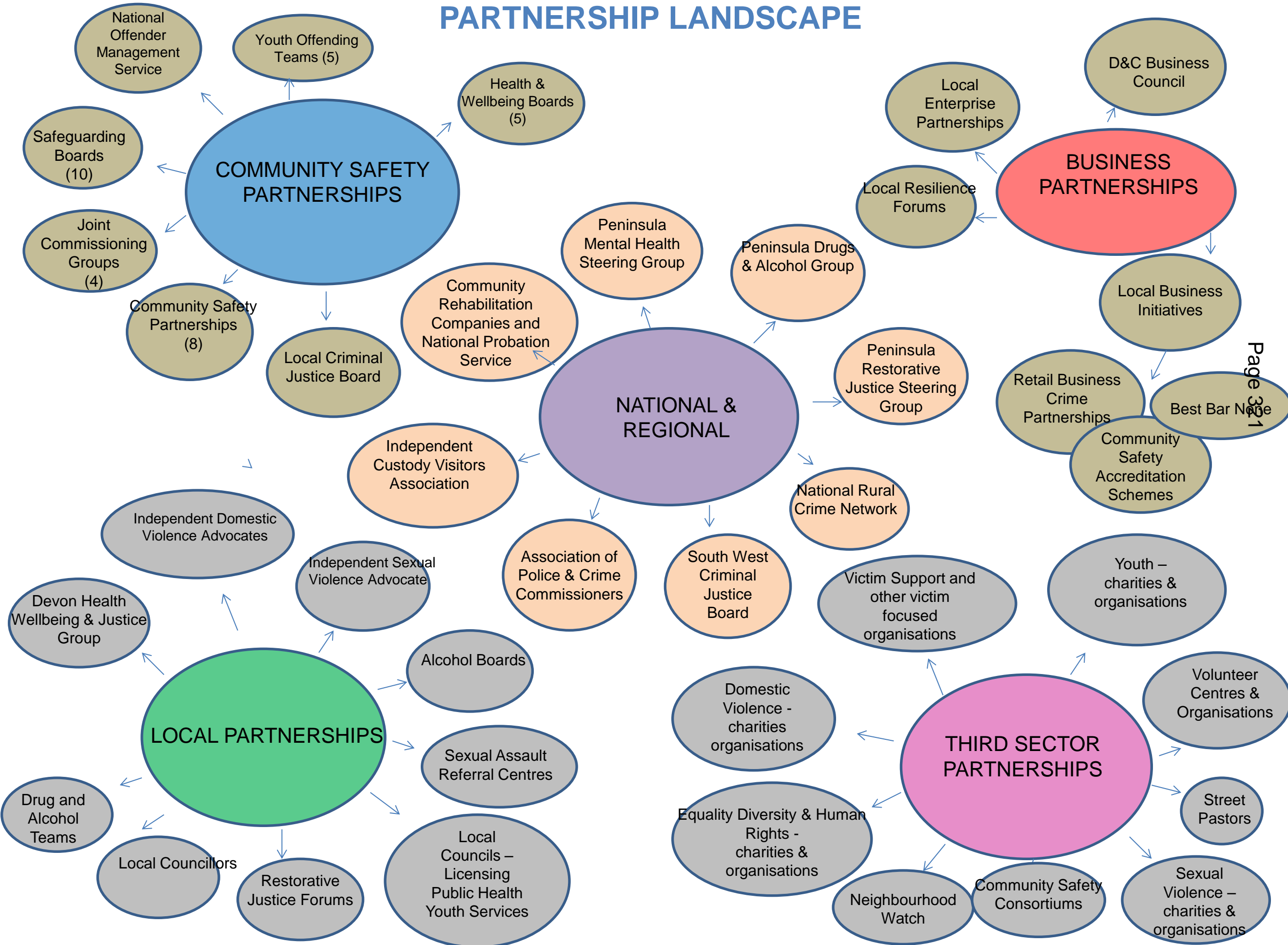
Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

Report prepared 5 December 2014

PARTNERSHIP LANDSCAPE



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Strategic Alliance Devon and Cornwall Police & Dorset Police

The journey so far...

December 2014

Why are we doing it?

- Financial imperative to provide continued service despite reduced funding
- Sustainability of neighbourhood policing / other services
- Strategic direction set by Govt/HMIC
- Interoperability
- Resilience
- Ability to reinvest to meet new and emerging threats



Why Devon & Cornwall/Dorset?

