



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

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

Friday 11 December 2015  
10.30 am  
Council House (Next to the Civic Centre), Plymouth

### **Members:**

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

### **Independent Members:**

Yvonne Atkinson (Devon) and Sarah 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

**TIME: 10.30 - 10.40**

## **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 9 October 2015 and the extraordinary meeting held on 30 October 2015.

## **3. DECLARATIONS OF INTEREST**

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

**TIME: 10.40 - 10.50**

## **4. PUBLIC QUESTIONS**

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

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

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

**TIME: 10.50 - 11.05**

## **5. COUNTER-TERRORISM BRIEFING BY POLICE AND CRIME COMMISSIONER**

The Police and Crime Commissioner and Chief Superintendent Jim Nye will provide a verbal briefing to the Panel.

**TIME: 11.05 - 11.30**

## **6. THE POLICE AND CRIME COMMISSIONER'S UPDATE ON WORKFORCE PLANNING**

The Police and Crime Commissioner will provide a verbal update to the Panel on Workforce Planning and an update on the consultation on raising the policing precept.

**TIME: 11.30 - 11.50**

## **7. REVIEW OF NEIGHBOURHOOD WATCH VOLUNTEERS (Pages 13 - 30) - UPDATE**

The Panel will review formal recommendations made to the Police and Crime Commissioner in relation to the Select Committee review on "Is the significant reduction

in engagement of neighbourhood watch volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and, if so, what is the Police and Crime Commissioner doing to address it?" and consider the Police and Crime Commissioner's written response in how he is addressing the Panel's recommendations.

**TIME: 11.50 - 12.10**

**8. THE POLICE AND CRIME COMMISSIONER'S REVIEWS OF THE EFFECTIVENESS AND INTEGRATION OF VOLUNTEERING INCLUDING THE SPECIAL CONSTABULARY (Pages 31 - 96)**

The Police and Crime Commissioner will present to the Panel the findings of each of the reviews.

**TIME: 12.10 - 12.40**

**9. THE POLICE AND CRIME COMMISSIONER'S UPDATE ON THE POLICY CUSTODY CENTRE REVIEW**

The Police and Crime Commissioner will give a presentation to the Panel on the Police Custody Review.

**TIME: 12.40 - 12.55**

**10. POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT (Pages 97 - 100)**

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

**LUNCH 12.55 - 13.30**

**TIME: 13.30 - 13.45**

**11. POLICE & CRIME COMMISSIONER'S UPDATE REPORT (Pages 101 - 120)**

The Police and Crime Commissioner has provided the Panel with his regular report regarding the activities and decisions he has made since the last Police and Crime Panel meeting.

**TIME: 13.45 - 13.50**

**12. REPORT FROM THE OFFICE OF THE POLICE AND CRIME COMMISSIONER IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE POLICE AND CRIME COMMISSIONER (Pages 121 - 122)**

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

**TIME: 13.50 - 13.55**

**13. POLICE AND CRIME PANEL WORKPLAN 2015 -2016**

**(Pages 123 -  
134)**

The Panel will consider and agree the updated work plan for 2015 – 2016.

**14. FUTURE MEETING DATES**

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

- 5 February 2016 (Precept)
- 19 February 2016 (if Precept veto'd)
- 15 April 2016

All meetings commence at 10.30 am.

## Devon and Cornwall Police and Crime Panel

**Friday 9 October 2015**

**PRESENT:**

Councillor Croad, Chair.

Councillor Batters, Vice-Chair.

Councillors Geoff Brown, Philippa Davey, Excell, Martin (substitute for Councillor Toms), Mathews, Mrs Pengelly, Saltern, Sanders, Mrs Squires, Sutton, Watson and Wright.

Independent Members: Ms Atkinson and Ms Rapson.

Apologies: Councillors Boundy, Eddowes, Moulson and Toms.

Also in attendance: Sarah Hopkins, Community Safety and Partnerships Manager, Jo Heather, Democracy and Governance Officer, Cornwall Council, Katey Johns, Democratic Support Officer, Tony Hogg, Devon and Cornwall Police and Crime Commissioner, Shawn Sawyer, Chief Constable, Andrew White, OPCC Chief Executive, Duncan Walton, OPCC Treasurer, and David Eaton, Strategic Planning and Meetings Officer.

The meeting started at 10.30 am and finished at 2.45 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.*

**Moment of Reflection - PC Dave Philips**

The Chair commented on the recent death of PC Dave Philips from Merseyside who had been killed in the line of duty. He asked that the panel join him in a moment's silent reflection as a mark of respect.

17. **MINUTES**

With regard to minute 8a, the Police and Crime Commissioner offered to bring a presentation on safeguarding to the December meeting.

Agreed the minutes of the meeting held on 3 July 2015.

18. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by members in respect of items under discussion at this meeting.

19. **PUBLIC QUESTIONS**

There were no questions from members of the public.

### 20. **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. The report included –

- progress against the Police and Crime Plan Priorities for 2014/15;
- commentary on five important themes which were common to all areas of OPCC work;
- commentary on HMIC reports issued in 2014/15;
- a summary of the PCC's public consultation and engagement activities;
- details of the additional responsibilities held by the PCC during 2014//15;
- the OPCC's Chief Financial Officer's Report covering financial resources, expenditure and risk.

In response to questions raised, Members were advised that –

- (a) the Home Office was developing a national on-line crime reporting tool, however, until that, or other similar systems, were available and widely known, it was impossible to say whether the level of reported crime would change;
- (b) whilst public attendance at the Performance and Accountability Board had initially been low, it was increasing and the Police and Crime Commissioner was open to suggestions on how this could be improved or done differently;
- (c) the 'Treasury Management' headline within the Chief Financial Officer's report covered both sides of the operation –
  - investment side (£65m of balances and investment income arising from it),  
and
  - capital expenditure (which included £34m of outstanding debt from previous years relating to buildings and some of the vehicle fleet) which was a fixed cost attached to long-term borrowing of between 10 and 30 years;
- (d) one of the barriers to partnership working at operational level was attitude. However, in order to achieve the efficiencies required, combined Fire and Rescue Services and Policing, such as the strategic alliance of Devon and Dorset, were the way forward;
- (e) copies of the Special Constable and Volunteering reports would be made available to the panel;
- (f) the Police and Crime Commissioner welcomed the opportunity to work with Yvonne Atkinson on social impact assessments;

- (g) where fleet vehicles were re-assigned, modifications were only made where it was cost effective to do so;
- (h) a review of the Devon and Cornwall Police's estate had been undertaken and 25 sites had been identified and approved for either complete release or rationalisation. It was acknowledged that, to date, the review of the Force's estate had been slow and that was why the matter had been taken in hand by the OPCC and an aggressive policy to deliver was now in place.

The panel noted the report.

21. **THE POLICE AND CRIME COMMISSIONER'S AND CHIEF CONSTABLE'S PRESENTATION ON "WORKFORCE PLANNING AND THE FUTURE POLICING MODEL"**

The Police and Crime Commissioner, the OPCC Chief Executive and Chief Constable were jointly presented the latest budget position and the potential implications arising therefrom to the panel. The presentation covered –

- savings history
- recent assumptions
- what the OPCC was predicting
- funding formula
- Government's formula consultation
- the PCC's formula assumptions
- summary of assumptions
- council tax considerations
- council tax consultation

In response to questions raised, Members were advised that –

- (a) it was possible that the savings of £53m would not be achieved. The situation was extreme and a complete rethink of how policing could be delivered was required;
- (b) a review of the estates portfolio was already under way with a view to using the proceeds to offset some of the savings to be achieved, however this would not be a quick fix;
- (c) the referendum consultation would be launched at the beginning of November and run up until Christmas and it would be made clear to the public about what any reductions might mean;
- (d) their input into the consultation would be welcomed, particularly an extraordinary meeting at the earliest opportunity in order that the launch of the consultation would not be delayed;
- (e) there was a lot of support available to help people move into the digital era and even banks were using a clever advertising campaign to encourage people to move to online services. The move to online reporting of crime was one way of reducing resources;

- (f) police staff were aware of the potential implications and would form part of the consultation process;
- (g) the OPCC would be engaging the services of UK Poll to predict what the outcome of any referendum would be, UK Poll had been successfully used in advance of the Bedfordshire Referendum;
- (h) a copy of the presentation would be circulated.

The panel noted the presentation and agreed to hold an extraordinary meeting on Friday 30 October 2015 commencing at 10 am.

22. **PROGRESS OF RECOMMENDATIONS MADE BY THE POLICE AND CRIME PANEL TO THE POLICE AND CRIME COMMISSIONER IN RESPECT OF "IS THE SIGNIFICANT REDUCITON IN ENGAGEMENT OF NEIGHBOURHOOD WATCH VOLUNTEERS IN PLYMOUTH REFLECTED ACROSS DEVON, CORNWALL AND THE ISLES OF SCILLY AND, IF SO, WHAT IS THE POLICE AND CRIME COMMISSIONER DOING TO ADDRESS IT"?**

Due to time constraints, this item was deferred to the panel's next meeting in December.

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

The Police and Crime Commissioner submitted an update on the headline performance measures set out in the refreshed Police and Crime Plan 2015/16. Members were advised that the performance material had been updated to reflect the refreshed performance management framework for 2015/16 presented to the last meeting.

In response to questions raised, Members were advised that –

- (a) it was highly likely that for every incident of sexual violence or domestic abuse reported to the Police, there were at least another two that went unreported. Victim Support services would have a more accurate picture of what the true figures were as they dealt with all victims irrespective of whether or not they had reported incidents to the Police;
- (b) with regard to (a) above, work was under way to try and establish what it was that prevented victims from either reporting crimes to the Police in the first instance or pursuing the matter to a conclusion in court;
- (c) problems with 101 remained and it was still unfit for purpose. However, a further review of the progress made against the PCC's 101 report last year was under way.

The panel noted the report.



### 24. **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

The Police and Crime Commissioner submitted an update report which included information relating to –

- his Fair Funding Campaign;
- items within the Police and Crime Panel's work programme, namely –
  - 101
  - Volunteering, including Specials
  - Custody Review
  - Victim Services
- progress against the Police and Crime Plan priorities since July 2015;
- his Public Engagements;
- OPCC Communications;
- Finance and Governance.

Highlights of the report included that a significant piece of work, led by Chris Singer, was being undertaken on Volunteering and a report on this would be brought to the panel in due course. In addition, Custody centres had been identified as being one of the Force's largest single areas of cost, with the cheapest one costing £1m to run alone. More information on this review would be available at the panel's December meeting.

In response to questions raised, Members were advised that –

- (a) a very detailed study had been undertaken on where people had been picked up from and taken to and it could be demonstrably evidenced that it would be more appropriate to close Launceston custody suite rather than Newquay;
- (b) the Chief Constable had given his assurance that special arrangements would be put in place for the North of the area (eg Bude) and it was possible that someone other than the Police could be used to transport those detained to the nearest custody suite;
- (c) use of the areas Universities to explore how to deal with the changing nature of crime (eg cybercrime) was already being considered, with Plymouth University already positively engaged.

The panel noted the report.

### 25. **REVIEW OF POLICE ENGAGEMENT PLANS INCLUDING THE STATION ENQUIRY DESK CLOSURES**

The Police and Crime Commissioner submitted a report setting out his findings and recommendations following a review into police engagement plans. The review comprised four broad elements –

- Feedback from local policing teams on engagement activity within the area, how events are publicised, how engagement plans have operated and their plans for the future;
- Engagement with local councillors and MPs to seek their views on the operation of the existing engagement plans, in particular with regard to feedback and views from their constituents;
- A dip sample of local policing team websites to see how effectively they are being used to communicate information and engagement opportunities to the local community;
- Face to face consultation with the public (in 3 locations) to seek their views on accessibility, awareness of local opportunities and the operation of the engagement plan.

In response to questions raised, Members were advised that –

- (a) no evidence could be found opposing the closure of enquiry offices;
- (b) the majority of those consulted preferred the telephone as the method of contact;
- (c) many of the reasons people visited enquiry offices were unrelated to policing activities;

Members commented that in order for enquiry desk closures to be absorbed without any issues, the 101 service would need to step up to the mark. If neither service was accessible, the only route of communication with the Police would be via 999.

The panel noted the report.

26. **REPORT FROM THE OFFICE OF THE POLICE AND CRIME COMMISSIONER IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE POLICE AND CRIME COMMISSIONER AND HOST AUTHORITY REPORT OF THE HOST AUTHORITY DIP-SAMPLING EXERCISE**

The OPCC Chief Executive reported that two complaints had been received during the period 18 June to 23 September 2015. One complaint contained insufficient information to support recording so remained unrecorded at this time and efforts were ongoing to establish the nature of the complaint to inform the recording decision.

In addition, the panel received a report from the Community Safety and Partnerships Manager, on the recent 'dip-sampling' exercise which had been undertaken into the complaints process.

Members were advised that –

- (a) the Chair and Vice-Chair, accompanied by Sarah and Jo Heather from Cornwall Council, visited the Office of the Police and Crime Commissioner on 10 September 2015;
- (b) two recorded and two unrecorded complaints were investigated from the list of 11 formal complaints that had been received and the Chair and Vice-Chair were generally satisfied that the delegation process was working satisfactorily;
- (c) as a result of the exercise, a number of recommendations had been put to the OPCC to help improve the process. Those recommendations were set out within the report.

The panel welcomed the report and noted its content.

### 27. **FUTURE MEETING DATES**

The Chair announced that due to the close proximity of the next meeting to Christmas he had asked the Democratic Support Officer to look at the possibility of bringing the meeting forward one week to 11 December. Members were advised that of the responses received the majority had been in favour of moving the meeting.

Future meeting dates were, therefore, confirmed as –

- 30 October 2015 (Extraordinary Meeting)
- 11 December 2015 (moved from 18 December)
- 5 February 2016 (Precept)
- 19 February 2016 (If Precept Veto'd)
- 15 April 2016

Councillor Sanders objected to the date of the December meeting changing and asked that his objection be recorded.

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

**Friday 30 October 2015**

**PRESENT:**

Councillor Croad, in the Chair.

Councillor Batters, Vice-Chair.

Councillors Boundy, Excell, Martin (substitute for Councillor Geoff Brown), Penberthy (substitute for Councillor Philippa Davey), Mrs Pengelly, Saltern, Toms, Watson and Wright.

Independent Member: Yvonne Atkinson.

Apologies for absence: Councillors Geoff Brown, Philippa Davey, Eddowes, Mathews, Moulson, Sanders and Squires, Sutton and Sarah Rapson, Independent Member.

Also in attendance: Pete Aley, Head of Neighbourhood and Community Services, Sarah Hopkins, Community Safety and Partnerships Manager, Jo Heather, Democracy and Governance Officer, Cornwall Council, Katey Johns, Democratic Support Officer, Tony Hogg, Devon and Cornwall Police and Crime Commissioner, Shawn Sawyer, Chief Constable, Andrew White, OPCC Chief Executive, Duncan Walton, OPCC Treasurer, and Lisa Vango, Strategy and Planning Officer.

The meeting started at 10 am and finished at 12.38 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.*

28. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by members in regard to items under discussion at this meeting.

29. **THE ESTATES STRATEGY FOR DEVON AND CORNWALL POLICE**

The Police and Crime Commissioner's Chief Executive introduced the Estates Strategy 2015-21 for Devon and Cornwall Police. The Estates Strategy set out how the organisations' building portfolio would support delivery of the Police and Crime Plan and explained how the estate would assist the Force in achieving its mission to detect and prevent harm; protect the vulnerable and reduce crime.

The panel also received a presentation which was introduced by the PCC's Treasurer.

Members were advised that –

- (a) the Police and Crime Commissioner's estate supported the operation of some 5,800 officers and staff across 110,000m<sup>2</sup> and was large and expensive to maintain;
- (b) from November responsibility for direct management of property acquisitions and disposals would transfer from the Police to the Police and Crime Commissioner in order to seek greater property values and so that the process could be fast-tracked;
- (c) the current value of the estate of 131 buildings over 103 sites was estimated at £129m;
- (d) the average age of buildings was 45 years which, between them, had a maintenance backlog costing in the order of £15m;
- (e) out of the 43 Police Forces in the country, Devon and Cornwall was 8<sup>th</sup> in terms of operational cost per m<sup>2</sup>, however, there was a lot of surplus space which could be released/reduced to minimise costs;
- (f) since the last Comprehensive Spending Review work had been ongoing to reduce the number of surplus buildings and replace with modern, fit-for-purpose facilities. As at April 2015, savings achieved in running costs totalled £640k per annum;
- (g) in recent years a number of co-location arrangements had been progressed and work was continuing with partners to identify additional sites.

In response to questions raised, Members heard further that –

- (h) provided a property or site met all the necessary criteria resources would be made available to accelerate its progression in order to achieve the necessary savings;
- (i) decisions on which buildings were identified for disposal were based on their size, condition and location. To date 30 buildings had been identified;
- (j) discussions had taken place with commercial property experts and one or two had expressed a keen interest in working with the OPCC in taking the matter forward. In addition, talks had taken place with the public sector, particularly Cornwall Council, and opportunities there were also being explored.

The panel noted the report.

30. **THE POLICE AND CRIME COMMISSIONER'S PROPOSALS FOR CONSULTING THE PUBLIC IN RESPECT OF A POTENTIAL INCREASE IN THE PRECEPT**

The Chair advised that, contrary to the published agenda, there would be one discussion on this item under Part I only. The Police and Crime Commissioner then

went on to report that there would be a presentation on the item which would be given in three parts as follows –

- brief introduction – Police and Crime Commissioner
- impact of savings on policing – Chief Constable
- proposals for public consultation on potential precept increase – Police and Crime Commissioner and OPCC Chief Constable

Members were advised that –

- (a) Devon and Cornwall Police had led the way in challenging the Government's funding formula and would continue to do so;
- (b) the implications of the proposed savings were dire and if they were presented in risk register format they would be displayed as red;
- (c) the National Audit Office was of the opinion that the Government had not fully understood the impact of the savings being sought;
- (d) the regions' MPs had been slow to respond to the concerns raised;
- (e) crime was changing and traditional methods of policing would have to change in order to achieve the savings required. Low, medium and high risk crime and associated service provision would have to be categorised into what must be done, should be done and could be done;
- (f) no decision had been made in regard to holding a referendum. It was merely the Commissioner's intention to gauge public appetite for one and whether or not there would be any support for an increase to the precept;
- (g) if an excessive increase was proposed then two separate budgets would need to be presented to the panel at the precept meeting on 5 February 2016.

In response to questions raised, Members heard further that –

- (h) the format for the ballot question was prescribed by statute;
- (i) copies of the presentation slides would be circulated to the panel after the meeting;
- (j) by stopping recruitment, and through the process of natural retirement, a number of posts could be reduced without the need for redundancies;
- (k) sharing the Force's dog services with HMRC and exploring crowd funding opportunities were already under consideration;
- (l) in addition to use of a statistics agency to undertake a poll, the consultation would also be circulated to local authority leaders, senior

members of society and publicised using social media;

- (m) the OPCC was aware that the south west had a number of areas of deprivation and this had been taken into consideration in its submission. Unfortunately, the Government used deprivation measures which favoured urban areas and not rural areas such as Devon and Cornwall;
- (n) the funding formula calculation hadn't taken the effects of Tourism on the area into account either;
- (o) any increase to the precept would be a percentage increase of the police's share of the Council Tax (10%) not a percentage increase of the Council Tax as a whole.

Members welcomed the Commissioner's engagement on his consultation proposals and made the following suggestions –

- that any demonstration of a potential increase should include the monetary value in addition to the percentage;
- details of the number of officers and types of services to be effected should be provided;
- use of the Commissioner's public roadshows to publicise the consultation to maximum effect.

The panel noted the presentation and supported the Police and Crime Commissioner's proposals. It was agreed that the Chair, on behalf of the panel, and, with the assistance of the Lead Officer, would write to the regions' MPs to lobby their support in parliament for a review of the funding formula.

### 31. **FUTURE MEETING DATE/S**

Future meeting dates were confirmed as –

- 11 December 2015
- 5 February 2016 (Precept)
- 19 February 2016 (if Precept Veto'd)
- 15 April 2016

### 32. **EXEMPT BUSINESS**

There were no items of exempt business.



**DEVON AND CORNWALL POLICE AND CRIME PANEL**

**Subject:** Findings and Recommendations in respect of in respect of “Is the significant reduction in engagement of neighbourhood watch volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and, if so, what is the Police and Crime Commissioner doing to address it?”

**Date:** 11 December 2015

**Author:** Sarah Hopkins, Community Safety & Partnerships Manager

**Host authority:** Plymouth City Council

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

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**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 3 July 2015 agreed its first ‘reactive’ Scrutiny topic for 2015/16 would be “Is the significant reduction in engagement of neighbourhood watch volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and, if so, what is the Police and Crime Commissioner doing to address it?”

The scrutiny review took place at the PCP meeting held on 3 July 2015 and was undertaken adopting a ‘select committee’ style approach. It was agreed that the findings of the scrutiny review would 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. It was also agreed that the report would be made available to the PCC in draft form.

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 in liaison with the Chair and Vice Chair of the PCP. The draft report was then emailed to the PCC on 18 September 2015, for his consideration. The response was expected to be reviewed at the Panel meeting on 9 October 2015 but was deferred to this meeting.

The PCC has responded in writing to the PCP’s report and this response is attached (Appendix 2).

To assist the PCP, the Host Authority has provided an update on the PCC’s progress in addressing the PCP’s Recommendations (Appendix 3), 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 will be given an opportunity to verbally comment on, and respond to, the report at this meeting.

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**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 (Appendix 2), at this PCP meeting, to the draft final report and progress on how he is addressing the PCP's recommendations (Appendix 3).
- 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.

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### **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 "Is the significant reduction in engagement of neighbourhood watch volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and, if so, what is the Police and Crime Commissioner doing to address it?" This would mean the PCP is not fulfilling its function in legislation<sup>1</sup> to carry out investigations into decisions made by the PCC and into topics of particular interest, or public concern.