- A determination to preserve local policing
- Similar policing styles, ethos and delivery
- A desire to invest in our capability despite budget reductions
- An understanding that none of this can be achieved without sharing resources at a strategic level
- Provides a well developed bi-lateral evidence base as a “Southern hub” for ongoing work with our South West regional colleagues



What Happened Next....

- Following preliminary work, CCs/PCCs agreed to introduce small team to scope –December 2013
- SRO, Programme Director and Team appointed
- Programme Initiation Document agreed March 2014 for Phase 1 – Scoping and Feasibility Stage
- Strategic Outline Case considered June 2014
- Implementation by **April 2016**



Strategic Outline Case

The Strategic Outline Case compiled to incorporate:

- Executive Summary
- Proposals and Recommendations from Options Appraisals
- Legal, Outsourcing, HR, IS and Assets considerations
- Financial Analysis, Cost of Change and Cost Allocation
- Risks and Benefits
- Proposed Implementation Approach

June/July - agreed preferred way forward with a target of £12m savings and move to next phase



Phase 2 – Detailed Business Cases and Implementation

The Scope for Phase 2 of the Programme:

- Development of detailed business cases in relevant business areas that are in scope, by 31 March 2016
- Development of the overarching programme deliverables that support the progress of detailed business cases
- Where a detailed business case is approved to ensure the recommended option/model is effectively implemented and business benefits realised in the longer term.



Programme Outline Plan (October 2014)

Detailed Business Cases	
November 2014	Ops Support Command
January 2015	Transport Admin Services ANPR
February 2015	Finance Information Management
March 2015	Prevention Directorate Firearms/ARV Integrated Offender Management



Programme Outline Plan (October 2014)

Detailed Business Cases	
April 2015	Call Handling/Command and Control Firearms Licensing Dogs Resource Management
May 2015	Professional Standards
June 2015	Roads Policing Audit and Risk Management ICT
July 2015	Intelligence Ops Planning People Directorate



Programme Outline Plan (October 2014)

Detailed Business Cases

December 2015	Criminal Justice & Custody FSG/EPT Business Change Corporate Development Corporate Comms Estates and Building Services
Post 2016	Response/Neighbourhood Policing Local Investigations PPU Call Out Rotas Victims Services



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**Police and Crime Panel Meeting
19 December 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 has worked well for the first half of the current performance year with scrutiny focusing on the identified headline measures. In addition the last 6 months has allowed us to further consider and develop some of the secondary measures that were outlined in the Police & Crime Plan. Some of these measures will be sufficiently robust by the end of the current performance year to be added to the list of measures reported. Others may need further adjustment; for example measures of 101 call service performance. These changes will be presented to the Police & Crime Panel in the New Year.

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

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 19 November 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 continues to be down. Monthly comparisons show that it has remained below the 3 year average for the first 7 months of the current performance 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%. Within this local differences exist, with urban areas facing specific challenges of their own.

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.

Starting in December there will be a trial on the use of breathalysers in licensed premises in Torbay. The resulting data will be analysed with interest and Exeter University will carry out an evaluation to see if it has any impact. The findings will be reported to the Panel. A similar pilot in Norwich last year showed a significant impact with a 30% reduction in violence and sexual violence in the ENTE.

c) Areas Requiring Better Understanding

Trends in sexual abuse and domestic abuse continue to rise as reported previously. A detailed understanding of what is driving this trend is needed before we can be satisfied that this reflects increased confidence to come forward among victims. This area will form the subject of a deep dive meeting in December which will consider analysis of trends and examine the service provided to these particularly vulnerable victims.

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 (deep dives are held in private in the intervening months). 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*.

The last report highlighted some changes to the format that sought to better reflect the issues that are of greatest concern to the public. Two such meetings have now been held with increasing levels of public engagement at the meetings. These meetings will continue to develop and there are plans to consult with local councillors to identify concerns as well as reviewing the issues raised by the public in correspondence.

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.

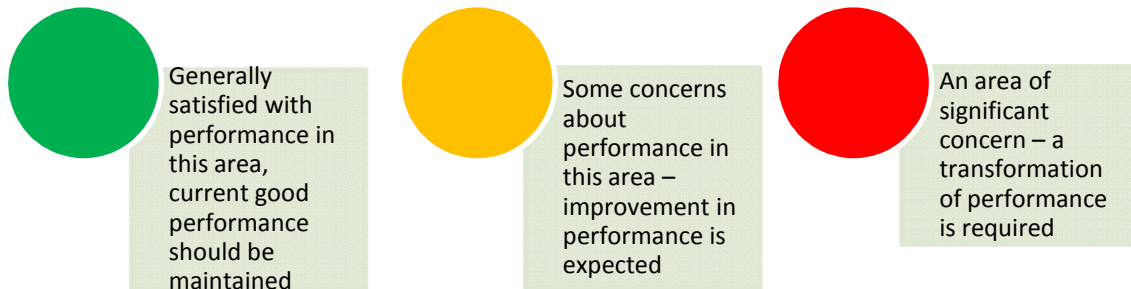
Contact for further information

Andrew White
Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall
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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		



**Police and Crime Panel Meeting
19 December 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 October 2014.

1. POLICE AND CRIME PLAN DELIVERY UPDATE

In October 2014 the second quarterly update of progress against the Police and Crime Plan was published. This report is available on the OPCC website at <http://www.devonandcornwall-pcc.gov.uk/About-Us/The-Plan.aspx>

This Update Report covers the period following the last Police and Crime Panel meeting in October 2014. Key developments and activities to note in that period include:

- ❖ Publication of the findings of the Commissioner's review into the 101 Service. The findings of the review have been accepted by the Chief Constable and an Action Plan is in place to deliver required improvements.
- ❖ The launch of a new breathalyser pilot in Torbay which will run throughout December 2014.
- ❖ Establishment of a national cross-party PCC group on tackling alcohol related harm (chaired by the Commissioner) and the launch of a national action plan for PCCs on alcohol at the APCC partnership Summit on 18th November 2014.
- ❖ Completion of the pilot studies for victim care as we prepare for the introduction of new victims commissioning arrangements from April 2015.
- ❖ Publication of the Interim PEEL Report by HM Inspectorate of Constabulary.

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

Police & Crime Commissioner's Review of the 101 Service Provision in Devon & Cornwall

This report has been circulated to members of the Police and Crime Panel. A summary of the report, including the recommendations, is attached at Appendix 1. The initiative taken by the Commissioner to highlight the inadequacies of this service, and to work with the Chief Constable to improve the service to the public, has received national media attention and has

been recognised by the Association of Police and Crime Commissioners as an example of how Commissioners can use their office to make a difference to the provision of policing services.

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

Recent activity includes:

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

On 1 December 2014 a new pilot was launched in Torquay to help address issues related to pre-loading. Under the pilot door staff in 23 licensed premises in Torquay ENTE have been provided with breathalysers, to improve the identification of people who are too drunk to enter premises. This is a voluntary pilot but the response from licensees has been overwhelmingly positive with full take up across the ENTE. The pilot #RU2drunk is based upon a similar pilot in Norwich last year which saw significant reductions in levels of alcohol related violence and drunk and disorderly incidents. The pilot will run throughout December and the University of Exeter have been engaged to evaluate the pilot.

In the next few weeks the PCC will carry out a survey of Licensing Committees across the peninsula to seek their views on the licensing landscape and areas for improvement.

Workstream 2: Improving education and awareness

Work is continuing to develop a new social media competition and to explore potential partners for this work within the private sector with a view to launching the competition in early 2015. Following on from a valuable piece of research by Dr Simon Christmas on behalf of Drinkaware looking at drinking cultures and behaviours amongst young people we are working with Drinkaware to identify new education and awareness opportunities locally and nationally, in particular to explore the scope for more meaningful campaigns looking at the potential consequences of excessive drinking.

Workstream 3: Influencing locally and nationally to deliver change

Significant progress has been made nationally since the last Police and Crime Panel update with the launch of a new national PCC Working Group in November 2014. The Group has agreed an Action Plan which is focused on three broad areas: legislative reform, culture change and innovation and best practice. The PCC, as chair of this national group has met recently with leading Ministers, key MPs in this field and with alcohol charities and interest groups to identify areas of common interest and to champion the need for reform in key areas such as Minimum Unit Pricing, drink driving limits and licensing laws. Following discussions with the Minister for Crime Prevention the PCC has been appointed to the Home Office's Health and Enforcement Advisory Forum on Alcohol and will attend the next forum meeting in January 2015. The PCC and the Chief Constable also met with SW MPs at the end of December to discuss these issues and we are working with the new National Police Chiefs' Council to develop a clear package of legislative reforms for submission to all political parties at the start of 2015 to inform thinking ahead of the General Election.