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**Background Papers:** None.

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<sup>1</sup> Police Reform and Social Responsibility Act 2011 s28(6)



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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

My Ref RC/SH/Scrutiny 03/07/2015

18 September 2015

Dear Police and Crime Commissioner,

**SCRUTINY BY DEVON AND CORNWALL POLICE AND CRIME PANEL IN RESPECT OF  
“IS THE SIGNIFICANT REDUCTION IN ENGAGEMENT OF NEIGHBOURHOOD WATCH  
VOLUNTEERS IN PLYMOUTH REFLECTED ACROSS DEVON, CORNWALL AND THE  
ISLES OF SCILLY AND, IF SO, WHAT IS THE POLICE AND CRIME COMMISSIONER  
DOING TO ADDRESS IT?”**

I would like to thank you and your colleagues, on behalf of the Devon and Cornwall Police and Crime Panel (PCP), for attending the Devon and Cornwall Police and Crime Panel meeting on 3 July 2015 in respect of the above proactive 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 and a positive and useful exercise.

Following comment by the Chair and Vice Chair of the PCP, I am pleased to now provide you with the PCP's draft report of findings and recommendations for your consideration.

Please be advised that the report will be formally reviewed and agreed by the PCP at its meeting on 9 October 2015 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. At the 9 October 2015 meeting you will be given an 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 not later than Friday 25 September 2015 and it will be included as an appendix to the report and reviewed accordingly by the Panel.

  
Yours sincerely

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

Cc: Andrew White, Chief Executive & Monitoring Officer

(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 on "Is the significant reduction in engagement of neighbourhood watch volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and, if so, what is the Police and Crime Commissioner doing to address it?"**

#### **Introduction**

The Police Reform and Social Responsibility Act 2011 Section 28 (6) states that the Police and Crime Panel (PCP) must "review and scrutinise decisions made or other action taken by the Police and Crime Commissioner (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 3 July 2015 agreed the above issue as the first 'reactive' scrutiny topic for 2015/16. 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:

In relation to Neighbourhood Watch (NHW), to ensure the PCC is delivering on the following priorities:

- Greater Public Involvement in Policing/Active involvement by citizens and communities in policing  
- To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.
- Cutting crime and keeping people safe
- Making every penny count to protect long term policing

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), attended a meeting of the PCP on 3 July 2015 to hear written evidence, in response to this 'reactive' scrutiny topic.

#### **Members present:** Cllrs Croad (Chair)

Councillors Batters, Brown, Boundy, Davey, Eddowes, Excell, Mathews, Mrs Pengelly, Saltern, Mrs Squires, Toms, Watson, Wright

#### **Independent Members:**

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

#### **Apologies for absence:**

Councillors Moulson, Sanders, Sutton

**Also in attendance:** Sarah Hopkins, Community Safety & Partnerships Manager, Jo Heather, Democratic and Governance Officer, Cornwall Council, Peter Aley, Head of Neighbourhoods & Communities, Andrew White, OPCC Chief Executive, Dr Karen Mellodew, OPCC Performance

Management & Customer Service Manager, David Eaton, OPCC Strategy & Meetings Officers, Devon & Cornwall Police and Katey Johns, Democratic Support Officer.

### **Witnesses**

Tony Hogg, Police and Crime Commissioner, Inspector Paul Morgan, Force Lead for Neighbourhood Watch, Lorraine Robinson, Secretary to Plymouth Neighbourhood Watch Forum, Rob Paterson, former Chairman of Restormel District Neighbourhood Watch Forum, Julie Dowton, Devon & Cornwall Community Watch Association (DaCCWA).

### **Written Evidence**

The Chair, in liaison with the Host Authority, agreed it would be useful to carry out, on behalf of the PCP, a range of direct engagement with communities, neighbourhood watches, the Force Lead for NHW, PCP members and other organisations across the force area. This has been carried out to determine whether they think the decline in NHW Schemes in Plymouth is reflected across Devon, Cornwall and the Isles of Scilly – and if so, what they think the Police and Crime Commissioner should do to address it. This was carried out in two ways, as follows:

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 and sent direct, including to the following agencies<sup>1</sup>:

- Local Authority Leaders and Chief Executives
- Police and Crime Panel Members (asking them to cascade to their respective Council Member colleagues)
- All Plymouth City Council Members
- Cornwall Council's Community Network Managers as a means of liaising with Cornwall's Town & Parish Councils
- Community Safety Partnerships
- Age UK (Devon) and Age UK (Cornwall)
- Victim Support
- Devon & Cornwall Community Watch Association (DaCCWA<sup>2</sup>)
- Devon Grapevine
- Devon ReForm
- South West Forum
- Neighbourhood Watch (Plymouth)
- Age UK Devon
- Age UK Cornwall
- Local Criminal Justice Board

All of the above were asked to forward to any other colleagues, partners, and agencies they thought might have something to contribute.

There were a large number of responses received, which were combined and were provided at the Panel meeting.

Secondly, an 'open letter' from the Chair of the PCP was prepared and published for a time limited period on the Devon and Cornwall Police and Crime Panel Website, containing similar content to the letter referred to above seeking views from members of the public in respect of the proposals. It is not believed that any responses were received in response to the 'open letter'.

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<sup>1</sup> This is not an exhaustive list.

<sup>2</sup> The umbrella organisation for Devon & Cornwall NHWs)

The engagement assisted the Host Authority with identifying potential witnesses to add further value to the PCP's scrutiny process by them attending the meeting, giving verbal evidence and responding to questions from the PCP members. The Chair agreed with the Host authority that, on this occasion, witness attendance would add further value to the scrutiny of this topic, and therefore, the following witnesses were invited to give evidence:

- Lorraine Robinson, Secretary to Plymouth NHW Forum
- Rob Paterson, former Chairman of Restormel District NHW Forum
- Julie Downton, Devon & Cornwall Community Watch Association (DaCCWA – the umbrella organisation for Devon & Cornwall NHWs)?

What stood out as the main points of feedback from the engagement exercise /responses received was:

- There is a perception of a reduction in effective NHW Schemes particularly in Newquay, Plymouth, Exeter, East & Mid-Devon, the previous “Restormel Borough Council” area in mid Cornwall , Launceston Town Council, Donderry and Lanlivery. However, levels remain static in Devon’s South Hams area.
- There were some views that ‘NHW’ was ‘out-dated’ and that future effectiveness was based on the use of more modern forms of technology for communicating with communities, eg use of internet and emails.
- NHWs need to be brought up to date with the multi-cultural and ethnic diversity needs of people living in Plymouth.
- A common thread was the perception of either reduced or withdrawal of Police support that was viewed as key to the central coordination of NHWs along with the provision of training, information (eg Starter Packs), coordination of/attendance at various NHW meetings, promotion of schemes to attract new members, and support for setting up new schemes. Some NHWs feel ‘isolated’ and not part of the policing family which may result in a further decline. There was concern that ‘communication’ with ‘watches’ was inconsistent and/or lacking.
- A couple of respondents mentioned the need for clearer structures and lines of ‘governance and accountability’.
- There was a suggestion that maybe too much responsibility was being placed on DaCCWA to provide more coordination.
- DaCCWA themselves are of the view that they don’t recognise the decline that has led to this being subject of this Panel’s scrutiny. However, they acknowledge the decline in Plymouth but are working hard with local Police to address this, working with the recently appointed “Citizens in Policing” Office – viewed as a positive commitment by the Police in Plymouth to support and develop ‘watches’ and police volunteers. DaCCWA invited Panel members to get in contact with their Board in order to challenge their perceptions.
- There are a number of initiatives across Devon and Cornwall that have been implemented to either build on, or fill any gaps in, NHW coverage, for example ‘Street Net’<sup>3</sup> in Newquay, ‘Neighbourhood Health Watch’<sup>4</sup> in mid-Devon, and Torbay’s ‘Feel Safe Scheme’<sup>5</sup> and ‘Ourwatch Scheme’<sup>6</sup>, which appear to have been successful in their respective areas. Similarly a scheme between South Liverpool Homes (SLH) working in partnership with Merseyside Police offers a free scheme, called Immobilise<sup>7</sup>.

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<sup>3</sup> <http://www.cornishguardian.co.uk/Newquay-police-launch-new-Street-Net-community/story-22863882-detail/story.html>

<sup>4</sup> <http://www.neighbourhoodhealthwatch.org.uk/>

<sup>5</sup> <http://www.torbaywatch.org.uk/>

<sup>6</sup> <http://torbaynhw.ourwatch.org.uk/>

<sup>7</sup> <https://www.immobilise.com/articles/fivemostwanteditems>

- There is a view that it is currently unclear how, or if, NHWs/ Forums/Schemes link in with the P&CC's Victim Care Unit.
- An idea has been put forward suggesting Community Safety Partnerships could explore how NHWs could be contributing, as part of a wider partnership, to the delivery of priorities in their Annual Strategic Assessments of Crime and Disorder.
- There do not appear to be any processes that measure NHW effectiveness, for example:
  - How many volunteering hours have been provided?
  - What training is being delivered to support volunteers?
  - Whether effective 'Watches' are being established in areas with the highest crime?
  - How do levels of crime compare between those areas with active and those with less or inactive watches?
  - The demographic profile of watch coordinators.
  - What difference is being made?

The Chair and officers from the Host Authority considered what other information may be useful to the PCP when it scrutinised this topic. Three reports were acquired as follows:

- Report from Inspector Paul Morgan (Force Lead for NHW), in respect of the force position in respect of this scrutiny item.
- Report from Sergeant Miranda Dalton, (Plymouth Police lead) in respect of the local Police position in respect of this scrutiny item.
- Report from the PCC.

An officer from the Host Authority kept in close liaison with Police Officers who support the Plymouth NHW Schemes and the latest developments were incorporated below:

What stood out as the main findings from the additional information acquired above and from the discussions with Plymouth Police was:

- In the 1990s, there was more dedicated support in the form of a Police Sergeant who led coordination of NHWs. Following the civilianisation of this post 10 years later, this appeared to have led to resignations and folding of NHWs.
- The numbers of NHW Coordinators in Plymouth in 2006 was cited as circa 800 with roughly only 80 active at that time. However, the figure of 800 has never been substantiated. All areas see fluctuations in schemes, which often reduce markedly when personal details are audited. Sometimes figures cited include Coordinators and members which can distort the figures.
- Although records vary, and prior to the topic being scrutinised by the PCP, it was believed that there were in the region of 200 coordinators in Plymouth. In order to verify this, all 200 were contacted by the Police in March 2015 initially via email to confirm their involvement/interest – only 12 replied. Following this the remainder received a personal visit from the Police Neighbourhood Teams to gauge their interest/update contact details. This exercise has in fact determined the true level of involvement in Plymouth to be in the region of 142<sup>8</sup> confirmed coordinators and in the region of 160 unconfirmed who the Police are still trying to make contact with. This is on a par with membership in other parts of the force area (refer to Appendix 6).
- At a Force level, the only record that is kept of NHW numbers is people who have registered as recipients of community messages<sup>9</sup>. Hence that is likely to be why the numbers vary at a Force (359) and local Plymouth (circa 142+) level.
- In 2014, Plymouth appointed a Community Safety Sergeant and a 'Citizens in Policing' Officer whose role is to develop Special Constables, Cadets, Police Volunteers and NHWs. This role has

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<sup>8</sup> As of 19.6.2015

<sup>9</sup> <http://www.devon-cornwall.police.uk/our-services/community-messaging/community-messaging-explained/>

been key to improving relationships and redesigning the focus between Police, the Plymouth NHW Executive Committee and DaCCWA.

- Plymouth has an allocated NHW office at Devonport Police Station co-located with the Police Community Safety Office and the Safer Plymouth Team and are provided with a Police terminal and landline solely for their use. The Plymouth Executive Committee has an 'office volunteer' but due to their recent illness, an additional volunteer is being sought.
- It is the intention of the Police and the NHW Executive Committee to re-launch NHW via Neighbourhood Teams, social media, a promotional event bringing together existing Coordinators and members, and engagement with partner agencies.
- As part of the re-launch of NHW in Plymouth, a new project is to be trialled, to be known as "Activ8", in conjunction with NHW, which will encourage them to set up "walking groups" as a means to identifying issues in their respective areas, getting to know their 'patch', and promotion of the Neighbourhood Watch Scheme. This will also have the benefit of building relationships between Coordinators and showing NHW as being truly active in within their communities.
- It is felt that the brand of 'NHW' still carries the old-fashioned connotation of 'curtain twitchers' and gives the wrong impression of what is involved/required and the real benefits and potential of what NHW Schemes can deliver. So some consideration will be given to refocusing the emphasis of the schemes in Plymouth to be more geared around health, wellbeing, and vulnerability and not just reporting crime.

The conclusion was that there has not actually been a rapid decline of NHW Coordinators in Plymouth, but that between the loss of the full time Police Watch Office Member, followed by the long period of sickness of the Watch Office Volunteer that replaced the Police Watch Office Member, this has simply led to a reduction in regular contact with Coordinators and diminished support and communication which is now being addressed. It is very strongly felt that Coordinators should ideally have access to email and internet facilities in order to maintain regular communication and to assist with keeping membership records up to date.

From a Force perspective, they are of the view that Plymouth NHW is fully supported and there is 'no concern' as to the direction it is progressing in.

DaCCWA are aware that, whilst NHW within Plymouth was in need of reinvigoration, they are very pleased with the involvement of the local police who have been trying to achieve this. Additionally they do not support the view that there is a decline in NHW Schemes across the Force area as a whole.

The Chief Constable endorsed a "Citizens in Policing" Strategy for the Force at the beginning of 2014 agreed in conjunction with the OPCC. This strategy includes the desire to strengthen and support watch schemes and volunteers generally. Plymouth appointed a specific "Citizens in Policing" Officer to assist delivery to the City's needs. The NHW review in Plymouth will mean it is better positioned to deliver a vibrant watch Office now than at any time in the last 5-6 years.

### **The Panel asked the Police and Crime Commissioner the following questions:**

1. What do you see are yours, and the Police's, role in supporting and promoting NHWs?
2. In your report, you say you jointly endorsed, with the Chief Constable, a "Citizens in Policing Strategy" that expresses a desire to strengthen and support watch schemes and volunteers generally. Are the public aware of this Strategy? How does the Strategy intend to deliver on this desire? It is understood the appointment of a "Citizens in Policing" (CiP) Officer in Plymouth is being used as a pilot for the Force, and this has already been effective in reinvigorating NHW Schemes in Plymouth. As a result, is it likely specific "Citizens in Policing" officers will be provided at each Watch Office across the Force?



3. Feedback reveals there is concern about the inconsistent approaches to coordination, support, promotion and a lack of communication with NHW schemes. What is your perception as to why many NHWs feel under-valued, and what are your suggestions for addressing this?
4. What support could you be giving to DaCCWA in filling the Watch Office gaps in geographical cover across the force area?
5. How could you support NHWs' future effectiveness based on the use of more modern forms of technology for communicating with communities that may encourage the recruitment of younger people?
6. What could you put in place to:
  - (a) better understand how crime differentiates between 'Watch' and 'Non-Watch' areas;
  - (b) measure NHW's effectiveness in reporting and reducing crime; and
  - (c) strengthen the numbers of NHWs in areas with the highest crime?
7. In Plymouth the Police and the NHW Executive Committee are intending to re-launch NHW via Neighbourhood Teams, social media, and a promotional event. How could you encourage other NHWs to follow suit and if so, what part will be play in the re-launch across the force area so that there is a consistent level of cover across it?
8. How do NHWs link in with the PCC's Victim care Unit?
9. The submission by the PCC on page 155 of the agenda pack is virtually identical to the submission from Inspector P Morgan on page 149 of the agenda pack. However Inspector P Morgan has ended his submission with the following statement "NHW is supported fully and there is no concern from the Police perspective as to the direction it is progressing in". Given that this statement is missing from the PCC's submission, can the Panel assume that the PCC does not agree with the statement and/or cannot commit to it?

**The responses/findings from the PCC's answers to the questions and the evidence provided by the witnesses and answers provided to questions asked to them have been combined and summarised as follows:**

- The support for NHWs provided by the Police is now much broader and revolves around provision of "Watch offices" within the police estate (of which there are 14 within Devon and Cornwall), enabling access to and use of office space and resources, supported by volunteers. The aim is that Watch offices become the focal point and hub for activities across the force area to enable NHWs' continued development so that they can be adapted to accommodate the changing focus of NHW, in particular from crime to wellbeing as a whole through the Neighbourhood Healthwatch Movement which is supported by GPs and has now been formalized through DaCCWA. This move is welcomed and supported by the Police who believe this is the right direction to be taking;
- Co-ordinator numbers could rise with better advertising and the establishment of hubs at watch offices;
- There are issues relating to communication and access to information by volunteers with the need for Co-ordinators and volunteers to be IT literate and be able to communicate by email so that information can be cascaded as quickly as possible;
- In Newquay, a neighbourhood communication system called 'Streetnet' has been created where beat officers are encouraged to go out and talk to their communities and establish community 'post boxes' from which information can be shared in both directions. This could be an alternative to the Police Messaging System;

- “Our Watch” is a national body to whom DaCCWA report and through which they can use the brand. The ‘Our Watch’ website could be an effective mechanism, through which Co-ordinators can communicate with each other and find new members;
- Although DaCCWA does not require significant operating funds, a monetary contribution towards the production of leaflets would be welcomed;
- There are concerns that with further closures of Police offices pending, this could have a negative impact on provision of NHW. Any premises where the Police office shares accommodation with Watch schemes should be identified to ensure appropriate arrangements are made to also move the Watch office to the new accommodation so that they remain located together. Resources and accommodation need to be supported by the Chief Constable;
- Use of community messaging systems should be broadened so that information can be obtained from other partners. The more agencies that engage, the wider the network and the greater the ability to share data and spread costs. Neighbourhood Alert, a national communication system, is one such example where information can be obtained from partner agencies;
- The PCC is of the view that the public very much has a part to play in community safety and his role is to champion and support them in that role in any way he can. Through the Chief Constable he can ensure that the resources are there to support watch schemes and community messaging;
- The Citizens in Policing pilot has been successful in Plymouth and the Chief Constable would be approached by the PCC about rolling the scheme out across the rest of Plymouth and potentially across the force area;
- It is acknowledged that there are some weaknesses where schemes have floundered due to lack of Police support. This has often occurred where Police have recruited from the PCSO role resulting in a gap in the community. It is an ongoing concern between the PCC and the Chief Constable and is part of his package of questions to the Chief Constable relating to neighbourhood policing, what it means, what can be put on partners and what ultimately cannot be done;
- There is no direct link between NHW and Victim Care apart from messages of alert and when there is a need to refer;
- With regard to the connection between NHW and Community Safety Partnerships (CSPs), the PCC advised that CSPs should have regard to the voluntary sector and so this could be where the connection could be and he could promote this aspect with CSPs;
- The PCC does not have any figures to show how crime differentiates between watch and non-watch areas as this is an operational area for which the Chief Constable is responsible, although a response could be provided to the panel;
- The PCC advised that he could support promotional events personally if he was able and perhaps provide a little money towards such events;
- NHW’s effectiveness in reporting and reducing crime needs to be measured;
- The numbers of NHWs in areas with the highest crime need to be strengthened;
- The PCC cannot say that he has no concerns in relation to NHW. This demonstrates a lack of joined up thinking between the PCC and the Police, as Inspector Morgan advised the panel that he has no concerns. The PCC needs assurance from the Chief Constable regarding what he is doing and likewise the PCP needs to be informed and assured. The Chief Constable needs to provide to the PCC what the definition of neighbourhood policing means and what the offer is.

### **The Recommendations:**

Having reviewed the written evidence, conducted a comprehensive and searching question and answer session between the PCP and witnesses, and the PCC and considered the responses/findings, the PCP makes the following recommendations to the PCC:

- 1) That the PCC champions and celebrates the role of NHWs and promotes and supports them as part of his volunteering offer in relation to the part the public can play in community safety, having regard to the following:
  - (a) With regard to Watch offices, that the provision of them (including access to and use of office space and resources) continues to be provided within the police estate and such offices are moved with any police station moves so that they remain located together. Also, that the aim for Watch offices to become the focal point and hub for activities is promoted including the change of the focus of NHW from just crime to wellbeing as a whole through the Neighbourhood Healthwatch Movement;
  - (b) That IT training for Co-ordinators is supported to ensure that they are IT literate and able to use email, whether through the provision of training or by a buddying system;
  - (c) That the use of the Our Watch website be promoted as a means of effective communication for Co-ordinators and Neighbourhood Alert be promoted as a means of sharing information with partners;
  - (d) That a monetary contribution towards the production of leaflets be provided to DaCCWA if possible;
  - (e) That the PCC ensures that CSPs in the peninsular have regard to NHWs as part of the voluntary sector;
  - (f) That the PCC supports NHW promotional events in person if able, providing money towards them if possible and considers a publicity relaunch of NHW via the media as part of his volunteering offer;
  
- 2) That the PCC provides the PCP with information regarding the following:
  - (a) What can be put in place to better understand how crime differentiates between Watch and non-Watch areas;
  - (b) What can be put in place to measure NHW's effectiveness in reporting and reducing crime;
  - (c) What can be put in place to strengthen the numbers of NHWs in areas with the highest crime
  
- 3) In relation to providing assurance to the PCC and PCP, that the Chief Constable provides a report to cover the following:
  - (a) What the definition of neighbourhood policing is and means, what the offer is, what can be shared with partners and what can and ultimately cannot be done;
  - (b) What resources and accommodation there are to support Watch schemes and community messaging;
  - (c) The feasibility of rolling out Newquay's Streetnet across the force area as a means of community messaging and communication through beat officers
  - (d) The feasibility of rolling out the Citizens in Policing pilot across the rest of Plymouth and potentially across the force area;

### **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 the Chair and Vice Chair for initial comment and then submitted in draft form to the PCC for consideration.
- And will then be formally reviewed and agreed by the PCP at its meeting on 9 October 2015. 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.