Workstream 5: Data and analysis

Good progress has been made with analysts from across the peninsula on data analysis with the agreement of a common and enhanced definition of the ENTE for the new Peninsula Strategic Assessment. The collection of high quality and consistent data is essential in targeting resources and to inform licensing activity and good progress is continuing in this area through the Plymouth drunkenness pilot and wider work within the police force to improve recording on alcohol related crime.

A collaborative project has been put in place with Cornwall Council to explore the attitudes of young people to key messages related to alcohol harm and crime. This work will inform our own education and awareness work and the upcoming social media competition for young people.

Priority 3: Efficiency and long term financial security

The Every Penny Counts Strategic Delivery Board meets 6-weekly. The work of the Board is focused on 7 work packages and progress is set out below.

Work Package 1 – Funding Streams and Income Generation

Additional income resulting from increasing charges for common items and improving consistency of approach is to be built into budget preparation for 2015-16. However these increases may be offset by unavoidable impacts such as decreasing charges from escorting abnormal loads.

A review by Professor Tuck on events charging has been completed and concluded that:

- Use by football clubs of policing services for matches has dramatically reduced nationally as stewards employed by the clubs have increasingly professionalised.
- The common law gave little latitude to charge for football related work not currently charged for.
- In her view, as forces had fewer police resources available, they should be working with football clubs to develop stewarding and so on so that fewer valuable police officers need to be deployed, whilst maintaining safety.

Prof Tuck also provided some thoughts on deployment to NATO and similar SPR tasking, including the scope to make greater use of deployments within training which will be explored further.

The OPCC has engaged 'fundraising consultants' for a small piece of work to scope out the potential approach for seeking fundraising for Devon and Cornwall Police. This work was presented to a group of senior staff from DCP and OPCC on 1st December and we will now take this work forward. .

Work Package 2 – Collaboration with Dorset

Additional benchmarking work by the Local Partnerships Team (funded by Home Office) is continuing. A workshop was held in November 2014 with senior staff from the force and the OPCC to present the full results of the benchmarking exercise. A Q&A day with interested private sector suppliers was held in early December 2014. Translating this work to assist with Strategic Alliance benchmarking will be the next phase of this work.

Work Package 3 – Review of Police Estates

The existing Estates Rationalisation Programme 2011-2015 is due to come to an end next year and a new Estates Strategy for 2015-2020 is being developed. This Strategy will be presented to the PCC in the next few weeks and an update will be provided to the Panel in due course. Legal advice is currently being sought on the scope for undertaking commercial development of sites and retaining the income stream to support policing and we will keep the Panel informed of this work..

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

A draft office relocation report has been produced and new accommodation identified at Middlemoor. This takes advantage of an upcoming break clause in the contract for the current OPCC premises. The OPCC will move to Middlemoor in 2015.

Preliminary work on benchmarking and a review of non staff costs within the OPCC has been completed and this will be taken forward in early 2015. In addition the staffing review at OPCC has been concluded and has identified a number of areas for savings which are being taken forward. As a result of the review the headcount at OPCC will reduce by 4 posts (2 vacant and 2 currently occupied) at the end of the financial year.

As a result of these measures the office costs of the OPCC are expected to reduce by more than £250,000 in the next financial year.

There has been a significant reduction in the use of consultants within the OPCC – as projected last year following the initial transition period and the OPCC restructure.

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

The following thematic issues remain a priority for the Board.

Transforming Rehabilitation: The preferred bidder has been announced (Working Links) and the due diligence process is now being completed by the Ministry of Justice. Working Links are also the preferred bidder for the other South West package areas. Confirmation of the award of contracts will be made in mid December. Discussions continue with the Ministry of Justice about what role PCCs will have in monitoring performance against the national contract and a meeting with the responsible Deputy Director has been arranged for January 2015.

Delivering the LCJB action plan: Progress is being made in all areas of the action plan. Particular focus is being given to the activity required by the Transforming Summary Justice agenda, which includes improving police file quality.

Improving the service to witnesses: The performance of Witness Care Units continues to be good, although the challenges presented by Crown Prosecution Service restructuring remain. The contract for the National Witness Service has been awarded to Citizens Advice Bureaus (CAB). The contract commences on 1 April 2015.

Mental Health: A new Section 136 multi agency protocol has been drafted following engagement and consultation with relevant parties and will shortly be sent to Chief Executives for signature. A proposed implementation date has been set for 1 March 2015. The number of detentions under the Act continues to be a concern, although there has been a 6% reduction in the past 12 months. An announcement is expected in the near future to confirm those areas to be awarded funding for custody based Liaison and Diversion arrangements. There is a high level of confidence that Devon and Cornwall will be successful. Funding from Public Health England for the continuation of the successful street triage scheme in Plymouth and Devon is less certain. Service commissioners from across Devon and Cornwall will be looking at options for the scheme to be improved and expanded across all areas of the Peninsula. A new Cabinet level taskforce has been established by the Government to drive further progress on crisis care within local areas. The Taskforce will help direct additional funds for mental health services which were announced by the Deputy Prime Minister in November.

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

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.

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.

Work Package 1: Process and Victim Needs Assessments:

Pilots of the Victim Needs Assessment (VNA) process have been completed within the Force Control Rooms, the Central Data Input Bureau and in the North Devon local policing area. This has enabled an assessment to be made of the training requirements for staff and the numbers of victims who will be priority victims and the number of victims who may have needs.

A manager has been appointed for the Victim Care Unit (VCU) and work continues to develop the role profiles of VCU staff. Work flows and process maps are being designed. Clear requirements for Unifi have been prepared to ensure the system captures key code compliance information and enables managers to obtain key performance data.

Devon and Cornwall representatives continue to attend the national 'early adopter' Steering Group which is examining issues such as providing support to victims across police area boundaries and information sharing protocols.

Work Package 2: Demand Metrics:

Demand forecasts continue to suggest that one third of victims will require completion of a full VNA, which roughly equates to 60 per day. This percentage number is similar to the conclusion reached in assessment work completed by Avon and Somerset. The completed pilots within Devon and Cornwall also indicate that 30% of victims will be designated as 'Priority Victims'. These calculations are being used to build the capacity of the new Victim Care Unit. However, there is a risk that demand could increase as the new arrangements improve access to services and that capacity within the VCU will need to be adjusted. We are continuing to consult support groups working with vulnerable victims to try and estimate the number of 'unreported' crimes, especially where the victims have protected characteristics.

Work continues 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 agreed design is now in the process of being populated with information about the services available from the providers and links established to other relevant sources of information.

Work continues with the Devon and Cornwall Business Council to look at the needs of local businesses that become victims of crime. A questionnaire has been circulated within the business community seeking responses to better understand their needs and requirements.

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 has been sought that this funding will be extended for another 12 months and a response is awaited from the Home Office.

Work Package 4: Compliance with the new Victims Code:

The NCALT training package has been cascaded to all operational staff by supervisors to inform them of the content of the new Victim's Code. Further inputs have been prepared and delivered in the pilot areas where the Victim Needs Assessment process was tested. The additional inputs will need to be refined and delivered across the Force area, as we prepare for the new service from April 2015.

Work Package 5: Restorative Justice Services:

Each of the Community Safety Partnerships has agreed to establish a forum where local restorative justice service provision can be co-ordinated. Arrangements are well advanced in Plymouth and Torbay with work continuing in Cornwall and Devon. Where victims indicate they wish to consider restorative justice opportunities then a referral will be made from the Victim Care Unit to the relevant local co-ordinator, who will ensure a service provider is tasked with working with the victim to determine what restorative justice options are available.

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

The following information provides an update to the Police and Crime Panel on the work undertaken against Priority six of the Police and Crime Plan 2014 – 2017, "Greater public involvement in policing".

Workstream 1: Volunteer review

The Police support Volunteer Programme (PVP) currently hosts 616 volunteers. This is an increase of 67 volunteers over the last six months. To support the increase of volunteers, broaden the number of opportunities and bring together the Police and local communities in a mutually supportive way a Pilot Action Learning Project is being delivered and sits within the Volunteer Review workstream.

Volunteer Cornwall working with East Cornwall LPA will formally commence delivery from 1st December 2014 of the pilot project. The project will take a transformational approach to the engagement and recruitment of volunteers within communities and across public services. The project will develop volunteering opportunities at a grass roots level incorporating a bottom up approach and building community capacity. The project will run for 12 months.

Workstream 2: Special Constabulary

Current figures show Devon and Cornwall Police have 555 Special Constables with 105,986 hours contributed between 1st January 2014 and 18th November 2014. During the same time period 53 Special Constables have been successfully appointed to regular Police Officer. 47 were appointed to Devon and Cornwall Police with a further 6 outside the policing area.