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## NEIGHBOURHOOD WATCH (RESPONSE TO PANEL RECOMMENDATIONS)

### Introduction

- I intend to provide an immediate response to as many of the recommendations as possible and will start with those.
- Some of the recommendations clearly relate to operational areas for which the Chief Constable has responsibility. My office has begun to discuss these issues with the Chief Constable's office and a further update will be brought to a future meeting of the Panel on those matters.

### The Recommendations:

- 1) That the PCC champions and celebrates the role of NHWs and promotes and supports them as part of his volunteering offer in relation to the part the public can play in community safety, having regard to the following:
  - (a) With regard to Watch offices, that the provision of them (including access to and use of office space and resources) continues to be provided within the police estate and such offices are moved with any police station moves so that they remain located together. Also, that the aim for Watch offices to become the focal point and hub for activities is promoted including the change of the focus of NHW from just crime to wellbeing as a whole through the Neighbourhood Healthwatch Movement;  
PCC and Police support for the NHW was made clear at the Panel meeting, and both the PCC and the Police will work together to promote this. The comments made with regards to estates are noted and as we move forward with our estates programme we will engage with NHW.
  - (b) That IT training for Co-ordinators is supported to ensure that they are IT literate and able to use email, whether through the provision of training or by a buddying system;  
This matter is being considered by the Police.
  - (c) That the use of the Our Watch website be promoted as a means of effective communication for Co-ordinators and Neighbourhood Alert be promoted as a means of sharing information with partners;  
We support the broadening of community messaging services. The Police are of the view that the new Neighbourhood Alert messaging system will come to the forefront as we move forward - providing additional functionality to the StreetNet system which is purely an information exchange process. The focus will be on effective and consistent engagement approaches.
  - (d) That a monetary contribution towards the production of leaflets be provided to DaCCWA if possible;  
The PCC is open to discussing this matter with DaCCWA to consider how we can assist in such production.
  - (f) That the PCC supports NHW promotional events in person if able, providing money

towards them if possible and considers a publicity relaunch of NHW via the media as part of his volunteering offer;

The PCC confirms that he is prepared to support promotional events personally, and will look at the possibility of providing a small financial contribution if possible within existing budget constraints.

- (e) That the PCC ensures that CSPs in the peninsular have regard to NHWs as part of the voluntary sector;  
PCC confirms that he is happy to promote a stronger connection between NHW and CSPs.

2) In relation to providing assurance to the PCC and PCP, that the Chief Constable provides a report to cover the following:

- (a) What the definition of neighbourhood policing is and means, what the offer is, what can be shared with partners and what can and ultimately cannot be done;
- (b) What resources and accommodation there are to support Watch schemes and community messaging;
- (c) The feasibility of rolling out Newquay's Streetnet across the force area as a means of community messaging and communication through beat officers.
- d) The feasibility of rolling out the Citizens in Policing pilot across the rest of Plymouth and, potentially, across the force area;

These are questions for the Chief Constable and the PCC has asked him to consider these matters. The future of Neighbourhood policing is a key issue to be addressed in the reports to be brought to the February budget/precept setting meeting of the Panel.

The PCC is very supportive of the Citizens in Policing pilot in Plymouth and would welcome a wider roll-out of the initiative.

3) That the PCC provides the PCP with information regarding the following:

- (a) What can be put in place to better understand how crime differentiates between Watch and non-Watch areas;
- (b) What can be put in place to measure NHW's effectiveness in reporting and reducing crime;
- (c) What can be put in place to strengthen the numbers of NHWs in areas with the highest crime

These questions relate to operational areas which are under the command of the Chief Constable. The PCC has asked the Chief Constable to give consideration to these issues and a response will be brought back to a future meeting of the Panel, or fed back to members via the Chair.

4) (b) What resources and accommodation there are to support Watch schemes and

community messaging;

There remains considerable work to be done to deliver a step change in how we support volunteering in policing across the board. Following completion of the Volunteering Review we can start to move forward on making sure we get the structures and support right for volunteering. The PCC continues to offer his full support to organisations such as NHW who play a crucial role in helping to keep our communities safe. The PCC is open to further discussions with NMW about how the Force and the PCC can work together and support them going forward.

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**ADDRESSING OF PCP'S RECOMMENDATIONS BY PCC'S WRITTEN RESPONSE IN RESPECT OF "IS THE SIGNIFICANT REDUCTION IN ENGAGEMENT OF NEIGHBOURHOOD WATCH VOLUNTEERS IN PLYMOUTH REFLECTED ACROSS DEVON, CORNWALL AND THE ISLES OF SCILLY AND, IF SO, WHAT IS THE POLICE AND CRIME COMMISSIONER DOING TO ADDRESS IT?"**

1. That the PCC champions and celebrates the role of NHWs and promotes and supports them as part of his volunteering offer in relation to the part the public can play in community safety, having regard to the following:
  - a) With regard to Watch offices, that the provision of them (including access to and use of office space and resources) continues to be provided within the police estate and such offices are moved with any police station moves so that they remain located together. Also, that the aim for Watch offices to become the focal point and hub for activities is promoted including the change of the focus of NHW from just crime to wellbeing as a whole through the Neighbourhood Healthwatch Movement;  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
  - b) That IT training for Co-ordinators is supported to ensure that they are IT literate and able to use email, whether through the provision of training or by a buddying system;  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
  - c) That the use of the Our Watch website be promoted as a means of effective communication for Co-ordinators and Neighbourhood Alert be promoted as a means of sharing information with partners;  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
  - d) That a monetary contribution towards the production of leaflets be provided to DaCCWA if possible;  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
  - e) That the PCC ensures that CSPs in the peninsular have regard to NHWs as part of the voluntary sector;  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
  - f) That the PCC supports NHW promotional events in person if able, providing money towards them if possible and considers a publicity re-launch of NHW via the media as part of his volunteering offer.  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
2. That the PCC provides the PCP with information regarding the following:
  - a) What can be put in place to better understand how crime differentiates between Watch and non-Watch areas;
  - b) What can be put in place to measure NHW's effectiveness in reporting and reducing crime;
  - c) What can be put in place to strengthen the numbers of NHWs in areas with the highest crime.  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**

3. In relation to providing assurance to the PCC and PCP, that the Chief Constable provides a report to cover the following:
- a) What the definition of neighbourhood policing is and means, what the offer is, what can be shared with partners and what can and ultimately cannot be done;  
**SEE PCC'S RESPONSE – WILL BE FURTHER ADDRESSED AT THE FEBRUARY 2016 BUDGET PRECEPT MEETING.**
  - b) What resources and accommodation there are to support Watch schemes and community messaging;  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
  - c) The feasibility of rolling out Newquay's Streetnet across the force area as a means of community messaging and communication through beat officers  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**
  - d) The feasibility of rolling out the Citizens in Policing pilot across the rest of Plymouth and potentially across the force area.  
**SEE PCC'S RESPONSE – NO FURTHER ACTION NEEDED.**

**BEFORE THE END OF HIS TERM OF OFFICE, THE PCC HAS OFFERED TO PROVIDE A FURTHER UPDATE REPORT IN RESPECT OF THE OPERATIONAL ASPECTS OF THE RECOMMENDATIONS WHICH ARE THE RESPONSIBILITY OF THE CHIEF CONSTABLE.**

# DEVON AND CORNWALL POLICE

## Special Constabulary Review

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Sponsor: Deputy Chief Constable Bill Skelly

**Authors: Volunteering Values Principal Consultants - Jerry Sheppard/Sue Rich**

Volunteering Values, at the invitation of DCC Bill Skelly, undertook an independent review of Devon and Cornwall Police Special Constabulary on the 3rd and 4th December 2014. This document provides objective feedback on its people and processes with recommendations aligned to a Strategic and Tactical Delivery Plan.

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**Volunteering Values**

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# Police Service: Devon and Cornwall Police

## Review Summary

**Department:** Special Constabulary (SC)

**Document Owner:** Jerry Sheppard

**Focus Area:** People and Processes

**Organisation Role:** Principal Consultant

Version	Date	Author	Description
1.0	05.02.15	Jerry Sheppard Sue Rich	Devon and Cornwall Police Special Constabulary (SC) Review Feedback Report
Review	Date	Author	Description
SC	03.12.14 - 04.12.14	Jerry Sheppard Sue Rich	Review of Devon and Cornwall Police Special Constabulary: People and Processes

## Summary of Key Findings

Colour	Standard	Key Findings
Red 16 Areas out of 70	Potential for significant improvement or areas of concern (see Appendix A)	There is a need for:
		1. Closer integration of the Special Constabulary and their regular colleagues in order to address the general perception by staff that in some areas there are two separate streams of warranted officers delivering policing in Devon and Cornwall.
		2. The setting up of a SC working group, with representation of all key stakeholders under the governance of the COG Portfolio Lead. This group would help identify and address issues such as clarity of ranks, roles and responsibilities, intelligence led operational tasking, general management and development of all specials.
		3. An SC SMT representative to be in attendance at all relevant governance boards to ensure that the specials are included and engaged in the future direction and development of the SC in line with policing objectives.
		4. The development and publication of an integrated Marketing, Recruitment and Communication Strategy for all aspects of the policing family, aligned to the D&CP Policing Plan 2013 – 2017, the Citizens in Policing Strategy and Policing Delivery Plan. This will help to protect and re-enforce the D&CP unique brand and ensure engagement with all key stakeholders, including the hard to reach groups and all staff.
		5. Consideration to be given to the design and funding of SC Pop up Shops for each LPA, to support future recruitment drives, in particular targeting the hard to reach communities.
		6. The design and publication of a standard operational procedure to ensure the capture of all volunteering good news stories centrally for review, prior to release both within and outside the organisation.

Colour	Standard	Key Findings
		<p>7. The design and publication of the SC Career Pathway Programme, with all associated documentation, on SharePoint Intranet site for the information of all employees.</p> <p>8. An in-depth review of the force SC recruitment and retention process in order to ensure an efficient and cost effective seamless recruitment process with identified ownership at each stage. Outcomes should be process mapped and published.</p> <p>9. Consideration to take accredited prior learning into account for specials with IPS when they apply to become a regular officer; with its potential cost savings.</p> <p>10. LPA representatives to attend all SC Attestation Events in order to help raise awareness, build rapport and commence the integration of specials and regulars process.</p> <p>11. The formalising, documenting and publication of a dedicated Mentor/Tutor Scheme, with supporting courses, for student specials to ensure that there is clear ownership by regular officers on LPAs.</p> <p>12. A review, documentation and publication of a process for the effective tasking, operational deployment and management of specials to ensure that they are intelligence led and supporting corporate policing objectives set out in the force Policing Plan and Citizen in Policing Strategy 2013 – 2017.</p> <p>13. Consideration of an early re launch of the SC Continuous Professional Development (CPD) Process, supported by SC SMT enforcement in the use of Contact Sheets to ensure compliance. The documented process should be uploaded onto SharePoint for guidance and ease of reference.</p> <p>14. The force to undertake an independent holistic review of the SC rank structure to ensure that it is fit for purpose in supporting the management of the SC, and delivering the local and National policing plans.</p> <p>15. The SC SMT to engage with all junior managers to clarify their role and responsibilities within the organisation as outlined within their defined role profiles.</p> <p>16. Consideration to be given to defining and delivering a bespoke Leadership Programme for all SC sergeants and inspectors, which would include assessment, mentoring and training.</p>
<p>Amber 21 Areas out of 70</p>	<p>Work has commenced but yet to be finalised (See Appendix B)</p>	<p>Work in progress includes:</p> <p>1. Implementing the draft SC Marketing, Recruitment and Communication Strategy which aims to address a number of issues documented within this report. Proposals include single ownership and streamlining of the recruitment process by adopting the National Recruitment Standards SEARCH Programme in full.</p>

Colour	Standard	Key Findings
		<p>2. The on-going review of the SC Welcome Information Pack, PDP, policies and procedures, Terms of Conditions and Working Practice (TP08) for the management and deployment of specials. This is to include their publication, both within the SC and on SharePoint, for the information of all D&amp;CP colleagues.</p>
		<p>3. Continuing development of the role of specials across the organisation (e.g. Computer Triage, Victim Care and Investigation Support Officer within CID and Custody for low level and volume crime; also Community and Safer Neighbourhood Policing such as Rural Crime Engagement, Immigration Compliance and Enforcement and Marine support roles). This will include targeting the use of specials skills. The enhancement of their roles will release regular colleagues to focus on priority objectives.</p>
		<p>4. Further development of the D&amp;CP internet and intranet site to promote the role of the SC by installing a dedicated volunteer button on the front page, with three drop down panels for Cadets, SC and PSV, allowing ease of reference and to maximise recruitment opportunities of volunteers.</p>
		<p>5. Reviewing, updating and re-publication of the Force Social Media Policy and Procedure document (D256 10.11.11).</p>
		<p>6. The development and publication of an SC internal communications strategy to promote the good work of the SC and better enable engagement with all volunteers and staff across the force. This strategy will be supported by a communications work group of all key stakeholders to agree key messages and methods of delivery such as the use of social media (e.g. a day in the life of a special).</p>
		<p>7. The identification of a person to harvest external ‘hits’ and applications made online via the internet in order to ensure that they are addressed and processed in a timely manner.</p>
		<p>8. Implementing a keep-warm process to maintain contact with new applicants at local level, for the duration of the recruitment process. This has the potential to reduce attrition rates.</p>
		<p>9. The longer term consideration for the engagement with the local public and private sectors to set up an external SC Employer Supported Programme.</p>
		<p>10. The revisiting, documenting and enhancement of the current exit/attrition strategy to maximize retention opportunities and identify trends from leavers.</p>
		<p>11. Clarifying whether specials should or should not be required to sign the Official Secrets Act on joining the organisation. PSV are required to sign.</p>
		<p>12. Consideration to be given to setting up a dedicated SC Skills Data Base to enable the capture and documentation of specials skills.</p>
		<p>13. Learning and Development identifying resources to deliver additional mentor training courses to increase the pool of mentors available to support SC and regular student officers post attestation.</p>

Colour	Standard	Key Findings
		<p>14. Consideration to giving SC students who fail the foundation course an option of offering their time under the other two strands of volunteering, in particular the PSV.</p> <p>15. Consideration to undertaking an audit of lockers to identify spare capacity; thereby reducing the number of specials who are required to keep their uniform and equipment at home due to the lack of space and facilities at their place of deployment.</p> <p>16. The SC SMT reviewing and updating SC officers' personal details, including next of kin and their emergency contact details, on DutySheet and Myself I.T. Systems.</p> <p>17. D&amp;CP undertaking a review of SC skills-v-departmental needs for appropriate and innovative use of SC resources.</p> <p>18. Continued development of a performance scorecard system to monitor, capture delivery and output of specials; thereby evaluating their value-add to the community and organisation (e.g. hours, arrests, detections, crime recording and compliance with mandatory training). This information will be published both within and outside the organisation to promote the excellent work of the SC.</p> <p>19. The early recruitment of volunteers within the SC to support the administration role of the Volunteer Coordinator and SC SMT, thereby reducing bureaucracy and allowing them to prioritise their workloads.</p> <p>20. Publication on the force internet and intranet sites details of SC performance, including hours given and the value-add provided by specials</p> <p>21. The SC SMT, in partnership with L&amp;D, developing the SC Senior Leaders Forum and exploration of innovative methods of learning delivery (e.g. I Book and Webinar virtual classrooms) to help SC with their professional development, thereby reducing the cost of training for the organisation.</p>
<p>Green 22 Areas out of 70</p>	<p>Achieved/exceeded acceptable standard (See Appendix C)</p>	<p>Completed areas:</p> <ol style="list-style-type: none"> <li>1. The COG and OPCC are fully supportive of the SC. They have a clear and documented vision of how they would like to better integrate and enhance the role and deployment of specials across the force in support of the Policing Plans.</li> <li>2. The SC SMT have undertaken a review of its SC Programme and have an internal comprehensive and up to date Specials Delivery Plan that supports the Police and Crime Plan for Devon and Cornwall 2013 – 2017, Citizens in Policing Strategy, Chief Constable's Police Delivery Plan and the SC National Strategy.</li> <li>3. The newly formed Citizens in Policing Board, when fully established, will have the potential to provide course and direction, oversight and a forum to draw all strands of volunteering under one umbrella. This forum will also better enable the capture of innovative ideas and share good practice in relation to all aspects of volunteering within the force; as well as feeding back, progress and performance to the COG, OPCC and colleagues.</li> </ol>

Colour	Standard	Key Findings
		4. The SC has a strong leadership element. The SMT are highly motivated, knowledgeable and supportive of each other and their colleagues with a clear vision for the future. Senior officers meet on a regular basis with their colleagues at all levels, which is well received.
		5. The Police Support Volunteer Coordinator has designed a new volunteering role profile to provide Senior Officer Support for the SC SMT (2 posts). This will go some way to alleviating the heavy administrative workload of the senior SC officers. It is recognised that there is the potential for wider support by the PSV Team.
		6. SC SMT have recently designed and implemented a Matrix Structure for all SC ranks. It sets out development modules to be completed with timelines. This is supported by themed Core Leadership Seminars.
		7. SC SMT captures and disseminates good news stories, some of which have been published in both the Force Magazine Billboard and the National SC Impact Magazine.
		8. The SC SMT publishes regular emails/updates on SharePoint Intranet Site to all specials within the force. Information circulated includes outlining good news stories and points of interest, good practice and learning arising from operational deployments.
		9. The force uses the National SC POLKA I.T. platform to share information and good practice. The SC SMT also consults widely with other forces to identify and share good practice. This includes chairing of the South Western Forces Regional Volunteers meetings.
		10. SC students Induction Programme includes well documented policies and processes within an SC Information Handbook, together with memorandum of understanding, which incorporates European Work Time Regulations.
		11. The SC SMT have commenced a review of the SC exit strategy and leavers interviews. This includes looking at trends in order to help address the high attrition rate.
		12. The SC SMT meet on a weekly basis to review workforce targets and performance of specials; with welfare and additional mentoring support being made available, where necessary to reduce attrition rates.
		13. The SC SMT have appointed an SC Inspector as a dedicated student coordinator to act as a point of contact. This has been well received and has the potential to impact positively on the students' welfare and attrition rate.
		14. The SC SMT have commenced engagement with Plymouth University and external agencies, such as the National Park, to identify the potential for a strategic alliance in recruitment.
		15. D&CP have an excellent training programme for specials that incorporates IL4SC and NCALT into the I Book and practical classroom based SC Foundation Course. This is supported by mentors, where available, and a PDP Workbook. This innovative approach far exceeds SC National standards.



Colour	Standard	Key Findings
		<p>16. There is a documented expectancy that specials will have achieved IPS within 24 months of response deployment, which is aligned to a probationary period. Evidence of achievement is overseen by LPA Commanders.</p> <p>17. D&amp;CP have adopted DutySheet I.T. platform as a portfolio to capture specials knowledge, performance and outcomes.</p> <p>18. SC run a robust Performance Management Framework which recognises good work, monitors compliance with mandatory training and addresses under performance.</p> <p>19. PSD provide quarterly reports on professional standard issues for the SC. When trends are identified they are addressed, often through additional training.</p> <p>20. Radios are all personal issue against signature for specials. Details are recorded on Asset Management Enterprise I.T. System.</p> <p>21. There is a robust and accountable system for the management of expenses in compliance with force and H.O Guidelines. This is monitored at monthly SC SMT meetings. SC SMT and Finance dip sample submissions for compliance.</p> <p>22. The SC will have representation on the newly formed Citizens in Policing Board which will oversee and coordinate all future D&amp;CP volunteering activity.</p>

## Background

Devon and Cornwall and the Isles of Scilly is home to a population of 1.7 million residents spread across 4,000 square miles of urban, coastal and rural communities bordered by over 700 miles of coastline. The population can exceed 8million with summer visitors. An area of this size, and in particular the rural isolation of some communities, provides specific challenges to Devon and Cornwall Police (D&CP).

Devon and Cornwall is one of the safest areas of England and Wales with overall levels of crime amongst the lowest in the country. D&CP has approximately 6,000 employees to deliver its Policing Delivery Plan and continue to deliver a safe and secure environment for all its communities.

D&CP has a long established Special Constabulary (SC), which currently consists of 556 Special Constables, who in the last 12 months gifted in excess of 119,000 voluntary hours, with 210 specials having achieved Independent Patrol Status (IPS). They work to support regular officers and staff across a range of duties; including uniform policing, supporting immigration and licensing operations and tackling rural cross border crime in joint policing operations with the five South West Police Forces.

The Police and Crime Commissioner in the Police and Crime Plan 2013 – 2017, the Citizens in Policing Strategy, and the Chief Constables Policing Delivery Plan, has set a challenging target of 150,000 hours of service for the Special Constabulary to be achieved by the end of 2017. This equates to 800 specials delivering a minimum of 200 hours per person per year. Due to housekeeping and good loss, where specials have joined the regulars, there are currently 20 fewer attested specials than in 2013. It is recognised that the infrastructure is not currently in place to support this proposed growth.

There is strong support from the D&CP Chief Officer Group (COG), the Office of the Police and Crime Commissioner (OPCC), regulars, specials and police staff for the continuation and development of the SC Programme. This includes enhancing the number of specials and the choice of the roles that they can perform, to ensure that the force meets its business needs, with the emphasis being on quality over quantity.

It is clear that the D&CP and OPCC recognise the value-add that specials bring to the organisation and community. It is also recognised that there is a need to further integrate the Special Constabulary within the regular force in order to address the perception of two constabularies delivering policing locally. This enhanced integration will better enable them to help and support regular officers and police staff to deliver a safer policing environment for all the community.

Volunteering Values (VV) were invited by the sponsor, Deputy Chief Constable (DCC) Bill Skelly, to undertake an independent review of the D&CP SC, and to provide objective feedback on its processes and people with supporting recommendations to take it forward.