It is recognised that Specials progressing into Regular Officer position is having an impact on achieving the target of 150,000 hours. A number of activities have been undertaken to address this:

- 60 Special Constables were attested in October with a further 80 trainees recruited.
- Development of a campaign to recruit “career specials”. The Special Constabulary Chief Officer, the OPCC Engagement and Volunteer Manager and the Head of Communication in the police force are working together to explore methods to drive recruitment at target audiences. It is envisaged this campaign will go live from January 2015.
- A review of Specials is being delivered mapping 7 key areas against the national Special Constabulary Plan on a Page. The areas being reviewed cover; strategy, recruitment, training, resource and tasking, performance, leadership and good practice.
- Supporting this work a Special Constabulary satisfaction survey has been undertaken. The consultation has closed and responses are being analysed.

Workstream 3: Citizens in Policing

The Devon and Cornwall Cadet Handbook has been adopted by the National cadet team to provide a standardized approach to the delivery of Police Cadet Schemes. Full lesson plans in support of the national cadet handbook have just been finalised and are to be released nationally.

To professionalise the delivery of cadet schemes a Pilot cadet leaders’ course has been designed. A pilot of this scheme was delivered in October 2014. An annual cadet leader conference has been established to share best practice and introduce national guidance within police cadet schemes. The first conference will be held, 5-7 December 2014.

Workstream 5: Greater Business Involvement

The OPCC is working with the Business Council of Devon and Cornwall as part of the approach to commissioning of victim services. Business Council of Devon and Cornwall will help to identify the needs of Victims of Business Crime and support establishing a model of support for victims of business crime. The Council has a considerable reach and will conduct a survey and focus groups with a report due in November 2014. This information will assist the prioritisation of themes and areas of particular significance to the business community. GAIN, an online business peer mentoring scheme has been approached to provide access to specialist support that reflects the areas of most need for victims of business crime.

In addition we are working with the Buy with Confidence Scheme to provide all victims with a list of accredited tradesman. Services wishing to be identified as ‘providing emergency services to victims’ will be sourced by those administering the Buy with Confidence scheme and a link will be provided via the OPCC online victims directory and by the Victim Care Unit.

Both these pieces of work will enable individuals to access local practical support while helping the business community to network and support each other in relation to the impact of crime.

2. PUBLIC ENGAGEMENT

Since the previous report in October 2014 the following engagement activity has taken place;

Alcohol focus group

Wednesday 8 October- Plymouth University. This focus group provides an opportunity for the OPCC to discuss alcohol related issues with students from Plymouth University. Students’ views help to inform the work of the OPCC in areas such as behaviour in the Night Time Economy, pre-loading and the introduction of the breathalyser pilot.

Community visits

Wednesday 5/11/14 - Community visit to the Hatherleigh area including a visit to Madewell Centre (a day centre for individuals with learning disabilities), a visit to the Senior Citizens Lunch, a visit to the agricultural centre in Holsworthy and a session to walk the beat with the local Holsworthy Policing Team including visits to farms.

Friday 5/12/14 – Visit to Bodmin Moor to discuss moorland and rural crime policing issues with local communities/villages/policing teams.

Question Time #hotseatlive event

Friday 7 November- Hatherleigh. At this BBC Devon event the Commissioner and the Chief Constable took part in a live radio broadcast which included answering questions from the public. The PCC received an award from COPACC to honour the office for its community engagement work.

Community talks

Wednesday 08/10/2014 St Mellion Ladies Luncheon Group

Monday 13/10/2014 Talk- Honiton Senior Voice

Monday 13/10/14 – Talk to National Farmers Union, Exeter

Tuesday 9/12/14 - Brixham Community Partnership talk

Public Surgeries

Penzance- Wednesday 15/10/14

Launceston- Friday 14/11/14

Penzance- Thursday 27/11/14 (To accommodate over-spill from 1st surgery)

Future engagement

Thursday 18/12/14 - Public Surgery Honiton

Talk- 13/12/14 - Yealm Probus Club

Friday 23/1/14 - Website Consultative Group

Political Engagement

Friday 31/10/14 - Meetings with West Devon Borough and South Hams councils.

Thursday 13/11/14 - East Devon / Mid Devon District Council Overview and Scrutiny Committee

Tuesday 25/11/14 – MPs briefing. This meeting provided an opportunity for the PCC and the Chief Constable to discuss current major issues with Devon and Cornwall's 18 MPs, including police funding. Alcohol and mental health.

Correspondence

The PCC has received 281 items of correspondence since the beginning of October 2014.

3. OPCC COMMUNICATIONS

During the period from early October to the end of November 2014 the OPCC has issued 16 press releases.