## Review Objective

The objective of this report is to provide a summary of the findings, balanced against the National Strategy core deliverables for the Special Constabulary. Information for this report was gathered by:

- Documentation review
- Interview of the SC Senior Management Team
- Contact groups of specials (seven officers of diverse gender, grades and service)
- Reality checks, including conversations with key stakeholders such as DCC Bill Skelly, OPCC Chief Executive Andrew White, Local Policing Area (LPA) Commander Glen Mayhew, regular officers, police staff, Learning and Development representatives, notice boards, Internet and social media forums.

The review incorporated 70 points of reference and focused on the following people and process areas:

- Strategy
- Communication
- Recruitment and Retention
- Training and Development
- Resource Management and Tasking
- Performance Management
- Leadership Development

## Strategy

Highlights: **Red x 2** - **Amber x 4** - **Green x 5**

Process Expectation	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> <li>➤ D&amp;CP is compliant with the principles of the SC National Strategy, with the exception of recruitment. The National SEARCH Recruitment Model has not been fully adopted for the Special Constabulary. At present a bespoke recruitment model that includes hand written application forms is used, but this process is subject to review. In the areas of Strategy, Training and Development, Performance Management and SC SMT Leadership they exceed the required recommendations and minimum standards have been achieved.</li> </ul>
Does the Force have a published/agreed strategy that integrates SC into the overarching policing plan?	<ul style="list-style-type: none"> <li>➤ D&amp;CP have a documented Police and Crime Plan 2013 – 17, which is complimented by the Citizen in Policing Strategy that incorporates all three strands of volunteering; its mission being “To engage and involve communities in support of policing”. This is supported by the Force Police Delivery Plan and Strategic Delivery Boards that incorporates a dedicated work stream for specials. These documents set out a growth target of 800 specials/150,000 of service per annum.</li> <li>➤ In July 2014 D&amp;CP held a SC Strategy Meeting to look at the direction and long term future of the SC (2014/19). Strategic issues discussed included; recruitment to meet OPCC/Force targets, tasking, specialisation and skills based deployment of specials, SC rank structure, supervision and bounty payments. It did not look at the need for better integration with the regulars.</li> </ul>

Process Expectation	Findings
	<ul style="list-style-type: none"> <li>➤ The SC SMT has an internal comprehensive and up to date Specials Delivery Plan that supports the Police and Crime Plan for Devon and Cornwall 2013 – 2017, Citizens in Policing Strategy, Chief Constables Police Delivery Plan and the SC National Strategy. Currently there is no documented bespoke SC strategy. The SC Delivery Plan has been presented to the COG for sign off.</li> <li>➤ SC activity supports the local Policing Strategy objectives by supporting the investigation of licensing crime; policing resilience; security; operational response patrol; community policing such as rural engagement officers and demand led internal and cross border policing operations (e.g. 5 South West Forces “Op Seashell”). It is not clear if all SC deployments are intelligence led in compliance with the National Intelligence Model (NIM).</li> </ul>
Governance of strategy delivery and review to timelines	<ul style="list-style-type: none"> <li>➤ Delivery of the Police and Crime Plan is monitored by the Joint Management Board (JMB), which is chaired by the Police and Crime Commissioner. Attendees include the Chief and Deputy Chief Constables, Chief Executive of the Office of the Police and Crime Commissioner (OPCC) and other senior managers from both the police and OPCC. Performance against the Police and Crime Plan is monitored through the joint Performance Accountability Board.</li> <li>➤ There is a Strategic Delivery Board for Priority 6 of the Police and Crime Plan. The key aim is to seek greater public involvement in policing. The SC strand of the delivery plan seeks to “Deliver a professional, integrated SC service which meets the needs of the local community and achieves 150,000 hours of service per annum by the end of the Police and Crime period (2017)”. Proposed activity includes increasing capacity by using specials better and smarter, award and recognition, skills led policing and enhancement of roles for the SC. This board has regular officers as members but it would appear there is no regular representation from the SC SMT. Work stream action plans are signed off by the JMB.</li> <li>➤ Implementation of the internal SC Action Plan is currently supported through governance by the SC SMT and COG. This includes personal engagement at weekly SC SMT meetings, with oversight provided through close links with the COG (DCC and ACC). Actions arising from this plan are also integrated within Priority 6 – Specials Work Stream.</li> <li>➤ D&amp;CP has set up an internal Force Citizens in Policing Board chaired by Superintendent Phil Kennedy to coordinate and provide oversight for all volunteering and development. It is believed that this will include coordination of all volunteering activity and ensure timeliness of project delivery. Representatives from all three volunteering strands are represented at this board.</li> </ul>

Process Expectation	Findings
	<ul style="list-style-type: none"> <li>➤ D&amp;CP have a number of strategies, policies and terms and conditions for its SC; some of which require or are currently subject of review (e.g. SC Welcome Information Pack, Recruitment Leaflets and the Professional Development Portfolio Handbook (PDP)).</li> </ul>
Areas for concern or significant improvement	<ul style="list-style-type: none"> <li>➤ There is a general perception by staff that in some areas there are two separate streams of warranted officers delivering policing in Devon and Cornwall. In order to ensure closer integration consideration should be given to the setting up of a SC working group, with representation of all key stakeholders under the governance of the COG Portfolio Lead. This group would help identify and address issues such as clarity of ranks, roles and responsibilities, intelligence led operational tasking, general management and development of all specials.</li> <li>➤ Consideration to be given for an SC SMT representative to be in attendance at all relevant boards. This will ensure that the specials are included and engaged in the future direction and development of the SC in line with policing objectives.</li> </ul>
Areas for Improvement	<ul style="list-style-type: none"> <li>➤ Continue reviewing the SC Welcome Information Pack, PDP, policies and procedures, Terms of Conditions and Working Practice (TP08) for the management and deployment of specials; ensuring they are published both within the SC and on SharePoint for the information of all D&amp;CP colleagues</li> <li>➤ Consider documenting and developing an overarching career pathway programme for all specials; which should include a pathway for those who aspire to become a regular officer, taking into account accredited prior learning. This will deliver cost saving benefits for the organisation while recognising and embracing the skills of the individual officer.</li> <li>➤ Continue to develop the role of specials across the organisation (e.g. Computer Triage, Victim Care and Investigation Support Officer within CID and Custody for low level and volume crime; also Community and Safer Neighbourhood Policing such as Rural Crime Engagement, Immigration Compliance and Enforcement and Marine support roles). Targeted use of specials skills and enhancement of their roles will release regular colleagues to focus on priority objectives.</li> <li>➤ Consideration could be given to the commissioning of an independent review of all SC ranks and their roles and responsibilities to ascertain if the current structure is still fit for purpose in an ever changing policing environment.</li> </ul>
Good Practice	<ul style="list-style-type: none"> <li>➤ The COG and OPCC are fully supportive of the SC. They have a clear and documented vision of how they would like to better integrate and enhance the role and deployment of specials across the LPAs.</li> </ul>

Process Expectation	Findings
	<ul style="list-style-type: none"> <li data-bbox="526 176 1516 533">➤ The SC SMT have undertaken a review of its SC Programme and has an internal comprehensive and up to date Specials Delivery Plan that supports the Police and Crime Plan for Devon and Cornwall 2013 – 2017, Citizens in Policing Strategy, Chief Constables Police Delivery Plan and the SC National Strategy. The SC Action Plan looks ahead to the future taking into account Force Priority Objectives and aspirations in recruitment, widening of SC roles and further integration with regular colleagues. Design of the plan has included internal and external stakeholder engagement, and a proposal for an investment-v-outcome evaluation.</li> <li data-bbox="526 569 1516 821">➤ The Police Support Volunteer Coordinator has engaged with key stakeholders in the design of a new volunteering role profile to provide Senior Officer Support for the SC SMT (2 posts). This will go some way to alleviating the heavy administrative workload of the senior SC officers; thereby allowing them to focus more on providing drive and direction in support of delivering the challenging targets set out in the Policing Plan. There is the potential for wider support by the PSV.</li> <li data-bbox="526 848 1516 989">➤ The SC has a strong leadership element. The SMT are highly motivated, knowledgeable and supportive of each other and their colleagues with a clear vision for the future. Senior officers meet on a regular basis with their colleagues at all levels, which is well received.</li> <li data-bbox="526 1016 1516 1268">➤ The newly formed Citizens in Policing Board, when fully established, will have the potential to provide course and direction, oversight and a forum to draw all strands of volunteering into a Volunteering Faculty. This forum will also better enable the capture of innovative ideas and share good practice in relation to all aspects of volunteering within the force; as well as feeding back, progress and performance to the COG, OPCC and colleagues.</li> </ul>

## Communication

Highlights: Red x 3 - Amber x 5 - Green x 5

Process Expectation	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> <li>➤ SC SMT consults widely with other Forces to identify and share good practice. This includes chairing the South Western Forces Regional Volunteers Meetings. Minutes of the meetings are made and circulated.</li> <li>➤ In November 2014 the Force launched its re-designed website. At present there is no direct link to the SC page and the only representation for the SC is a 14 page document on the criteria to join the force and an application form for downloading and completion. In the last 12 months the D&amp;CP SC site has had 55,103 hits with the average time of 1.57 minutes per visit. The new site, together with the use of social media, could provide a fast time platform for enhancing recruitment by promotion of the good work undertaken by specials. It could also help inform key stakeholders and the community of all volunteering opportunities within the force; together with their value-add.</li> <li>➤ Specials do have access to the force intranet site SharePoint, which has a dedicated specials button and is managed by the SC Coordinator - who is also an SC Inspector - who recognises the importance and has a hands-on approach to communicating and rewarding the good work of specials.</li> </ul>
Does the Force have a published SC communication strategy?	<ul style="list-style-type: none"> <li>➤ There is no Force Communication Strategy. The draft SC Marketing and Communications Strategy, which was drawn up in consultation with the SC SMT. This acknowledges the challenging targets set for recruitment and that the current resourcing strategy is not sustainable to deliver against the Police and Crime Plan target.</li> <li>➤ The Citizens in Policing Strategy 2013 – 2017 - a restricted document - outlines how the force proposes to engage with the community. This detailed document includes a communication strand</li> <li>➤ D&amp;CP recently carried out a survey of specials. Analysis of feedback from 158 respondents showed that 35% (56) aspire to join the regular force and 69% (69) wish to protect and add value to community life. Training was high on their list of importance as was the need for improved communication. 59% (93) had had a negative experience as a special with the main reasons being regular colleagues' attitude to specials and lack of meaningful deployment. 61% (97) felt valued by the force. 39% (61) did not feel valued due to a number of reasons including lack of meaningful deployment, equipment, lack of recognition and a lack of respect. 59% (88) requested better integration with regulars.</li> </ul>

Process Expectation	Findings
Governance of strategy delivery and review to timelines	<ul style="list-style-type: none"> <li>➤ There is a Strategic Delivery Board for Priority 6 of the Police and Crime Plan. The key aim is to seek greater public involvement in policing. The SC strand includes a proposal for an effective communication plan to promote the SC and its engagement with the community. This board has regular officers as members but it is not clear if there is representation from the SC SMT. Work stream action plans are signed off by the JMB.</li> <li>➤ It is understood that DCC will shortly become the portfolio lead for volunteering within D&amp;CP. He will provide governance, course and direction for all three strands of volunteering and ensure the associated Marketing and Communication Strategy is delivered to agreed timelines.</li> <li>➤ The newly formed Citizens in Policing Board, when fully established, will have the potential to provide operational course and direction, oversight and a forum to draw all strands of volunteering activity under one banner. This forum will also better enable the capture of innovative ideas and share good practice in relation to all aspects of volunteering within the force; as well as feedback progress and performance to the JMB, COG, and colleagues.</li> </ul>
Areas for concern or significant improvement	<ul style="list-style-type: none"> <li>➤ Development and publication of an integrated Marketing and Communication Strategy for all aspects of the policing family, aligned to the D&amp;CP Policing Plan 2013 – 2017, the Citizens in Policing Strategy and Policing Delivery Plan. This will help to protect and re-enforce the D&amp;CP unique brand and ensure engagement with all key stakeholders, including the hard to reach groups and all staff.</li> <li>➤ There is a recognised need to design and publicise a standard operational procedure to ensure the capture of all good news stories centrally for review, prior to release both within and outside the organisation.</li> <li>➤ Consider designing and publishing the SC Career Pathway Programme, with all associated documentation, on SharePoint Intranet site for the information of all employees. This will help promote the specials profile and integrate them with the regulars and also help the organisation to achieve its challenging service delivery targets by raising morale and motivation.</li> </ul>
Areas for Improvement	<ul style="list-style-type: none"> <li>➤ D&amp;CP internet and intranet site to further promote the role of the SC by installing a dedicated volunteer button on the front page, with three drop down panels for Cadets, SC and PSV, allowing ease of reference and to maximise recruitment opportunities of volunteers.</li> <li>➤ Review, update and re-publish the Force Social Media Policy and procedure document (D256 – 10.11.11).</li> </ul>



Process Expectation	Findings
	<ul style="list-style-type: none"> <li>➤ The development and publication of a SC internal communications strategy is required to promote the good work of the SC and better enable engagement with all volunteers and staff alike across the force. This strategy could be supported by a communications work group of all key stakeholders to agree key messages and methods of delivery such as the use of social media (e.g. a day in the life of a special).</li> <li>➤ As part of the wider Volunteering Development Programme there needs to be a person identified to harvest external applications made online in order to ensure that they are addressed and processed in a timely manner, and who will be kept informed of the application’s progress and attrition rates. Keeping applicants “warm” and updated of their application progress could be a roll which falls to the PSV.</li> <li>➤ The Citizens in Policing Strategy 2013 – 2017 outlines how the force proposes to engage with the community. This detailed document includes a communication strand. Consideration could be given to making this a public facing document and linking it in with the draft SC Marketing and Communication Strategy.</li> </ul>
Good Practice	<ul style="list-style-type: none"> <li>➤ SC SMT captures and disseminates good news stories, some of which have been published in both the Force Magazine Billboard and the National SC Impact Magazine.</li> <li>➤ The SC SMT publishes regular emails/updates on SharePoint Intranet Site to all specials within the force. Information circulated includes outlining good news stories and points of interest, good practice and learning arising from operational deployments.</li> <li>➤ The force uses the National SC POLKA I.T. platform to share information and good practice.</li> <li>➤ SC SMT consults widely with other forces to identify and share good practice. This includes chairing of the South Western Forces Regional Volunteers meetings.</li> <li>➤ The Communications Team had a presentation and training input at the last force wide SC Conference.</li> </ul>

## Recruitment and Retention

Highlights: **Red x 6** - **Amber x 6** - **Green x 6**

Process Expectation	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> <li>➤ D&amp;CP currently has an open recruitment campaign for specials to enable them to achieve an agreed workforce target of 800 SC (150,000 hours of policing per annum) by the end of 2017. The bespoke assessment process for candidates is based on the principles of the National Recruitment Standards (SEARCH) but is bespoke to D&amp;CP. This includes a paper application process to assess candidate's handwriting skills and an interview. It does not include role play as required under National Guidelines. People Services organise but do not sit on interview boards.</li> <li>➤ Currently the SC SMT plays a significant role in the recruitment and management of specials, which previously included sitting on interview panels. This is no longer tenable due to time constraints and they are looking for all aspects of SC recruitment to be managed centrally by the Resourcing Department (This is a recommendation contained within the draft SC Marketing and Recruitment Strategy).</li> <li>➤ LPA representatives do occasionally attend the SC Attestation Events</li> </ul>
The force has designed and implemented an SC Marketing Strategy	<ul style="list-style-type: none"> <li>➤ A draft SC Marketing, Recruitment and Communication Strategy has been drawn up with SC SMT consultation. It acknowledges the challenging targets set for recruitment and that the current resourcing strategy is not sustainable to deliver against the target. The paper recognises the need to centralise all recruitment and that it should mirror the regulars' recruitment process (SEARCH/SIFT tools) as well as automating the application process to increase efficiency and reduce costs.</li> <li>➤ The D&amp;CP has a HR Strategy that includes an agreed workforce target of 800 specials for the SC in order to achieve the OPCC set target of 150,000 hours of policing per annum by the end of 2017. Taking into account the current attrition rate, this requires the recruitment of 200 specials per annum. The infrastructure is not currently in place to achieve this target (e.g. a shrinking applicant pool, shortfall in mentors/tutors, including courses, and assets such as lockers etc.).</li> <li>➤ The SC has a higher than average turnover over of specials with a 30% (155/2013 and 140/2014 to date) attrition rate against the National average of 20%. This does include a defined Good Loss of 47 specials joining D&amp;CP as regulars and six joining other police forces. 81 specials also left the organisation due to change of circumstances and non-compliance with hours etc.</li> </ul>

Process Expectation	Findings
	<ul style="list-style-type: none"> <li>➤ The SC continues to be a gateway to regulars as defined by the COG, taking into account the local pool of quality external candidates. Accredited prior learning is not taken into account for specials at Independent Patrol Status (IPS). Specials who join as regulars are required to complete the full 18 weeks IPLDP course. This potentially incurs an addition cost to the force of approximately £10k per student.</li> <li>➤ Resourcing acknowledge that recruitment is target driven and is a transactional process (quantity v quality). There is a recognised need to ensure that the SC is more representative of the community with targeting of the hard to reach groups. There is also an identified need to recruit career specials.</li> <li>➤ There is no current documented process to measure the effectiveness of the current marketing/recruitment process. There is the capability to monitor SC interest Hits and conversion rates on the force internet site but this is not currently used (Data: December 2013 to November 2014 - 55,103 hits with approximately 140 applicants currently being processed). There is a potential pool of missed opportunities for recruitment either as a Special or PSV.</li> <li>➤ The force does not have an external Employer Supported Programme but 88 police support staff are SCs. D&amp;CP release staff for 47hrs per annum with pay.</li> <li>➤ The SC recruitment process is not owned by a single team as People Services Centre (PSC), Resources, Regulars and the SC all have an input at some stage of the administration process. There is not a joined up approach as each team appear to be working in silos.</li> <li>➤ D&amp;CP recently carried out a survey of specials. Analysis of feedback showed that 35% of respondents (56) aspire to join the regular force and 69% (69) wish to protect and add value to community life. Training was high on their list of importance as was the need for improved communication. 59% (93) had had a negative experience as a special with the main reasons being regular colleagues' attitude to specials and lack of meaningful deployment. The latter findings may go some way to explain the above average attrition rate for the force.</li> </ul>
<p>Areas for concern or significant improvement</p>	<ul style="list-style-type: none"> <li>➤ The design, documentation and publication of an overarching Volunteer Marketing and Recruitment Strategy that attracts candidates from all sections of the community and coordinates all aspects of volunteer recruitment under one banner.</li> </ul>

Process Expectation	Findings
	<ul style="list-style-type: none"> <li>➤ Consider undertaking an independent in-depth review of the force SC recruitment and retention process in order to further reduce attrition rates (2013 – 155 leavers of which 50 joined regulars/PCSOs and 2014 – 140 leavers. 53 have joined as regulars) and to maximise recruitment; particularly from hard to reach groups. Outcomes should be process mapped and published.</li> <li>➤ Consider revisiting the decision not to take accredited prior learning into account for specials with IPS when applying to become a regular officer. There is the potential for significant cost savings for the organisation by candidates undertaking a shortened conversion course rather than the full IPLDP as is currently required (potentially 10 days v 18 weeks). There is a well-established and robust process for specials to capture and provide evidence of attaining IPS. Sign off is by LPA Commanders.</li> <li>➤ LPA representatives to attend all SC Attestation Events. This will help raise awareness, build rapport and commence the process of integration of specials and regulars process.</li> <li>➤ Consideration to be given to the design and funding of SC Pop up Shops for each LPA, to support future recruitment drives, in particular targeting the hard to reach communities.</li> <li>➤ Placement of newly recruited specials should be coordinated by PSC with local Commands, so that they can be welcomed and inducted by the team at local level. It would appear that this is not always the case.</li> </ul>
Areas for Improvement	<ul style="list-style-type: none"> <li>➤ In the longer term consider engagement with the local public and private sectors to set up an SC Employer Supported Programme.</li> <li>➤ Revisit, document and build on the current exit/attrition strategy to maximize retention opportunities and identify trends from leavers. There were 15 exit interviews over the last 12 months.</li> <li>➤ Consider implementing a keep-warm process to maintain contact with new applicants at local level, for the duration of the recruitment process. This has the potential to reduce attrition rates.</li> <li>➤ Clarify whether specials should or should not be required to sign the Official Secrets Act on joining the organisation. PSV are required to sign.</li> <li>➤ Consideration to be given to setting up a SC Skills Data Base. This will enable the capture and documentation of specials skills. Currently D&amp;CP only collect language skills via the SC DutySheet I.T. data base. If specials are willing to deploy their bespoke skills then it could potentially be of significant cost benefit to the organisation in helping deliver its policing objectives.</li> </ul>

Process Expectation	Findings
	<ul style="list-style-type: none"> <li>➤ There is a draft SC Marketing and Recruitment Strategy which aims to address a number of issues documented within this report. Proposals include single ownership and streamlining of the recruitment process by adopting the National Recruitment Standards SEARCH Programme in full.</li> </ul>
Good Practice	<ul style="list-style-type: none"> <li>➤ SC students Induction Programme includes well documented policies and processes within an SC Information Handbook together with memorandum of understanding, which incorporates European Work Time Regulations.</li> <li>➤ There is a well-established corporate induction programme for all new specials. This includes the SC SMT and a member of the COG personally welcoming incoming specials.</li> <li>➤ The SC SMT have commenced a review of the SC exit strategy and leavers interviews. This includes looking at trends in order to help address the high attrition rate.</li> <li>➤ The SC SMT meet on a weekly basis to review workforce targets and performance of specials, with welfare and additional mentoring support being made available, where necessary, to reduce attrition rates.</li> <li>➤ The SC SMT have appointed an SC Inspector as a dedicated student coordinator to act as a point of contact. This has been well received and has the potential to impact positively on the students' welfare and attrition rate</li> <li>➤ The SC SMT have commenced engagement with Plymouth University and external agencies, such as the National Park, to identify the potential for SC recruitment.</li> </ul>

## Training and Development

Highlights: **Red x 2** - **Amber x 5** - **Green x 6**

Process Expectations	Findings
<p>Compliance with National SC Project on a Page and standards</p>	<ul style="list-style-type: none"> <li>➤ The force Learning and Development Department (L&amp;D) has designed and implemented an innovative E.learning Programme for its student specials. It is I Book based and is supported by a Learning Pool Platform, which can be accessed by all D&amp;CP staff. This knowledge based distance learning format incorporates IL4SC in a modular format and allows students to work at their own pace and time schedule over a four month period. This is supported by L&amp;D mentors who can monitor students' progress. There are weekly Webinar Virtual Classroom Forums and dedicated email links to answer questions and support students' development. On successful completion of a knowledge check, students attend the class based practical phase of IL4SC at Police Headquarters.</li> <li>➤ On attestation all students are handed a competency based Professional Development Portfolio (PDP) Workbook to capture their development to IPS. They are posted dependent on their preferred LPA and, where viable, are allocated a mentor by the SC SMT.</li> <li>➤ There is no documented career pathway for specials beyond achieving IPS; however the D&amp;CP have adopted DutySheet I.T. System to track specials career development and performance.</li> <li>➤ There is a noted shortfall in trained mentors to support specials in their Coached Patrol Phase of learning and development. This can lead to a special without IPS mentoring a fellow student officer and/or deployment with PCSOs.</li> <li>➤ Accredited Prior Learning is not taken into account for those specials who aspire to become a regular officer.</li> <li>➤ New SC role profiles have been designed, incorporating Policing Professional Framework (PPF).</li> <li>➤ There is a defined probationary period for specials that is currently aligned to the requirement for them to achieve IPS at 24 months. This is monitored by the SC SMT via DutySheet.</li> </ul>
<p>The force has a clearly defined career pathway programme that equips specials to fulfil a full range of potential policing roles</p>	<ul style="list-style-type: none"> <li>➤ There is a well-defined and innovative training and development programme for newly joined specials that exceeds National standards. This includes a modular I Book E. learning and classroom based practical modules. Analysis was undertaken between the old style classroom based learning and new style I Book learning and both were found to be of similar high standards and success rate of students passing the courses (30/35).</li> </ul>

Process Expectations	Findings
	<ul style="list-style-type: none"> <li>➤ The force uses a Competency Based Framework to measure specials skills. This is documented within their PDP. This is supported via the force Continuous Professional Development Programme (CPD).</li> <li>➤ There is a rolling 12 month documented continuation programme for specials delivered by L&amp;D. Continuation training is delivered on a reactive basis to changing procedures, incidents and legislation.</li> <li>➤ Specials are allocated mentors, where available, and are mainly attached to response teams for development. Evidence shows that not all regulars buy in to this process.</li> <li>➤ D&amp;CP recently implemented DutySheet I.T. system to monitor performance and development of specials.</li> </ul>
Areas for concern or significant improvement	<ul style="list-style-type: none"> <li>➤ Formalise, document and publish a dedicated Mentor/Tutor Scheme for student specials to ensure that there is clear ownership by regular officers on LPAs. Each and every student should have a named primary and deputy accredited mentor/tutor with oversight by both the LPA and SC Management Teams to ensure buy-in, uniformity in standards and IPS signoff.</li> <li>➤ There is an identified need for additional Mentor Courses for both appropriately skilled regular officers and SC with IPS. Consideration could be given to further support and one-off funding by the OPCC.</li> </ul>
Areas for Improvement	<ul style="list-style-type: none"> <li>➤ Formalise, document and publish a career pathway for specials that incorporates award and recognition beyond IPS.</li> <li>➤ Learning and Development to deliver additional mentor training courses to increase the pool of mentors available to support SC and regular student officers.</li> <li>➤ Consider additional roles that can be undertaken by the SC to better use their skills, knowledge and experience (e.g. Investigating Support Officers, POLSA and Community Engagement, Victim Care roles).</li> <li>➤ As specials do not have PDRs with set corporate objectives there is a clear need for the SC SMT and SC Coordinator to re-enforce the completion of contact sheets by supervisor for specials CPD Meetings. Discussion points could include attain/maintain IPS, compliance with mandatory training (e.g. ELS, Personal Safety Training and NCALT E.learning) and delivery of 200 hours of policing hours in a rolling 12 months. This will ensure a corporate approach, reduce risk and help maintain professional standards.</li> </ul>

Process Expectations	Findings
	<ul style="list-style-type: none"> <li>➤ Consider giving SC students who fail the foundation course an option of offering their time under the other two strands of volunteering, in particular the PSV. SC Officers, on reaching retirement age could also be offered the opportunity to join the PSV or the cadets as a team leader. This has the potential for the organisation to recoup some of their investment, whilst strengthening community ties.</li> </ul>
Good Practice	<ul style="list-style-type: none"> <li>➤ D&amp;CP have an excellent training programme for specials that incorporates IL4SC and NCALT into the I Book and practical classroom based SC Foundation Course. This is supported by mentors, where available, and a PDP Workbook. This innovative approach far exceeds SC National standards.</li> <li>➤ The SC SMT have appointed a dedicated SC student coordinator as support and point of contact.</li> <li>➤ There is a documented expectancy that specials will have achieved IPS within 24 months of response deployment, which is aligned to a probationary period.</li> <li>➤ There is a well-established and robust process for specials to capture and provide evidence of attaining IPS. Evidence portfolios are passed via the SC Coordinator for sign off by the BCU Commanders.</li> <li>➤ D&amp;CP have adopted DutySheet I.T. platform as a portfolio to capture specials knowledge, performance and outcomes.</li> <li>➤ SC run a robust Performance Management Framework which recognises good work, monitors compliance with mandatory training and addresses under performance.</li> </ul>



Resource Management and Tasking

Highlight: Red x 3 - Amber x 3 - Green x 5

Process Expectations	Findings
<p>Compliance with National SC Project and standards</p>	<ul style="list-style-type: none"> <li>➤ There is a lack of clarity with regards to duty planning, tasking, briefing and the deployment process for specials. It is not clear if the SC deployments are intelligence led across all 5 LPAs, in compliance with the National Intelligence Model. It appears that LPA representatives make tasking requests to their opposite rank in the SC and the latter identifies specials for deployment. Specials are not always deployed to target crime hotspots/areas of community concern but are often deployed geographically to where they are based. Whiteboards were issued to all police stations for the purpose of highlighting required operational deployments for specials. It is not known if these are still in operation. On occasions specials will self-deploy without guidance from regular officers. There is also a lack of clarity as to who is responsible for the specials whilst on deployment.</li> <li>➤ D&amp;CP has adopted DutySheet as an I.T. platform for the management of SC duties, expenses and performance.</li> <li>➤ All SCs sign up to Terms and Conditions of Service. SC sign up on DutySheet to opt out of the Working Time Regulations. This is renewed on a three monthly basis.</li> <li>➤ The SC SMT and Coordinator are currently designing a Working Practices Handbook to incorporate all policies and procedures.</li> </ul>
<p>Duty planning, tasking and deployment is intelligence led and effective in support local policing objectives</p>	<ul style="list-style-type: none"> <li>➤ There is no robust documented system for matching specials to operational policing duties; therefore it is not clear if the tasking of the SC is intelligence led in compliance with the National Intelligence Model.</li> <li>➤ The SC, although invited, are not always able to attend Intelligence/Tasking Meetings. They are requested to support regular officers on a local policing area by area basis. Specials will self-deploy where regulars are not available to direct their operational patrols.</li> <li>➤ DutySheet is the I.T. platform used to offer SC volunteering opportunities and can be accessed from home.</li> <li>➤ D&amp;CP and OPCC are looking to up-skill the specials and thereby widen their roles of deployment in support of the Citizen in Policing Strategy 2013 – 2017 and Policing Plan.</li> <li>➤ SCs are regularly deployed on aid at high profile events (Carnivals, County Shows, Pride Events, and Remembrance Parades).</li> </ul>

Process Expectations	Findings
	<ul style="list-style-type: none"> <li>➤ D&amp;CP SC regularly undertake cross border policing activity with Wiltshire, Avon and Somerset and Dorset Police to address rural crime (e.g. Themed operations include OP Seashell). They also work closely with the Immigration Service and National Parks (Park Rangers).</li> <li>➤ The SC also support joint immigration and licensed premises operations such as Op Brooklyn.</li> </ul>
Management of Assets (E.G. lockers, radios and equipment) and Expenses	<ul style="list-style-type: none"> <li>➤ There is a process in place to monitor allocation and recovery of assets for the SC. This is supported by a checklist.</li> <li>➤ D&amp;CP has a force wide policy for the management of expenses, which has been adopted by the SC SMT. It is robustly enforced and is compliant with H.O Guidelines.</li> <li>➤ The force SC budget is not devolved to SC Management Team.</li> <li>➤ There is a shortfall in the provision of vehicles, driving courses, lockers and accommodation for specials. This results in specials having to keep their uniform and equipment at home. It also impacts on operational deployment</li> </ul>
Areas for concern or significant improvement	<ul style="list-style-type: none"> <li>➤ There is a need to review, document and publish a process for the effective tasking, operational deployment and management of specials to ensure that they are intelligence led and supporting corporate policing objectives set out in the force Policing Plan and Citizen in Policing Strategy 2013 – 2017.</li> <li>➤ Consideration to be given to linking DutySheet and Global Rostering System (GRS). This will enable SC to sign up in advance for operational deployment on DutySheet, and at the same time allow cross pollination of SC availability for the information of regular colleagues; thereby better informing and influencing operational workforce planning.</li> <li>➤ Where viable, SC should be represented at the force and local intelligence meetings. This will help with the integration of the SC and regular colleagues as well as a clearer understanding of crime trends and rationale for operational deployment decisions (88 SC are D&amp;CP staff).</li> </ul>
Areas for Improvement	<ul style="list-style-type: none"> <li>➤ Consideration to be given to undertaking an audit of lockers and equipment to identify spare capacity. At present a number of specials are required to keep their uniform and equipment at home due to the lack of space and lockers at their place of deployment.</li> <li>➤ The SC SMT to continue reviewing and updating of SC officers' personal details, including next of kin and their emergency contact details. This is being managed on DutySheet and Myself I.T. Systems.</li> </ul>

Process Expectations	Findings
	<ul style="list-style-type: none"> <li>➤ D&amp;CP to continue to undertake a review of SC skills-v-departmental needs for appropriate and innovative use of SC resources and identify the tipping point for value-add from D&amp;CP investment.</li> </ul>
Good Practice	<ul style="list-style-type: none"> <li>➤ D&amp;CP SC regularly undertake cross border policing activity with Wiltshire, Avon and Somerset and Dorset Police to address rural crime that is intelligence led (e.g. Themed operations include OP Seashell). They also work closely with the Immigration Service and National Parks (Park Rangers).</li> <li>➤ Radios are all personal issue against signature for specials. Details are recorded on Asset Management Enterprise I.T. System.</li> <li>➤ There is a robust and accountable system for the management of expenses in compliance with force and H.O Guidelines. This is monitored at monthly SC SMT meetings. SC SMT and finance dip sample submissions for compliance.</li> <li>➤ The SC will have representation on the newly formed Citizens in Policing Board, which will oversee and coordinate all future D&amp;CP volunteering activity.</li> </ul>

## Performance Management

Highlights: **Red x 1** - **Amber x 3** - **Green x 4**

Process Expectations	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> <li>➤ The SC SMT has a robust Performance Management Framework that both addresses underperformance and recognises good work. This is supported by an infrastructure to provide welfare support and address training needs for specials as and when required.</li> <li>➤ The SC use their internal KPI performance scorecard system based on DutySheet to capture the number and type of operational tours, gifted hours and the number of SC related arrests (this includes arrest – other, violent crime and assists). Data captured does not include outcomes such as the number of PNDs issued, crimes reported, detections and disposals. Although data gathered is published on the force Performance Website and SharePoint, it is not truly evaluating the specials outcomes and value-add to the community and organisation.</li> <li>➤ The SC SMT attend monthly meetings with the COG Portfolio Lead where performance and welfare issues are agenda items. Outcomes are shared across the SC SMT.</li> </ul>
The force has a defined performance management framework for specials	<ul style="list-style-type: none"> <li>➤ DutySheet I.T. platform has been adopted as part of the SC Performance Management Framework. This enables the capture of data relating to hours, type of operational patrols and arrests.</li> </ul>

Process Expectations	Findings
	<ul style="list-style-type: none"> <li>➤ SC SMT have implemented a Matrix System to monitor and enhance performance of its SC at all ranks.</li> <li>➤ Good oversight of performance is provided by the SC SMT who report on a regular basis to the COG. SC Superintendents attend and implement actions arising from these meetings.</li> <li>➤ There is an excellent and well documented two tiered Award and Recognition Scheme for specials within the force. There is a dedicated SC Awards Panel that uses a scoring matrix which mirrors the force Award and Recognition Scheme to filter nominees and decide on the level of recognition to be made. Those nominees who score below 20 points are recognised mainly by letters of thanks and certificates of service at the twice yearly SC Award Ceremonies. Those above are forwarded for inclusion in the force Award and Recognition Scheme where presentations are made at a joint ceremony.</li> <li>➤ There are laminated sheets displaying hours gifted by specials at all area police stations. This helps promote the good work of specials.</li> <li>➤ The D&amp;CP does not use PDRs for their specials but employ a process called Continuous Professional Development (CPD). This process requires regular performance and development meetings between specials and their SC line command. Activity discussed is documented on contact sheets. The SC SMT and staff recognise that this process would benefit from being re launched with the emphasis on completion of the contact sheets.</li> <li>➤ SC SMT and L&amp;D do provide thematic training on a regular basis. This has included the Unprofessional Performance Process (UPP) by the Professional Standards Department (PSD).</li> <li>➤ PSD provide quarterly reports on professional standard issues for the SC. When trends are identified they are addressed, often through additional training. It should be noted that complaints are low in number.</li> </ul>
Areas for concern or significant improvement	<ul style="list-style-type: none"> <li>➤ Consider an early re launch of the CPD Process, supported by SC SMT enforcement in the use of Contact Sheets to ensure compliance. The documented process should be uploaded onto SharePoint for guidance and ease of reference.</li> </ul>
Areas for Improvement	<ul style="list-style-type: none"> <li>➤ Continue to develop a performance scorecard system to monitor, capture delivery, and output of specials; thereby evaluating their value-add to the community and organisation (e.g. hours, arrests, detections, crime recording and compliance with mandatory training). This information could be published both within and outside the organisation to promote the excellent work of the SC.</li> </ul>

Process Expectations	Findings
	<ul style="list-style-type: none"> <li>➤ Consider the recruitment of volunteers within the SC to support the administration role of the Volunteer Coordinator and SC SMT, thereby reducing bureaucracy and allowing them to prioritise their workloads (A Senior Officer Support role profile, two posts, have been agreed but has yet to be implemented).</li> <li>➤ Publish and share on the force internet and intranet sites the performance of the SC, including hours given and the value-add provided by specials.</li> </ul>
Good Practice	<ul style="list-style-type: none"> <li>➤ The well documented SC Award and Recognition Programme mirrors the force Award and Recognition Scheme. It ensures that the good work of specials is recognised, through twice yearly awards ceremonies, letters of thanks and service certificates. Those delivering outstanding service are included in the force Award and Recognition Ceremonies. Recipients are included in the internal force Newsletter Billboard and placed on SharePoint Intranet site. This has strong support from specials at all levels and the COG.</li> <li>➤ The SC SMT have a robust four tier process to challenge non-performance, with a detailed option framework for those specials who need welfare or training support.</li> <li>➤ The SC SMT have designed an innovative Leadership Matrix System for specials at all levels, which sets out a modular development programme aligned to their roles and responsibilities.</li> <li>➤ PSD provide quarterly reports on professional standard issues for the SC. When trends are identified they are addressed, often through additional training.</li> </ul>

## Leadership Development

Highlights: **Red x 3** - **Amber x 1** - **Green x 3**

Process Expectations	Findings
Compliance with National SC Project on a Page and standards	<ul style="list-style-type: none"> <li>➤ D&amp;CP do not currently have a defined Leadership Programme for their specials. Those above Inspector level have historically attended the National SC Leadership Programme.</li> <li>➤ The SC SMT have designed an innovative Leadership Matrix System for specials at all levels, which sets out a modular development programme aligned to their roles and responsibilities. This documented process exceeds national standards and would be a robust basis for the design of a future Leadership Programme.</li> <li>➤ The SC mirrors the rank structure of the D&amp;CP regular officers, with the exception of Chief Inspector level. There are supporters within the regulars for the SC rank structure to be reviewed and consideration is being given to its removal on a trial basis on one LPA due to the lack of SC supervisors.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>➤ There is a lack of clarity by junior managers within the SC as to their role and responsibilities (Leaders v Managers). It is apparent that the few Sergeants and Inspectors interviewed all saw their role as administrative not operational as defined within their role profiles. This can lead to an operational leadership chasm with specials being deployed on activities which are not intelligence led and without clear aim, purpose and operational guidance.</li> </ul>
The force has in place a documented process for the identification and development of SC leaders	<ul style="list-style-type: none"> <li>➤ D&amp;CP has a robust promotion process for the SC managers. This includes defining role profiles and an interview chaired by a LPA Commander/Chief Inspector and SC SMT representative. The board representation is rank specific.</li> <li>➤ D&amp;CP do not currently have a defined Leadership Programme for those at Sergeant and Inspector level. The SC SMT have instigated regular SC Senior Leaders Forums that mirrors the regulars. Subjects covered at these forums have included force Ethics, PSD, UPP and general leadership.</li> </ul>
Areas for concern or significant improvement	<ul style="list-style-type: none"> <li>➤ The force to undertake an independent holistic review of their SC rank structure to ensure that it is fit for purpose in supporting the management of the SC and delivering the local and National policing plans.</li> <li>➤ The SC SMT to engage with all junior managers to clarify their role and responsibilities within the organisation as outlined within their defined role profiles. All activity should be documented within their CPD Contact Sheets.</li> </ul>

Process Expectations	Findings
	<ul style="list-style-type: none"> <li>➤ Consideration to be given to defining and delivering a bespoke Leadership Programme for all SC sergeants and inspectors. This to include assessment, mentoring and training.</li> </ul>
Areas for Improvement	<ul style="list-style-type: none"> <li>➤ The SC SMT, in partnership with L&amp;D, to continue developing the SC Senior Leaders Forum and explore innovative methods of learning delivery (e.g. I Book and Webinar virtual classrooms). This will help all participants with their professional development and reduce the cost of training for the organisation.</li> </ul>
Good Practice	<ul style="list-style-type: none"> <li>➤ The SC SMT have designed an innovative Leadership Matrix System for specials at all levels, which sets out a modular development programme aligned to their roles and responsibilities. This documented process exceeds national standards and could form the basis for future Leadership Programmes.</li> <li>➤ The D&amp;CP has an established promotion process for their SC managers. This includes defining role profiles and an interview chaired by a LPA Commander/Chief Inspector and SC SMT representative.</li> <li>➤ The SC SMT hold regular Senior Leaders Forums. Contents include embedding key subjects such as Ethics, UPP, PSD and general leadership.</li> </ul>

## Conclusion

The D&CP SC has a defined policing framework that supports the principals of the National SC Strategy Programme in the delivery of the following core deliverables:

- SC delivers policing in support of force priorities
- Delivery of policing and community safety is enhanced by the active citizenship nature of the SC
- The SC is effectively led

In the areas of Strategy, Training and Development, Performance Management and SC SMT Leadership, the required standards are exceeded.

The review team were impressed at the professionalism and leadership qualities of the SC SMT. The SC Chief Officer and SC Superintendents are all knowledgeable, passionate and highly motivated. They have a clear vision for the future and are supportive of each other and the specials.

The SC SMT are currently implementing their detailed SC Action Plan, which supports the Police and Crime Commissioner's Police and Crime Plan 2013 – 2017, the Citizens in Policing Strategy and the Chief Constable's Policing Delivery Plan. The SC Action Plan sets out the future direction of the SC both in growth, policies and enhancement of roles. When implemented this strategy will better integrate specials with their regular colleagues and enhance their value-add to all.

An on-going review of SC policies and procedures is currently being undertaken by the SC SMT and PSC, with some aspects having already been implemented; such as enhancement of roles undertaken and adoption of DutySheet Resource Management I.T. System to chart a specials activity and development. There is an acknowledgement that some aspects of policing activity still needs to be audited, reviewed, documented, published and embedded across the wider corporate domain.

It is clear from this independent review, undertaken by Volunteering Values, that D&CP do value, and have identified the benefits of their volunteer SC officers. This is supported by the findings from the specials contact group and conversations with individuals within the force, including Portfolio Lead DCC Bill Skelly and OPCC Chief Executive Andrew White.

A key focus for the force in the short to medium term will be the design and implementation of an innovative communication and recruitment marketing strategy aimed at enhancing the number of specials in order to achieve the challenging goals set out Police and Crime Plan 2013 – 2017 and Citizens in Policing Strategy.

Other key activities will include enhancing the integration of specials with their regular colleagues, intelligence led tasking and the continued development of specials in order that they deliver a widening number of roles across the community. Another challenge will be addressing the key findings arising from the SC survey.

There is an overt passion, supported by a clear vision, for the force's SC that will ensure delivery of the objectives set out in the various policing plans thereby delivering a safe and secure environment for all in the policing domain of Devon and Cornwall Police.

## Approvals

### Prepared by:

\_\_\_\_\_  
Principal Review Lead: Principal Consultant Jerry Sheppard

### Approved by:

\_\_\_\_\_  
Client Sponsor: DCC Bill Skelly





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



**Devon & Cornwall Police**  
Building safer communities together

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**Report of the Joint Office of the Police and Crime  
Commissioner and Devon and Cornwall Police review of the  
Police Support Volunteer Programme**

**Justin Wiggin**  
**Engagement and Volunteer Manager**  
**Office of the Police and Crime Commissioner**  
12 March 2015



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### Background

Over the course of the Police and Crime Plan, the Police and Crime Commissioner has expressed a desire to engage local communities in the work of the Police through active and supportive volunteering opportunities. The refresh of the Police and Crime Plan 2014 – 2017 converted this desire in to a formal agreement between the Police and Crime Commissioner and Chief Constable.