Among the matters covered in recent press releases have been the PCC's review into the 101 service in Devon and Cornwall, a renewed call for firearm licence costs to be increased (to match true cost), the PCC's local and national work on alcohol related crime and harm, details of the PCC's half term report, and the community remedy. This work resulted in 150 press and media articles which reached a total readership alone of over 3,000,000.

The OPCC issued 120+ tweets and by encouraging conversations with our communities in this way the office increased its number of Twitter followers to over 3,670 (up 270 from the last report).

The PCC also made numerous appearances on local TV and radio programmes, mainly news based. He also carried out many radio and TV interviews regarding the 101 review and made an appearance on the BBC Sunday Politics Show.

BBC Radio Devon broadcast a #hotseat live debate from Hatherleigh which featured the PCC and the Chief Constable. At this event the PCC received an award from COPACC to honour the office for its work on community engagement.

In November the PCC held a lunchtime phone in session with Lawrence Reed on BBC Radio Cornwall. This is expected to become a monthly event in 2015.

One new feature, in addition to webcasting the Performance and Accountability Board (PAB), is that the OPCC now films and showcases via its own website the answers to public questions which the PCC raises with the Chief Constable. You can view this here:

<https://www.youtube.com/user/PCCTonyHogg>

4. FINANCE AND GOVERNANCE MATTERS

Decisions made

The following decisions and approvals have been made by the PCC in recent weeks:

- Disposal of Chudleigh Police Station (station closed previously)
- Disposal of Paignton Police Station (station closed previously)
- Collaboration Agreement with Dorset – Joint Legal Services Department
- Phases 1 and 2 of the Forensic Services Four Police Service Collaboration in the South West Region.
- Adoption of the CIPFA Code of Practice (Managing the Risk of Fraud and Corruption)

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

Treasury Management Half Year Report.

Internal Audit Half Year Monitoring Report

Adoption of the CIPFA Code of Practice (Managing the Risk Of Fraud and Corruption

Budget 2014-15. Further meetings have been held to consider proposals for the next budget setting round (2014-15). The proposed budget and precept will be brought to the January 2015 meeting of the Police and Crime Panel.

5. RECENT HMIC INSPECTIONS

On 27th November HMIC published the first Police Effectiveness, Efficiency and Legitimacy (PEEL) reports. These represent an interim stage to the final all-force inspection programme that will be fully introduced next year. Every force was assessed and graded for effectiveness

and efficiency. Judgments applied were outstanding, good, requires improvement or inadequate. The report can be accessed at www.justiceinspectors.gov.uk/hmic

In summary Devon & Cornwall Police has been graded **good** across all elements of the PEEL programme. The key judgements set out in the report are as follows:

Effectiveness

- Reducing crime and preventing offending – good
- Investigating offending – good
- Tackling anti-social behaviour - good

Efficiency

- Operational efficiency – good
- Financial security in the short and long term – good
- Affordable policing - good

Legitimacy

- No grades given to forces in 2014

The following HMIC Reports relating to Devon and Cornwall have also been published since the last Police and Crime Panel meeting.

Crime-recording: making the victim count.

This was the national report following on from the interim report published in May 2014. When considered in comparison to national standards of crime data integrity Devon & Cornwall emerged as better than the average for crime data compliance.

<https://www.justiceinspectors.gov.uk/hmic/publication/crime-recording-making-the-victim-count/>

Police integrity and corruption force reports

These reports focus on the arrangements in place to ensure those working in police forces act with integrity. The findings from this report are further reflected in the PEEL report.

<https://www.justiceinspectors.gov.uk/hmic/publication/police-integrity-corruption-force/>

Crime inspection force reports

These force reports form the basis of the effectiveness judgments contained in the PEEL assessment programme. The force was graded 'good' across all three areas of tackling crime and anti-social behavior. <https://www.justiceinspectors.gov.uk/hmic/publication/crime-inspection-force-reports/>

Contact for further information

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Police & Crime Commissioner's Review of the 101 Service Provision in Devon & Cornwall

1. The Police & Crime Plan published in April 2014 contained a commitment to review the 101 non-emergency police contact service in response to concerns raised by the public. Over the last 6 months the Office of the Police & Crime Commissioner has undertaken this review in conjunction with Devon & Cornwall Police, the public and elected representatives. The review has included public consultation, listening to calls received in the call centre and logging the nature and outcome for a significant sample of calls.
2. The results focus on a number of key issues; policy and procedure, the nature of the demand into the call centre, staff and supervision issues.