The refresh of the Police and Crime Plan 2014 expressly states the Police and Crime Commissioner will ask the Chief Constable to review the scope and scale of volunteering in policing and examine:

- The volume and range of volunteer roles and civic engagement opportunities.
- The potential costs and benefits of more radical approaches to civic engagement and community involvement.
- How we can make the most of volunteering.

The Chief Constable will review the current extent of public participation within policing and community safety, including the existing support infrastructure and work with the Commissioner, partners and volunteering organisations to build a strategy for:

- Greater involvement of volunteers in policing, including a wider range of roles.
- Identifying and pursuing opportunities to work with others to boost volunteering.
- Improving engagement, support and infrastructure within Devon and Cornwall Police to ensure the long term sustainability of volunteering and satisfaction of volunteers.
- Improving the diversity of the volunteer base.

### Approach

The approach to undertaking a review of Police Support Volunteering was developed in partnership between the Office of the Police and Crime Commissioner and Local Police and Partnerships Department, Devon and Cornwall Police. The review sought to answer the following five questions:

1. What is the current offer to volunteers across Devon and Cornwall Police?
2. Are current policies effective in supporting volunteers?
3. What is the volunteer experience?
4. What is the existing appetite for volunteering at different levels within Devon and Cornwall Police?
5. What is the potential for further developing volunteering within Devon and Cornwall Police?

To answer the above questions a range of activities were undertaken. Local Policing Partnership department undertook an exercise to understand the contribution being made by volunteers across Devon and Cornwall Police by reviewing centrally collected data.

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An evidence matrix compiled using Investors in Volunteers self assessment checklist and “Building a Police Support Volunteer Programme”, guidance from the College of Policing was used to review the policies and working practices linked to volunteering within Devon and Cornwall Police. Interviews were held with Police Officers from BCU Commander to Police Constable. Geographic areas covered by these meetings are North Devon, South Devon (including Torbay) and Plymouth command areas. A series of questions were asked which addressed key topic areas including attitudes, volunteer contribution, leadership, management and training.

A closed group, volunteer satisfaction survey was hosted online. Police Support Volunteers and Independent Custody Visitors were invited to respond to the consultation. Meetings were held with volunteers to discuss informally their experience of volunteering with Devon and Cornwall Police.

Both volunteers and police officers were directly asked what further opportunities are there to develop volunteering to support Devon and Cornwall Police?

**Volunteering baseline**

Devon and Cornwall Police currently have listed within the PVP programme policy a number of volunteering roles which are offered and have role descriptions developed for them. These are:

- CCTV Monitoring Volunteer
- Community Police Cadet Admin Support Volunteer
- Community Police Cadet Unit Support Volunteer
- Community Speed Watch Admin Support Volunteer
- Community Speed Watch Monitoring Volunteer
- Heritage & Learning Resource Collections Assistant Volunteer
- Horse Watch Admin Support Volunteer
- Neighbourhood Watch Office Assistant Volunteer (Computer User)
- Neighbourhood Watch Office Assistant Volunteer (Non Computer User)
- Neighbourhood Policing Admin Support Volunteer
- Neighbourhood Policing Tactical Support Volunteer
- PVP Office Communication Volunteer
- Street Safe Project Volunteer
- Volunteer Driver

The following roles are currently performed by active volunteers:

- |   |      |
|---|------|
| • CCTV Monitoring Volunteer                     | CCTV |
| • Community Police Cadet Unit Support Volunteer | CPC  |
| • Community Speed Watch Admin Support Volunteer | CSW  |
| • Community Speed Watch Volunteer               |      |
| • Community Watch Hub Volunteer                 | CWH  |
| • DaCCWa Support Volunteer                      | DaC  |

## VOLUNTEER REVIEW 2015

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- Heritage & Learning Resource Collection Assistant Volunteer CAV
  - Local Policing Support Volunteer LPS
  - Street Safe Project Volunteer SSP
  - TRiM Volunteer
  - Volunteer Driver VD
  - Horse Watch HW

The following table provides a breakdown of volunteer roles, including numbers by LPA. The information has been provided by Police Volunteer Programme Coordinator.

LPA	Role	Numbers
Cornwall East	CCTV	12
	CPC	10
	CSW	58
	CWH	29
	LPS	2
	SSP	24
	VD	8
	<b>Total</b>	
Cornwall West	CPC	10
	CSW	31
	CWH	23
	VD	8
<b>Total</b>		<b>72</b>
Plymouth	CPC	7
	CSW	11
	CWH	6
	LPS	1
	VD	13
<b>Total</b>		<b>38</b>
South Devon	CPC	9
	CSW	43
	CWH	17
<b>Total</b>		<b>69</b>
North & West Devon	CSW	102
	CWH	10
	LPS	1
<b>Total</b>		<b>113</b>
Exeter, East & Mid Devon	CPC	3
	CSW	109
	CWH	1
<b>Total</b>		<b>113</b>
Heritage & Learning Resource	CAV	8
Horsewatch	HW	1
DaCCWA Support	DaC	2
<b>TOTAL OVERALL</b>		<b>559</b>

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**Volunteer hours recorded for 2013:** 14,056.5

Recording and accuracy of volunteer hours is discussed later in the “*Devon and Cornwall Police Experience*” section.

Information recorded via Agresso and provided by DCP Performance and Analysis, 25<sup>th</sup> February 2015 states the current number of Police Support Volunteers is 471. 251, 53.29% of volunteers are aged 65 years and over. 51.0% (n=240) are assigned to Devon – 37.1% female and 62.9% male. 41.6% (n=196) are assigned Cornwall & Isles of Scilly – 43.4% female and 56.6% male. 7.4% (n=35) are assigned to Plymouth – 42.9% female and 57.1% male.

Equalities data was attempted to be obtained. The Volunteer Review approached Local Policing and Partnerships department who signposted to Performance and Analysis, passed to People’s Services Resources and back to Local Policing and Partnerships. Although LPP stated the data was collected, between the three departments there was no ownership or mechanism to capture or keep an accurate record of this data.

From the information provided above there is a clear discrepancy in how data is collected and gathered. A dual entry system is currently in operation between LPP and People’s Service Centre – resourcing using two separate systems to input new volunteer data. This has caused a variance of 88 volunteers.

With regards to role profiles which are open to volunteers information needs to be updated within the Force Volunteer Policy and PVP intranet pages.

It is the view of the volunteer review that at this time it is not possible to provide an accurate baseline of volunteering within Devon and Cornwall Police.

### **RECOMMENDATION**

An up to date overview of PSV opportunities including hours contributed and equality data to have oversight by Local Policing and Partnerships to support planning for a diverse volunteer force. Volunteer Policy and PVP intranet pages to be updated to reflect all volunteering opportunities.

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### **Policies and Working Practices**

Devon and Cornwall Police host current policies, practices and role profiles linked to the PVP programme on Sharepoint. This information can be accessed by following the below link:

<http://intranet/bcudepts/LPP/TerrPol/NeighbourhoodPolUnit/VolunteerProg/Pages/homepage.aspx>

The following discusses information contained under tab headings:

PVP automated processes allows:

1. Police Officers / Police Staff to start to process a new volunteer application. Using this automated process allows applications to be tracked and is the official route to processing applications.
2. A link is provided for volunteers to complete an exit interview. The link no longer works and provides the user with an error message "access denied".

PVP calendar - there are no entries in the calendar or explanation of what this is to be used for. This could be utilised for training events, social activities for volunteers and volunteer awards.

### **PVP documents**

Volunteering Matters Folder – there are no publications found in this folder.

PVP Recruitment Processes – all information required to support the recruitment process can be found within this folder. There are useful step by step processes for volunteer support managers and people's services centre – resourcing. There is clear accountability for each step of the process. Volunteer eligibility criteria can also be found here.

PVP role profiles and information sheet – All role profiles which are listed within Force Volunteer Policy (Policy D-153) are located here. More recent role profiles e.g. Victims Care Unit volunteer are not yet listed.

PVP press releases – press releases to recruit Volunteer Drivers and Community Speedwatch.

PVP Trainers – three forms relating to the undertaking of confidentiality are located within this folder. The content does not reflect the folder heading and no explanation is given of how or when these documents should be used.

PVP Volunteers – Useful guidelines and documents are provided to enable volunteers to record timesheets, claim expenses and obtain a Force ID card.

PVP Support Managers – two folders are held under this heading. The first provides guidelines including Volunteer induction (part 2). This is for local Volunteer Support Managers to complete with the volunteer. Checklists and topics to cover to help familiarise the volunteer with the building, role and processes are found. Volunteer induction (part 1) is not held. Part 1 is the standard force induction delivered and is

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the responsibility of PVP coordinator to deliver. Useful examples of completed application forms are also found in this folder.

#### **PVP Document NEW**

This heading mirrors the above PVP documents tab. The folders contained under PVP Document NEW are largely empty or duplicates information found in the PVP Document tab.

#### **Useful Links**

A link is provided to the NPIA Police Support Volunteers webpage. The link no longer works.

#### **Contact Us**

Contact details are provided for the Force Police Volunteer Programme Coordinator. In addition to this two general email addresses for Volunteer Recruitment and Volunteer Management are listed. Both general email addresses are administered by the PVP Coordinator. Contact details for PSC-resourcing (recruitment administrator are also contained).

#### **PVP initial information**

This page provides a background to the Police Volunteer programme. It provides a useful starting point for anyone wishing to engage volunteers in their work.

#### **PVP News**

The page is largely used as a way to communicate messages from the PVP Coordinator to Volunteer Support Managers. Updates are infrequent with the last post dated July 2014 to request nominations for the Community Volunteer awards.

#### **Devon and Cornwall Police Volunteer Policy**

Devon and Cornwall Police has a current and up to date Volunteer Policy, "Policy D153" which was last updated 19.09.2014. The Policy is comprehensive in its approach. The policy covers all but one aspect specified in Volunteer England guidance "Get it Right from the Start, Volunteer Policies – the key to diverse volunteer involvement". The area which needs further consideration is diversity within volunteering.

Policy D153 is separate from and has separate processes to other HR related Force policies. However, Devon and Cornwall Police Grievance Policy D273 appears to cover practices for volunteers.

In summary, although there is currently some duplication in the information outlined above. This can be easily resolved. The Force Volunteer Policy and associated procedures discussed provides a sound basis for supporting volunteers within Devon and Cornwall Police. The use of these procedures is discussed later in this document particularly in relation to recruitment processes and its impact on data collection.



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### **RECOMMENDATION**

Review the content of PVP programme pages on sharepoint, remove redundant links and duplicated information. Clarify which policy D153 or D273 will be the approach to addressing grievance procedures with volunteers.

### **Devon and Cornwall Police Experience**

To establish the landscape of experience within Devon and Cornwall Police a series of interviews and consultations were held. Specific questions were asked of key target groups including Police Officers, PVP Coordinator, Unions and Volunteers. A volunteer satisfaction survey was also held. The below section largely relates to insights and experiences of Police Officers, staff and unions. The volunteer experience will be discussed later. However, in some areas the volunteer experience cannot be completely removed from the discussion.

Five key areas were explored during interviews with Officers and staff. These covered attitudes, volunteer contribution, leadership, management and training.

#### **Attitudes**

To establish the appetite for volunteering within Devon and Cornwall Police interviews were held with Officer at the following ranks:

- Chief Superintendent
- Chief Inspectors Local Policing
- Sector Inspector
- Sergeant
- Neighbourhood Team Leader's
- Police Constable

In addition Police Volunteer Programme Manager and Union representative were interviewed.

#### ***Should volunteers be involved in the work of the police?***

In general Police Officers are positive about the use of volunteers in the work of the police. An overriding reason for engaging volunteers is for economic reasons and the need to reduce costs across the force. The broader skills volunteers can bring to an organisation are recognised. It was felt by all who were open to the possibility of engaging volunteers that a clear benefit is to bring police and communities closer together.

The response to this question was not always positive. There is anxiety over the use of volunteers and a perception in some cases that volunteers will be used to take over the role of police staff. Historically this has been a concern of police staff employed within a Police Enquiry Office role. More recently concern has been expressed within the force and to unions following statements made on SharePoint regarding the future of PCSO's. Concern is largely based on limited communication

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on what a volunteer is. Communications where volunteers are discussed is invariably in conjunction with budget reductions or changes to service delivery. Some officers confused volunteering with commissioning voluntary sector organisations to deliver police services.

### **RECOMMENDATION**

Develop a communication campaign which positively promotes the use of volunteers, what they are able to do, the benefits and real examples of where this is working well within the force.

### **Volunteer Contribution**

#### ***How are volunteers included in decision making within the organisation / who are changes within the force communicated to volunteers?***

Across the geographic areas engaged within this review all parties stated there were no formal mechanisms for engaging volunteers in decision making or communicating changes to them. In general it was felt that this would be achieved by the relationship between a Volunteer Support Manager and volunteer. Those who have access to police computers would gain information from sharepoint. However these were assumptions.

#### ***What are the current volunteering opportunities?***

Opportunities open to people wishing to volunteer with Devon and Cornwall Police are limited to Community Speedwatch or Neighbourhood Watch Co-ordinator. In some cases volunteers are involved in the Police Cadets scheme. In the majority of cases knowledge of volunteering opportunities is restricted to officers who possess direct line management responsibility for volunteers. In one area there was reluctance to recognise that volunteers who currently support CCTV are the responsibility of the police. These volunteers have been through Force Vetting scheme. One LPA was unaware that volunteers operate within their geography. Current figures suggest there are over 100 active volunteers.

Knowledge of volunteering is largely limited to Police Officers and PCSO's who work directly with volunteers. As Officers and Police Staff move from one role or geographic area there is no consistency in hand over.

### **RECOMMENDATION**

Consider developing a mechanism between LPA's and LPP for handover of volunteering responsibilities as staff and officers move on to new roles. Consider the need to include volunteer management and training in the job descriptions at various levels within the Force to increase awareness.

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***What data do you gather from your volunteers?***

The most common data gathered is the number of hours volunteers contribute. This is collected by volunteers completing a paper form which Volunteer Support Managers authorise and send to the PVP Coordinator for processing. The accuracy of this data is inconsistent partly due to the collection mechanism, volunteers not completing timesheets on a monthly basis and lack of understanding of what the information would be used for. This information is not actively sought by Local Policing and Partnerships.

There is currently opportunity to collect equality data at the point of individuals completing volunteer application forms. However this opportunity is currently being missed. There is a lack of ownership of this information. The example outlined earlier in this document outlines the current situation. Three departments are involved efforts have been made to assign responsibility within, however this is not being supported.

Previously attempts were made to gather volunteer hours, time spent supporting volunteering by volunteer managers and equalities data. Monthly prompts were being sent from the PVP coordinator for returns. There was no marked increase in responses from the localities. This process stopped. Any data which is now collected is based on a relationship between volunteer, volunteer support manager and PVP Coordinator. A large part of this data being collected is due to the volunteer support manager recognising the importance of data collection and passion for supporting volunteers. Where these elements do not exist data is lacking.

**RECOMMENDATION**

Simplify the data collection process. Explore the use of electronic systems such as duty hours to collect volunteer contribution.

***Do you seek feedback from volunteers?***

All officers questioned as part of this review stated there are no formal mechanisms for seeking feedback from volunteers. Where feedback is obtained, an informal approach is taken. Exit interviews for volunteers are not used.

**RECOMMENDATION**

Instigate exit interviews and volunteer supervisions to gain relevant and timely feedback from volunteers to improve systems and volunteer experience.

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### Leadership

#### **Has force leadership provided guidance on what it wants to achieve by using volunteers?**

It is recognised that volunteering is a priority within the Police and Crime Plan. In addition to this officers acknowledge the use of volunteers is expressed within the Prevention and Community Based Services sections of the Force Strategy. All Officers wanted clearer direction on the who, how, what, where and when volunteers should be used in the force.

#### **Is volunteering built in to annual plans / BCU delivery plans?**

A positive example of taking a considered approach to the development of volunteering within Devon and Cornwall Police is evidenced by Plymouth and Devon writing actions to develop volunteering in to the BCU delivery plan for the year. However, there is inconsistency in how this is implemented. Some areas have stated this is not driven and there is a lack of resources to deliver volunteering. In other areas where it is built in to the BCU / neighbourhood plan, at a PC level there is a lack of awareness that this is a specific action. In general there are no performance measures in which to monitor progress.

### Management

#### **What resource is committed to developing volunteering?**

Within Local Policing and Partnerships a Police Volunteer Programme Manager is employed on a part time basis, approximately 26 hours per week. The role of PVP Coordinator is outlined as:

- maintaining an overview of the systems and co-ordination between the 3 main areas;
- developing and securing approval of new volunteer roles with relevant parties;
- assessing implications of new developments within Force, regionally and nationally;
- providing and maintaining relevant guidance on Sharepoint;
- providing and maintaining a library of form templates and role adverts on Sharepoint;
- maintaining an up to date Force policy/working practices
- responding to information requests from ACPO, HMIC, College of Policing, Police & Crime Commissioner and Senior Officers;
- providing initial training for PVP Support Managers;
- providing 'expert' point of contact for questions;
- evaluating programme and volunteer roles;
- holding PVP thank you events/conferences; and
- production of the Force PVP Newsletter.

Within the BCU's Plymouth has established a Citizens in Policing Officer. The Citizens in Policing Officer is the sole focus for volunteering in Plymouth. At the time of interviews it was felt that this individual would be the single point of contact for all volunteers and cadets in the Plymouth area. Discussions were being held to explore a layer or volunteer support beneath the Citizens in Policing Officer. This lower level of support would have more direct day to day contact with volunteers and manage

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volunteers based on themed groups e.g. speedwatch and neighbourhood watch. This is essentially the Volunteer Support Manager role.

South Devon including Torbay is currently developing their approach to volunteering. There are clear aims to build support for volunteers with a view to increase volunteers in time for summer 2015. The approach in Torbay is to establish a key contact for volunteering within the sectors. These contacts will then act as a coordinator for volunteering with Volunteer Support Managers in their area.

Other areas involved in this review do not have any resource committed to developing volunteers. Locally, volunteer support managers provide the sole support for developing / maintaining volunteers and are the main contact for the PVP coordinator.

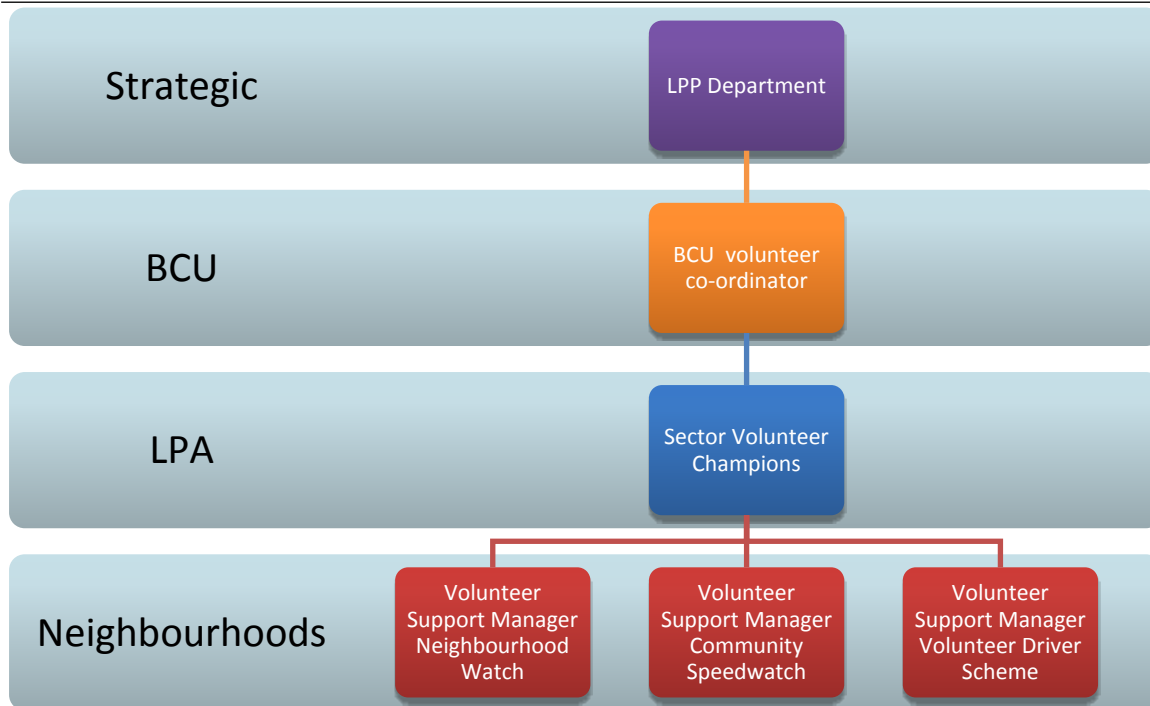
### **RECOMMENDATION:**

Explore the approach South Devon and Torbay is developing with regards support structures for volunteers. This model will provide greater resilience and sustainability to developing and maintaining volunteer programmes.

The below diagram provides an overview of a suggested volunteer management structure. The aim is to provide greater emphasis on the development of volunteering, provide a robust, consistent and sustainable approach to supporting and developing volunteering and provide local autonomy. The following:

- |                         |  |
|-------------------------|--|
| <b>Strategic</b>        | Responsible for strategy, policy, information, advice and guidance. Develops standard approaches for the creation of new schemes to be replicated. Establish and maintains standard processes for data collection and monitoring the impact of volunteering. Provides standard training to sector champions.   |
| <b>BCU Coordination</b> | Senior BCU Management, builds volunteering into BCU delivery plans. Assigns resources to develop volunteering in Sectors. Authorises schemes to be developed in Sectors.   |
| <b>Sector Champion</b>  | Establishes volunteering schemes in sector. Responsible for effective data collection and use of standard processes. Identifies new volunteering opportunities based on local need and works with LPP to bring into existence. Delivers induction training for new volunteers and volunteer support managers. Manages Volunteer Support Managers and provides escalation point for local issues. |
| <b>Neighbourhoods</b>   | Volunteer Support managers provide local management of volunteers, ensures good volunteering environment and schemes are effective.  |

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**How do you recruit volunteers?**

Volunteers are not being actively recruited. There has been concern that due to areas not having clearly defined volunteer management structures and concerns over recruitment processes an influx in volunteers could not be supported. It is feared there would be a negative impact on potential volunteers and the reputation of the organisation.

There is a standardised approach to recruiting volunteers. For the purposes of this report a simplified process is outlined below:

1. Police Officer (Volunteer Support Manager (VSM)) identifies need for a volunteer which sits within an existing volunteer scheme.
2. VSM, reads literature and step by step process found on PVP intranet page.
3. VSM is responsible for advertising role locally. PVP Coordinator will contact local volunteer centre as DCP has a central registration with Volunteer Centres. PVP Coordinator will support advertising opportunities of Force website.
4. VSM identifies potential volunteer collects the following information:
  - a. name
  - b. date of birth
  - c. address
5. Above information is submitted via an automated application process, PVP intranet page. An email is generated and sent to People's Service Centre – Resourcing and copied to email account VOLUNTEER MANAGEMENT (PVP coordinator has access to this).
6. People's Service Centre – resourcing sends an application form to the potential volunteer along with background information explaining volunteering in the context of the police.

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7. Application is completed, an informal discussion is held between VSM and volunteers to discuss role, suitability and collect evidence for vetting.
8. Paper based applications and photocopied evidence for vetting is sent to PSC-R. Scan to me copies are now being accepted.
9. PSC-R passes information to vetting and cc's VOLUNTEER MANAGEMENT in to email.
10. Once vetting is cleared PSC-R allocate an ID number. PSC-R input personal data on to agrid.
11. Admin Hub is notified and a volunteer HR file is created. Admin Hub takes information from application form, volunteer role, location of volunteering, FIMS information, support manager name on to a spreadsheet.
12. Admin hub produces a letter for Force ID card and request volunteer attend "clothing van" to gain ID.
13. VSM notified of successful application. Volunteer notified and start date arranged.

To undertake the above process there is a minimum of six individuals; volunteer, volunteer support manager, PVP coordinator, HR officer, vetting officer, admin officer. This also covers 5 departments; neighbourhoods policing, Local Policing and Partnerships (HQ), Admin Hub, People's Service Centre - resourcing and Force Vetting.

The above requires the process to begin by using the automated application process. This process allows the application to be tracked and has the potential to remove any blockages in the system. However, delays can happen if Officers attempt to recruit volunteers through the incorrect channels. Also due to the number of people / departments involved there is the possibility of delay.

### ***What has been your experience of recruitment processes?***

In general there is a lack of awareness of the recruitment process outlined above. Volunteers who have experienced the process first hand state the process / information which is required to make an application is simple. All parties feel the process takes too long. Suggestions of a 4 – 6 week process have been made by volunteers and officers interviewed as part of the review. It is felt that the process puts people off from developing volunteers. In some cases officers have been given the impression that new roles cannot be created. It should also be recognised that volunteers do not always provide all the information which is required and Volunteer Support Managers do not always submit applications at the earliest opportunity or through the correct mechanism.

A web page exists on sharepoint (discussed in the Policies and Working Practices section of this report), however this is difficult to find. A webpage exists on Devon and Cornwall Police website. There is limited information available. Types of volunteering roles are not advertised on this page and there is no method of contacting the police to discuss volunteering or gain further information. Recruitment and identification of new volunteers is largely achieved via word of mouth. The processes are not currently being promoted or widely advertised by the PVP coordinator or Local Police and Partnerships department. This is largely due to capacity within LPP. It is recognised within LPP and within the wider force in order to develop and progress the PVP programme additional resource is needed within

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this team. It must also be recognised that responsibility for developing volunteering should not be the sole responsibility of LPP department within Police HQ.

### **RECOMMENDATION**

In the short term raise awareness of the current processes for recruiting new volunteers. Use recruitment of volunteers within Torbay to test the current systems to clearly identify delays in the system.

### **RECOMMENDATION**

In the short to medium term assign responsibility for recruitment processes to People's Service Centre – resourcing. Existing People's Services recruitment processes can be utilised. This will streamline the process and minimise the number of people / departments involved.

### **RECOMMENDATION**

Explore the use of "Myself" page on sharepoint to track volunteers e.g. location, immediate line manager, volunteer role and contact details. The utilisation of standard process provides a more robust approach to the overall volunteer management system. Consider providing access and training to PVP Coordinator to have oversight of information on these systems.

### **RECOMMENDATION**

Make PVP Support pages on sharepoint more visible for interested parties to find.

### **RECOMMENDATION**

Develop Devon and Cornwall Police website:

1. Give prominence to volunteering web page.
2. Provide details of volunteering opportunities and role descriptions.
3. Provide contact details of named individuals for members of the public to gain information on volunteering locally.
4. Develop search function for the public to find volunteering opportunities by geographic areas.
5. Link recruitment of volunteers to DCP recruitment web page.

### **What happens if a volunteer behaves inappropriately and how do volunteers express concerns over their treatment?**

As discussed earlier in this document Policy D153 covers approaches to disciplinary and grievance procedures for volunteers. There were few people who have firsthand experience of dealing with disciplinary or grievance procedures. Officer interviewed were unaware of the procedures or what they contained. All provided a narrative of how they felt they would deal with situations. One officer based in Plymouth was able to provide a concrete example of where the disciplinary procedure had been used. The support provided by Local Policing and Partnerships had been extremely positive and feedback from the volunteer had been good with regards how sensitively the matter had been dealt with.



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### **Training**

Four questions were asked with regards to information provided to volunteers, volunteer induction, training for volunteers to succeed in their role and training to support volunteer managers.

During the application stage new volunteers are provided with information relating to volunteering within Devon and Cornwall Police and the role they are applying for. A standard Force volunteer induction has previously been delivered. Currently there is no scheduled induction training. This centrally held process has reduced / stopped due to difficulties co-ordinating the induction process within local areas. Feedback has been sought from the volunteers through the satisfaction survey and through interviews with volunteers. Volunteers value the induction training which is offered and delivered by the PVP coordinator. Feedback states the quality and usefulness of this training is high. Inductions are delivered locally which are developed by local volunteer support managers. Not all officers who induct volunteers are aware of processes which already exist.

Training is provided for volunteers who are part of the Community Watch Scheme. Training for volunteers is dependent on the role they perform. Those involved with cadets receive training in relation to child protection and safeguarding. Training is generally sourced by local volunteer support managers where they feel it is appropriate or where they can gain access. For the most part there does not appear to be a coordinated approach to training volunteers.

Local Policing and Partnerships PVP coordinator has developed a training package for Volunteer Support Managers. This provides Volunteer Support Managers with an understanding of their role, responsibilities, working practices and available support. Training has been previously delivered for VSM's. This training is currently not being delivered at the minute. Coordination of this training proves problematic due to capacity within LPP and ability to bring together enough VSM's in one training session to make this an effective use of staff time. The introduction of a Sector Volunteer Champion would improve this situation. This person could be empowered to deliver induction training and Volunteer Support Manager training. This would increase capacity, skills and flexibility within the training programme.

### **RECOMMENDATION**

Instigate a coordinated volunteer induction package at set times throughout the year.

### **RECOMMENDATION**

Consider the need for a coordinated approach to ongoing training for volunteers to succeed in their roles. Initially this may need to sit with Local Policing and Partnerships. In the medium term as volunteer management structures are developed this may be better situated at a BCU level with LPP overview.

### **RECOMMENDATION**

In the short term resume Volunteer Support Manager training. In the medium term instigate a Sector Volunteer Champion role whose role will include delivering Volunteer Support Manager and standard Force Induction training.

## VOLUNTEER REVIEW 2015

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### Volunteer Experience

A volunteer satisfaction survey was created and delivered to gauge the views and experiences of Police Support Volunteer and Independent Custody Visitors. 64 volunteers participated in the online survey. A small number of volunteers engaged in telephone interviews to further explore their personal experience of volunteering with Devon and Cornwall Police. The result of the online survey are included in the appendix.

Police Support Volunteers give many years service to Devon and Cornwall Police. Based on consultation responses from this cohort the average number of years service is 3.75 years per person of which an average of 10.61 hours are donated per week. The most common number of volunteer hours per week is 2 hours (46.8%) and 3 hours (36.4%). The largest responses to number of year's service are 1 to 2 years (23.44%) and 2 to 3 years (18.75%). There are a small number of people 4.69% who have volunteered for 9+ years with 5.2% of respondents claiming to commit 80 hours and 120 hours per month.

West Cornwall and East and Mid Devon share the largest number percentage of volunteers both equalling 21.88%. Speedwatch is the most popular form of volunteering with 54.35% of responses. The second most common opportunity is Neighbourhood Watch Co-ordinator, 12.28%. Street Net and CCTV Operator received the lowest number of responses with 1.75%.

The experience of volunteers across Devon and Cornwall police is largely very positive. Volunteers feel the work valued in their work and that the activities they undertake is meaningful. Volunteers learn about volunteering with the Police predominantly by word of mouth either from existing volunteers or from friends, family or members of the police service.

Existing volunteers would recommend Devon and Cornwall Police as a place to volunteer.

When asked what would improve your volunteering experience suggestions included more formal and informal opportunities for training. Recruitment of volunteers was the main focus. The emphasis was more closely linked to the length of time associated with clearing the vetting process rather than the actual procedures.

### Developing Volunteering

One simple consistent question was asked of all participants who engaged in the Volunteer Review process

“What potential new roles do you feel would benefit Devon and Cornwall Police?”

## **VOLUNTEER REVIEW 2015**

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The following is a list of potential new roles to be explored within Devon and Cornwall Police:

1. Volunteer interpreter
2. Volunteers to support Police Information Centres at local country shows / village fetes.
3. Opportunities to help prevention / detection of wildlife related crimes.
4. Volunteers to support roads policing officers.
5. Re-introduce Street Warden schemes
6. Volunteers to update local website
7. Volunteer welfare officer to support victims of crime
8. Volunteers to undertake face to face public consultations.
9. Victims care – call back service to victims of crime.
10. Weekend courts results liaison volunteer
11. Expand volunteer driver scheme
12. Volunteer car cleaner / kit checker
13. Volunteer coordinator role to coordinate volunteers within sector
14. Crime prevention volunteer (provide information to local community)

Initially Police Officers were unsure of where and how volunteers could be engaged. The list above is largely based on those areas who have already started to explore the possibilities of further developing volunteering. North Devon felt it would be useful to explore this issue during TIMS meetings. This would give an opportunity to understand particular demand areas and how a volunteer may be able to support this. During a telephone interview with an existing volunteer from Tor Point it was stated that Neighbourhood Watch have been invited to attend TIMS meetings to improve and further develop relationships with volunteers.

### **RECOMMENDATION**

Explore the potential for developing new role profiles for the above list of volunteering opportunities.

### **RECOMMENDATION**

Consider the need for Devon and Cornwall Police to undertake a systematic approach to review how volunteers may support local demand through Tactical Information Meetings.

## **Conclusion**

Devon and Cornwall Police has a committed group of volunteers who feel well supported by their local Volunteer Support Manager. This relationship is what makes volunteers continue to give their time to support both the police and ultimately their local community. The Volunteer Review set out to answer five key questions:

1. What is the current offer to volunteers across Devon and Cornwall Police?
2. Are current policies effective in supporting volunteers?
3. What is the volunteer experience?

### **VOLUNTEER REVIEW 2015**

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4. What is the existing appetite for volunteering at different levels within Devon and Cornwall Police?
5. What is the potential for further developing volunteering within Devon and Cornwall Police?

The current offer to volunteers is largely focused on a variety of watch schemes with limited numbers included in Police Cadets and other niche areas. The development of Police Volunteering has been progressed in areas where Police Officers can see the benefit of the wider community being involved in policing. Volunteering has been developed where there is a local desire rather than a blanket approach. There has not been a challenge to areas where there may be initial resistance. This has been done so with the best of intentions. However, this may have had a negative impact in the wider Force viewing volunteering as a Local Policing and Partnership issue. A lack of clear messaging from Devon and Cornwall Police leadership may also have inadvertently contributed to officers not seeing the development of volunteering as a priority.

Devon and Cornwall Police have the necessary policies and procedures in place to support an effective Police Volunteer Programme. However due to a lack of awareness the policies are not as effective as they should be. In areas there is some duplication of policies and dual entry of data which makes it hard to identify an accurate number of volunteers or provide any more detailed data to support performance. The Programme would benefit from using existing system for data collection rather than having separate stand alone systems.

The programme would benefit from People's Service Centre – resourcing and Performance and Analysis department from taking a more active role to lead on performance and recruitment. The initial challenge for Local Policing and Partnerships is to raise awareness of existing policies, procedures and practices. There is a need to make volunteering more visible and for the information to be more accessible. Training needs to be resumed to ensure a consistent standard is maintained. Whilst other central departments playing a greater role will provide more capacity the full potential of the Police Volunteer Programme will not be met if the level of resource within Local Policing and Partnerships is not increased.

There is an appetite for volunteering to be developed within Devon and Cornwall Police. Officers across the Force and at all levels want clear messaging from Force leadership about what wants to be achieved with volunteers. Strengthening existing schemes and exploring new opportunities identified through the Volunteer Review process will provide a good starting point. A clear message must be communicated for the need to develop a robust Volunteer Management Structure. This structure should encompass volunteer support managers but not rely solely on them.

**APPENDIX - RECOMMENDATIONS**

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**RECOMMENDATION**

An up to date overview of PSV opportunities including hours contributed and equality data to have oversight by Local Policing and Partnerships to support planning for a diverse volunteer force. Volunteer Policy and PVP intranet pages to be updated to reflect all volunteering opportunities.

**RECOMMENDATION**

Review the content of PVP programme pages on sharepoint, remove redundant links and duplicated information. Clarify which policy D153 or D273 will be the approach to addressing grievance procedures with volunteers.

**RECOMMENDATION**

Develop a communication campaign which positively promotes the use of volunteers, what they are able to do, the benefits and real examples of where this is working well within the force

**RECOMMENDATION**

Consider developing a mechanism between LPA's and LPP for handover of volunteering responsibilities as staff and officers move on to new roles. Consider the need to include volunteer management and training in the job descriptions at various levels within the Force to increase awareness.

**RECOMMENDATION**

Simplify the data collection process. Explore the use of electronic systems such as duty hours to collect volunteer contribution.

**RECOMMENDATION**

Instigate exit interviews and volunteer supervisions to gain relevant and timely feedback from volunteers to improve systems and volunteer experience.

**RECOMMENDATION:**

Explore the approach South Devon and Torbay is developing with regards support structures for volunteers. This model will provide greater resilience and sustainability to developing and maintaining volunteer programmes.

The below diagram provides an overview of a suggested volunteer management structure. The aim is to provide greater emphasis on the development of volunteering, provide a robust, consistent and sustainable approach to supporting and developing volunteering and provide local autonomy. The following:

**Strategic**

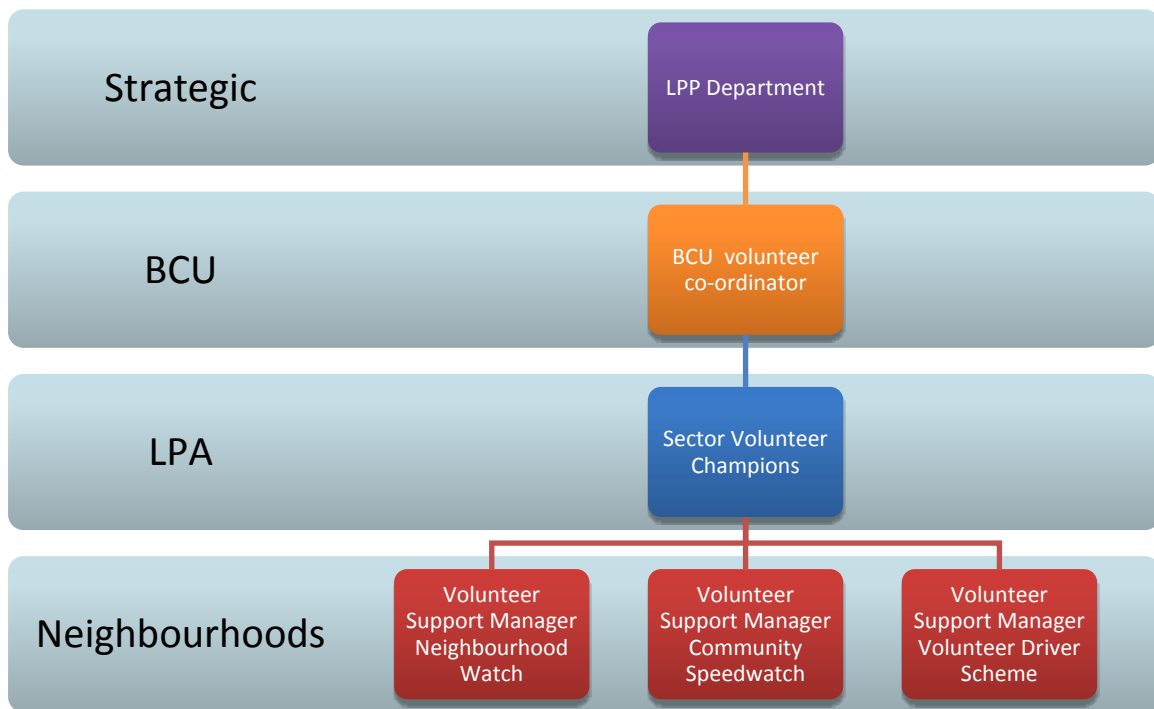
Responsible for strategy, policy, information, advice and guidance. Develops standard approaches for the creation of new schemes to be replicated. Establish and maintains standard processes for data collection and monitoring the impact of volunteering. Provides standard training to sector champions.

**APPENDIX - RECOMMENDATIONS**

**BCU Coordination** Senior BCU Management, builds volunteering into BCU delivery plans. Assigns resources to develop volunteering in Sectors. Authorises schemes to be developed in Sectors.

**Sector Champion** Establishes volunteering schemes in sector. Responsible for effective data collection and use of standard processes. Identifies new volunteering opportunities based on local need and works with LPP to bring into existence. Delivers induction training for new volunteers and volunteer support managers. Manages Volunteer Support Managers and provides escalation point for local issues.

**Neighbourhoods** Volunteer Support managers provide local management of volunteers, ensures good volunteering environment and schemes are effective.



**RECOMMENDATION**

In the short term raise awareness of the current processes for recruiting new volunteers. Use recruitment of volunteers within Torbay to test the current systems to clearly identify delays in the system.

**RECOMMENDATION**

In the short to medium term assign responsibility for recruitment processes to People’s Service Centre – resourcing. Existing People’s Services recruitment processes can be utilised. This will streamline the process and minimise the number of people / departments involved.

## APPENDIX - RECOMMENDATIONS

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### RECOMMENDATION

Explore the use of “Myself” page on sharepoint to track volunteers e.g. location, immediate line manager, volunteer role and contact details. The utilisation of standard process provides a more robust approach to the overall volunteer management system. Consider providing access and training to PVP Coordinator to have oversight of information on these systems.

### RECOMMENDATION

Make PVP Support pages on sharepoint more visible for interested parties to find.

### RECOMMENDATION

Develop Devon and Cornwall Police website:

1. Give prominence to volunteering web page.
2. Provide details of volunteering opportunities and role descriptions.
3. Provide contact details of named individuals for members of the public to gain information on volunteering locally.
4. Develop search function for the public to find volunteering opportunities by geographic areas.
5. Link recruitment of volunteers to DCP recruitment web page.

### RECOMMENDATION

Instigate a coordinated volunteer induction package at set times throughout the year.

### RECOMMENDATION

Consider the need for a coordinated approach to ongoing training for volunteers to succeed in their roles. Initially this may need to sit with Local Policing and Partnerships. In the medium term as volunteer management structures are developed this may be better situated at a BCU level with LPP overview.

### RECOMMENDATION

In the short term resume Volunteer Support Manager training. In the medium term instigate a Sector Volunteer Champion role whose role will include delivering Volunteer Support Manager and standard Force Induction training.

### RECOMMENDATION

Explore the potential for developing new role profiles for the above list of volunteering opportunities.

### RECOMMENDATION

Consider the need for Devon and Cornwall Police to undertake a systematic approach to review how volunteers may support local demand through Tactical Information Meetings.