2.1.1. What factual information can be found that would demonstrate whether the length of time the public need to wait when calling 101 is acceptable? Calls to the 101 service are picked up by switchboard within a reasonably quick timescale. 86% of calls are answered within 30 seconds. However very few calls are resolved at the point of first contact. The majority of calls are transferred from the initial switchboard operator through to the Force Enquiry Centre. The average waiting time for this transfer is 6 minutes and 50% of callers wait for 10 minutes or more, with 20% waiting for longer than 20 minutes. These times do not include the additional time taken to speak to switchboard.

2.1.2. What quality of response is provided to the public through the 101 service? In general, call handlers are professional and well trained. They are focused on providing an effective outcome to the caller but are often frustrated by physical and ICT systems in place within the control room and elsewhere in the force.

2.1.3. How efficiently and effectively is the current service being operated? The service is inefficient as all calls are triaged by switchboard operators who when surveyed only resolved between 6% and 8% of callers queries. The majority of callers needed to be transferred onto to other places in particular the Force Enquiry Centre. This often led to the caller not only usually waiting for a considerable period to be transferred but then also having to re-explain to a second operator the nature of their issue. This is not only frustrating for callers but also extremely wasteful of resources.

2.1.4. What, if any, barriers exist to providing a good service to the public? The technology in use within the control room does not allow for the most effective deployment of staff. Technology also does not enable effective monitoring of staff for individual and corporate management purposes. In addition, the lack of corporate rules for email and answerphone responses make it difficult for the Switchboard and FEC staff to transfer messages to the 5000 officers and staff throughout the organisation with any certainty of when or if that message might be picked up.

2.1.5. To what extent is the 101 service being used to handle calls that should be handled by other bodies, particularly other statutory agencies such as local authorities? The review shows that the 101 service is used to handle calls that should be handled by other agencies relatively infrequently with only 2% of calls signposted to other agencies. Furthermore the impact of demand from other partner agencies on the 101 service is relatively small with only 4% of calls received from partners such as local authorities, health or education.

3. The recommendations address the issues highlighted and specifically call into question the justification for a 24 hour service provision.

3.1.1. It is recommended that the call centre consider amalgamating the switchboard and Force Enquiry Centre functions with all calls dealt with by all call handlers as they are during the overnight periods.

3.1.2. The principle of providing 24 hour cover for a non-emergency police contact service should be reviewed. Further work to examine the nature of the demand and likely impact of this is recommended.

3.1.3. The role of call handlers needs to be better defined with clearer guidance about what research and post-call administration activity should be involved. It may be appropriate to consider meeting some or all of the crime recording and research functions currently undertaken by call handlers within another business area.

3.1.4. A more active and intrusive style of supervision with supervisors 'walking the floor' to provide immediate support where necessary rather than requiring call handlers to leave their stations to seek support would save vital minutes and ensure that call handlers were spending more time supporting callers to the best of their ability.

3.1.5. Supervisors should be required to a greater extent to actively manage queues flows through the transfer of available staff between the various functions. In particular, they should seek to ensure that public calls take priority over the management of internal force crime recording.

3.1.6. The data available to support supervisors and management decisions and to enable more effective and relevant monitoring of performance needs to be critically reviewed.

3.1.7. A Contact Strategy should be developed to identify alternative contact methods and support and promote their development and implementation

3.1.8. An immediate review of CC6 functionality should be undertaken.

3.1.9. A further review of information input by FEC staff across the range of force systems should be undertaken. This should focus on how the information is used by the wider organisation and seek to reduce duplication.

3.1.10. Where possible police officers and other staff should provide those that are likely to need to call them directly with a dedicated direct dial inward (DDI) contact number to avoid the need for these to be routed through the contact centre.

3.1.11. The Force Call Handling Policy should be reviewed to reflect recent changes in Force systems, additional contact methods such as e-mail and online reporting and changes in working arrangements.

3.1.12. The Force Call Handling Policy should be reviewed to reflect recent changes in Force systems, additional contact methods such as e-mail and online reporting and changes in working arrangements.

3.1.13. The Office for the Police & Crime Commissioner should review the Performance Management Framework contained in the Police & Crime Plan to ensure that it can measure improvements in the performance areas highlighted.

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Police and Crime Panel Meeting

19th December 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 2nd October 2014 – 26th November 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	0	1	0
7 June 2014-1 October 2014	0	0	0	0	0
2 October 2014 – 26 November 2014	0	0	0	0	0
			Grand total	7	0

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Report updated 26th November 2014

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