**APPENDIX – Online Consultation Responses**

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**Number of responses 64**

**1. How long have you volunteered with Devon and Cornwall Police?**

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Less than 1 year	12.5%
1 to 2 years	23.44%
2 to 3 years	18.75%
3 to 4 years	14.06%
4 to 5 years	15.63%
5 to 6 years	4.69%
6 to 7 years	1.56%
7 to 8 years	3.13%
8 to 9 years	1.56%
9+ years	4.69%

*Average number of years 3.75 years per person.*

**2. In a typical month how many hours do you volunteer?**

---

1 hour	15.6%
2 hours	46.8%
3 hours	36.4%
4 hours	26%
5 hours	20.8%
7 hours	5.2%
8 hours	10.4%
9 hours	5.2%
10 hours	10.4%



**APPENDIX – Online Consultation Responses**

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11 hours	5.2%
12 hours	10.4%
14 hours	5.2%
16 hours	10.4%
18 hours	5.2%
20 hours	10.4%
27 hours	5.2%
40 hours	5.2%
80 hours	5.2%
120 hours	5.2%

***Average hours per month 10.61***

**3. Where do you volunteer?**

---

North and West Devon	18.75%
East and Mid Devon inc Exeter	21.88%
South Devon inc Torbay	12.5%
Plymouth	15.63%
East Cornwall	9.38%
West Cornwall	21.88%

**4. What role do you perform as a volunteer?**

---

Independent Custody Visitor	15.79%
Speedwatch Volunteer	54.35%
Street Net Volunteer	1.75%

**APPENDIX – Online Consultation Responses**


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NHW co-ordinator	12.28%
Cadet Leader	5.26%
Special Constabulary	1.57%
Volunteer Driver	2.85%
Vehicle checks / Vulnerable vehicle patrol	8.77%
CCTV operator	1.75%

**5. How did you learn about volunteering with Devon and Cornwall Police?**


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Parish Council	10.64%
Press / Local newsletter	19.15%
Existing volunteer	29.78%
Police officer / PCSO	19.15%
Friends & family	21.27%

**6. It was easy to become a volunteer with Devon and Cornwall Police?**


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Strongly disagree	12.5%
Disagree	17.19%
Neutral	10.94%
Agree	42.19%
Strongly agree	17.19%

**7. Who is your current Police Support Volunteer Programme (PVP) Manager**


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Police Officer	40.63%
PCSO	28.13%
Police Staff member	17.19%
ICV Co-ordinator	14.06%

**APPENDIX – Online Consultation Responses**

**8. I was given a clear induction which discussed the role, expectations of Devon and Cornwall Police, support available to me and what to do if I was unhappy with my experience**

Strongly disagree	10.94%
Disagree	4.69%
Neutral	7.81%
Agree	39.06%
Strongly agree	37.5%

**9. How meaningful is the volunteer work you do for Devon and Cornwall Police?**

Extremely meaningful	43.75%
Very meaningful	37.50%
Moderately meaningful	15.63%
Slightly meaningful	1.56%
Not at all meaningful	1.56%

**10. How easy was it to receive the required volunteer training at Devon and Cornwall Police?**

Extremely easy	21.88%
Very easy	35.94%
Moderately easy	21.88%
Slightly easy	3.13%
Not at all easy	17.19%

**APPENDIX – Online Consultation Responses**

**11. How useful were the volunteer training sessions at Devon and Cornwall Police?**

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Extremely useful	23.44%
Very useful	45.31%
Moderately useful	14.06%
Slightly useful	4.69%
Not at all useful	12.50%

**12. How easy was it to get along with other volunteers at Devon and Cornwall Police?**

---

Extremely easy	48.44%
Very easy	42.19%
Moderately easy	3.13%
Slightly easy	1.56%
Not at all easy	4.69%

**13. How easy was it to get on with staff and Police Officers at Devon and Cornwall Police?**

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Extremely easy	51.56%
Very easy	34.38%
Moderately easy	9.38%
Slightly easy	1.56%
Not at all easy	3.13%

**14. My skills are used effectively**

**APPENDIX – Online Consultation Responses**

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Strongly agree	25.00%
Agree	50.00%
Neutral	17.19%
Disagree	4.69%
Strongly disagree	3.13%

**15. I feel appreciated in the role I perform**

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Extremely appreciated	26.56%
Very appreciated	45.31%
Moderately appreciated	14.06%
Slightly appreciated	6.25%
Not at all appreciated	7.81%

**16. Police Officer and staff encourage the involvement of volunteers in the work of Devon and Cornwall Police**

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Strongly disagree	6.45%
Disagree	0.00%
Neutral	11.29%
Agree	50.00%
Strongly agree	25.81%
Don't know	6.45%

**17. Overall, are you satisfied with your volunteer experience with Devon and Cornwall Police?**

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Extremely satisfied	43.75%
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**APPENDIX – Online Consultation Responses**

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Moderately satisfied	34.38%
Slightly satisfied	3.13%
Neither satisfied nor dissatisfied	7.81%
Slightly dissatisfied	4.69%
Moderately dissatisfied	1.56%
Extremely dissatisfied	4.69%

**18. How likely are you to continue volunteering at Devon and Cornwall Police?**

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Extremely likely	48.44%
Very likely	31.25%
Moderately likely	7.81%
Slightly likely	6.25%
Not all all likely	6.25%

**19. How likely is it that you would recommend Devon and Cornwall Police as a place to volunteer to a friend or a colleague?**

---

Extremely likely	34.38%
Very likely	31.25%
Moderately likely	12.50%
Slightly likely	10.94%
Not at all likely	10.94%

**20. Is there anything we could do to improve the volunteering experience?**

**TRAINING**

Improve/formalise training a bit.

**APPENDIX – Online Consultation Responses**

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Arrange for local groups to get together on an informal basis to share experiences

Nothing comes to mind, however I do feel some intimidation when on site conducting a speed watch session, some drivers can be visually aggressive.

Some formal training instead of just informal on the job training with existing volunteers would have been useful.

Offer more training programme and perhaps offer more volunteering roles to us!

A training session giving the Volunteer a better understanding of the overall duties that are undertaken by our police force?

More training on different aspects of the role

Improve training for Police Staff to understand my role & duties

**RECRUITMENT / PROCESSES**

I am extremely disappointed in having put myself forward it took many months for my application to be processed. I'm sure our local PCSO shared this disappointment but cannot quote on their behalf.

ENSURE ADMIN EG ID CARDS EFFICIENTLY CARRIED OUT

Speed up the process - it took almost 12 months!

My DBS expired with D&C Police in April 2014. I filled out the relevant forms to have this renewed in March 2014. I have yet to hear anything back despite chasing them numerous times.

My experience and that of my colleagues has been very poor. The concept of volunteering requires a rapid capture and adoption of the enthusiasm motivating volunteers. Lost applications, poor reception, failure to renew, etc. etc.

Speed up the process, and make it easier to complete the necessary steps to becoming an effective volunteer.

As Newquay are short of volunteers due to work commitment or other things, we could do with more volunteers to cover.

Yes recruitment is the antithesis of messages of valuing volunteers - we have to wait far too long for new volunteers to be processed- the problem lies with HQ not locally - the result of this is existing volunteers end up doing more hours than they would wish to do and we lose prospective volunteers because they give up & offer their services elsewhere. also completing this questionnaire assumes the volunteer has access to a computer and a programme that opens doc.x documents I don't so emailed back to say this but haven't received any reply so I'm completing this on police admin computer.

**APPENDIX – Online Consultation Responses**

The induction of new recruits takes too long. We have lost local volunteers because the process drags on for months and good people lose interest because they think Devon and Cornwall Police don't actually care. I met a Police Officer who I was led to believe was closely connected with volunteer staff recruiting and management, who assured me that he had identified the blockage in the system that caused huge delays in the volunteer paper work processing. It would appear that he has been unable to clear the blockage.

Expenses need to be paid quicker. Better communication between Police/NHW. We do require internet connection in Support Office at Bideford Police Station. Vetting of NHW Co-ordinators given priority.

Improve your administration and make it more efficient and quicker for volunteers to join. It would also be helpful if the Police Commissioners office answered emails

The application administration process could be very much quicker

Improve administration, for example Issue badges on time - my replacement is months overdue!

What do you think it was a waste of my time to even think about it.

Speed up the process for the acceptance of volunteers

Recruitment drives at shows or supermarkets

Advertising

We question the current efficiency of the PVP unit and ease of ordering Police stationery ex. Middlemoor.

**DEPLOYMENT / USE OF VOLUNTEERS**

More meaningful duties could be provided. I have always felt that volunteers are seen as a necessary encumbrance forced on the local force who don't really have a role for volunteers

Would like to be given more opportunities to undertake different tasks

Bring your speed watch data input software up to date

Advertise more opportunities where volunteers would be helpful

Find a way to increase the take up of the volunteer driver program by the officers and staff so that we could spend less time waiting with nothing to do

We need more volunteers

Improved speed gun



**APPENDIX – Online Consultation Responses**

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More volunteers to provide a five days per week coverage at Torpoint.

We have a local problem in that our area of Speedwatch is Braunton and the Police Station at Braunton is closed so access for equipment, processing results, generating letters has to be well organised.

Better and more consistent outreach to NHW coordinators

**VALUING VOLUNTEERS**

Place more importance on Speedwatch and supporting it and your volunteers

Show some interest in your volunteers and support them in their aims.

Its not exactly an 'improvement', but it would be a nice gesture if a budget could be found to cover the cost of the volunteers' Christmas lunch.

More feed back as to the use of the service that we provide.

Find ways to help the support officers spend more time helping / supporting the volunteers. Because our group covers a very wide area it is difficult to get commitment from the group to undertake speedwatch duties not on his or her doorstep.

Possibly encourage more interaction in social events with police staff both sporting daytime events such as fun runs, field events etc or social evening events. online information about such events could be

**MESSAGES OF SUPPORT**

I can't fault the training or support, I just need more time and better personal commitment to get on with putting more hours in.

Maintain the existing PVP Manager role

I really enjoy feeling part of a team and know my efforts are appreciated, I can't see how you can improve on that.

The local police team at Liskeard are very supportive and address and solve any difficulties / problems that are drawn to their attention

**21. What new volunteering opportunities would you like to see developed in Devon and Cornwall Police?**

More leadership from the Police

**APPENDIX – Online Consultation Responses**

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To make volunteering recruitment successful is the first hurdle, other opportunities can then be explored.

Get a grip of the current programme before you develop something you are unable to manage properly. I am volunteer 60256 Tom Clague, I only add this as I never offer an opinion without putting my name to it.

Before you look for new volunteering opportunities, you have to improve your administration and the speed in which volunteers are approved before you look at new opportunities. The current system is putting volunteers off

We have been asked to consider extra duty opportunities which the do not materialise, e.g. monitoring ASB offenders

More options for special constables to get involved in regulars training and more that we are allowed to do

None. Unless you can guarantee support.

Perhaps using volunteers, who have language skills, to help explain and talk to people in their own language who have become involved with the Police for whatever reason.

Use Volunteers when manning Police information centres at local markets and shows?

Admin work, supporting police where appropriate in certain situations

Using photographic evidence of cars parked in KEEP CLEAR area especially in Winkleigh. It is no problem for me to e-mail this evidence and would gladly take the job on.

Anything really or help out officers on their duties or events, Information centres staffed by volunteers where police stations have been closed.(eg Tavistock) Perhaps in shops or other high footfall areas.

More observations with Regular Police officers. Insight into roles within the volunteering programme. Helping the communities in whatever way we can not only in Cornwall but through out all of the south west!

Opportunities to help prevention / detection of wildlife related crimes. More encouragement for younger people. More Police/NHW interaction.

Citizen arrest authority for minor offences ie litter dropping, dog fouling

Assist Road Policing officers

I think Police do a great job, I would like to see advertisements for any area(s) that need volunteers.

**APPENDIX – Online Consultation Responses**

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Maybe a brief regular newsletter/info sheet of other opportunities there were in the relevant area.

Explore other avenues where we could be more productive in assisting the Police Opportunity to do more things

I was involved with Street Warden scheme some time ago, which despite grand launching and provision of lots of expensive folders, brochures etc was soon terminated. It was very useful as it utilised communication between various sectors of Police, Council, etc at higher management levels to help address local issues and problems dealt with by the Street Wardens. A resurrection of this would be helpful as I addressed several issues regarding footpaths, getting a bus shelter installed etc. Volunteer drivers

Personally because I am in the middle of joining the Force ( The Specials Constabulary) I would like to see more information on the Observing Role or possibly shadowing the Police Officers within the office environment as well as on Response. I guess I am particularly interested in this because I want to join the Force but I think others would find this interesting too.

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**Police and Crime Panel Meeting  
24 November 2015  
Report of the Police and Crime Commissioner**

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

**1. Introduction**

This Performance Report presents an update on the headline performance measures set out in the refreshed Police and Crime Plan 2015/16. It includes the baseline data against each headline measure, plus attainment data unless otherwise stated for the 12 months to end of August 2015. This is followed by a narrative description of the data presented including additional explanatory material. Finally the report sets out the PCC's judgement on police performance against each measure – using a red/amber/green grading to illustrate how strong or at risk the PCC considers force performance to be against each measure.

**2. The PCC's assessment of performance to date against the headline measures set out in the Police and Crime Plan 2014-2017**

The PCC's assessment of performance to-date against the headline measures for the performance year ended 31<sup>st</sup> October 2015 is contained in Appendix 1. In terms of victim based crime, Devon and Cornwall are currently ranked as 4<sup>th</sup> best in England and Wales which is a significant improvement.

In summary the PCC considers that the majority of plan priority outcomes are either being attained or on target to achieve attainment within the required timeframes. The exception to this is Priority 6 – to encourage and enable citizens and communities to play their part in tackling crime and making their communities safer. It is clear that progress in this area has been slow. The PCC wrote to the Chief Constable setting out his expectations for improvements in this area and plans have been developed that will seek to provide a more effective outcome. This office will continue to monitor progress.

Performance at the sub-priority level remains a particular concern for the PCC in the areas of 101 and our levels of Violence Without Injury and we are actively working with the police to drive progress in these areas.

**3. The PCC's Performance and Accountability Board**

The PAB is the formal mechanism at which the Commissioner 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 Priority 1 within the Police and Crime Plan.

As you are aware we have endeavoured to reflect the issues that are of greatest concern to the public and to encourage public engagement at the meetings. We continue to see an increasing level of public engagement at the meetings and will continue to build on this format.

The next meeting is scheduled to take place in Truro on 28<sup>th</sup> January 2016.

### **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 24 November 2015


APPENDIX 1

Priority 1 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 31/10/2015	%age change	Narrative	PCC Judgement
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 - reductions in victim based crime should continue to reflect national downward trends	64506*	55858	-13.4%	Trends in victim-based crime have been steadily downwards over the current performance year with an overall reduction of 5.3% in the 12 months to date compared to the previous 12 months. Compared to the three year average (baseline) performance continues to show significant and increasing improvement. Principle offence categories driving this are the acquisitive offences: burglary dwelling -14%, n=2448, burglary non-dwelling -12%, n=3520, vehicle offences -9%, n=4543, shoplifting -9%, n=7216, other theft -13%, n=10919 and criminal damage -8%, n=11971. Devon & Cornwall are showing considerably stronger downwards trends in all of these offences compared to the national trends. The force is currently ranked as the 4th best nationally.	
	Number of recorded domestic abuse crimes and non-crime incidents	Increased public confidence to report	27447*	28459	3.7%	Although currently showing an increase against the baseline that suggests that the required attainment is being met this is largely the product of a steep increase in recorded DA in the last performance year. In the twelve months between April 2013 and March 2014 domestic abuse crime and non-crime incidents increased substantially with an 18% increase in recorded DA crime. However during the current performance year the trend has levelled with a reduction of 4% in domestic abuse crimes and non-crime incidents in the 12 months to end of October compared to the previous 12 months. We are working with partners and using secondary measures to better understand this picture and inform our future assessments.	
	Number of recorded rape and sexual assault offences	Increased public confidence to report	1976*	2814	42.4%	Trends in police recorded sexual offences have been resolutely increasing and in particular increases in reporting of historic offences would suggest that this measure is being attained. Again however additional measures are being developed that will increase explanatory power against this headline attainment requirement	
	Number of recorded hate crimes (and incidents?)	Increased public confidence to report	1116*	1084	-2.9%	Hate crime and incidents for the year reduced by 15% (n=198) as compared to the previous 12 months. Recorded hate crime has reduced by 11%, driven by large reductions in public order offences. Reductions in this area are as a result of a review of how public order offences are crimed. While we understand that recording changes have had an effect we need to continue working with partners to better understand this picture.	
	Average time taken to answer FEC calls	Transformation of performance is required data TBC	6 mins 30 secs	5 mins 46 secs		Although there has been some improvement in this measure in the last 10 months, this is not felt to reflect the transformational change required. A further review of the progress made against the recommendations contained in the PCCs 101 report last year is presented elsewhere. NB the baseline for this measure is taken from the PCC 101 review published in November 2014.G11	
	%age of 999 calls answered in target	Current good performance of 87% of 999 calls answered in target should be maintained	87%+	88.10%	0.10%	Currently being attained	
	Public confidence from CSEW question 'Taking everything into account how good a job do you think the police are doing in this area?'	Current good performance of 65% responding 'good' or 'excellent' should be maintained	65%+	70%	3%	Currently being attained	
	Police officer establishment (above 3000)	Minimum 3,000 officers required at least until May 2016	3000‡	3021.7	21.7	Currently being attained. However the PCC has now released the Chief Constable from this measure.	


Priority 2 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 31/10/2015	%age change	Narrative	PCC Judgement
	Number of recorded violence with injury offences per 1000 popn (excluding DA)	Improvement in performance is expected by reducing the rate of offending per 1000 popn	4.4*	4.4	0%	Current trends against the 3 year baseline continue to suggest that the more serious violence with injury is at a stable level (n=7591 in the last 12 months). This compares to national trends that are showing an increase of 16%. Going forward we look to see further reductions in this area.	
	Number of most serious violence with injury offences per 1000 popn (excluding DA) <sub>2</sub>	Improvement in performance is expected with continued reductions	1.0*	0.5	-50%	There have been significant reductions in the most serious violent crime categories. These include those offences that result in the greatest level of harm to victims.	

To reduce the crime and harm caused by the misuse of alcohol	Number of recorded violence without injury offences per 1000 popn (excluding DA)	Improvement in performance is expected by reducing the rate of offending per 1000 popn	3.2*	3.8	18.8%	Violence without injury remains a considerable challenge to performance in Devon & Cornwall. Work is ongoing to understand the factors that are driving these increases. Particular focus has been on young people, and offending that occurs outside of the night time economy. The police and OPCC are working with partners to develop a focused approach to reducing offending in this area. Again performance in Devon & Cornwall is considerably better than the national average which is showing a 33% increase.	
	Number of recorded alcohol-related violent crime offences per 1000 popn (excluding DA)	Currently monitoring this new measure in order to establish criteria	2.7†	2.6	0%	Alcohol is currently recorded as a factor in 29% of violent offences. However partner data suggests a much higher rate of influence. ARID data consistently indicates that alcohol is a factor in approximately 70% of cases presenting at A&E. This difference may be partially explained by the type and severity of violence that is reported through hospitals, however we continue to work with police and partners to build confidence in the data.	

Priority 3 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 31/03/2015	%age change	Narrative	PCC Judgement
To make every penny count in protecting policing for the long term.	To deliver annual savings from a Strategic Alliance with Dorset of at least £8.4m by March 2019	Deliver agreement on business cases with identified potential to achieve a minimum of £8.4m savings				Performance in this area is subject to long term strategic review and may require additional development subject to announcements anticipated in the CSR and police funding allocation formula towards the end of 2015.	
	OPCC costs (excluding commissioning)	To maintain operating costs at 2015/16 levels in real terms	£1.62m	£1.47m	-9.30%		
	Development of public and commercial fundraising streams	To be fully operational by April 2017					

Priority 4 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 30/09/2015	%age change	Narrative	PCC Judgement
To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society	Number of vulnerable adults and children held in police cells as a result of S136 mental health act	Transformation of performance is required in collaboration with partners to reduce number of S136 detentions	61.8†	35.8	-42.1%	There has been a significant reduction in the average number of people held at custody centres under S136 each month. This reduction is even more pronounced since March 2015 with an average of 16 detentions per month during the last 6 months. Baselines are still being developed in this area, however the %age of files passed first time in August 2014 was 60% and for August 2015 this had increased to 80%.	
	Focused police activity to improve file quality	Transformation in performance is expected		80%			

Priority 5 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 31/10/2015	%age change	Narrative	PCC Judgement
To deliver a high quality victim support service across our area.	Number of victims with needs being supported	Transformation of performance is required		697		Baselines are still being developed in this area following the introduction of new victim care arrangements in April 2015. It was not possible to set the baseline by September 2015 as the new VCU needs to properly bed in to ensure a robust baseline is established.	
	Number of victims being referred to appropriate support agencies	Transformation of performance is required - subject to baseline development by end September 2015		949			

Priority 6 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 31/09/2015	%age change	Narrative	PCC Judgement
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	150,000‡	108,492	-27.7%	This area has not delivered the required transformation of performance to-date. A refreshed approach to delivering the required performance improvement is being developed by the force. See separate item on the Panel agenda on Special Constabulary and Volunteering for further information.	
	Number of /hours worked by volunteers	Transformation of performance is required in accordance with the Volunteering Review - Baseline to be established by September 2015	14,056	11,667	-17.0%		





**Police and Crime Panel Meeting  
11 December 2015  
Report of the Police and Crime Commissioner**

## **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

The PCC's report to the meeting of the Police and Crime Panel held on 9 October 2015 included updates on the 101 Service, Volunteering and Custody. Each of these is the subject of a separate item on the agenda of the December 2015 meeting.

This report provides an update on the key developments since that meeting.

### **1. Update on the Fair Funding Campaign**

Our main focus over the past few months has been on future police funding, through the PCC's Fair Funding Campaign. The Police and Crime Panel received a detailed update on the campaign at its October meeting at which the OPCC Chief Executive explained that the Home Office had published revised proposals on 8<sup>th</sup> October and intended to press ahead with implementation of the reforms for 2016/17.

The Home Office proposals were disastrous for Devon and Cornwall and would have resulted in the loss of around £15million in grant funding. The proposed formula was far too simplistic and failed to take account of the broad nature of deprivation, the pressures of policing a rural area, the impact of tourism on policing and the wider demands from non-crime calls for service. We also voiced considerable concerns over the process. The OPCC have devoted considerable resources to this work since the summer and submitted a detailed response to the October proposals identifying issues and suggesting alternative approaches.

Throughout this process the PCC has been working closely with other PCCs, local MPs, the Panel and partners to raise awareness of the issues and to persuade the Home Office to reconsider. On 3 November the PCC appeared in front of the Home Affairs Select Committee to give evidence to their inquiry into the funding formula review.

Following the revelation, by Devon and Cornwall OPCC, that significant statistical errors had been made in the Home Office calculations the Minister announced to the House of Commons on 9<sup>th</sup> November that changes to the funding formula were to be delayed for a year. Following the Home Office's decision to postpone the funding formula review the PCC chose not to continue his planned consultation on a potential 15% precept rise and announced that intention on 10<sup>th</sup> November.

The Home Office are now considering their next steps and we are engaging with them to understand how they intend to re-start the review process. We expect them to make a formal announcement on next steps within the next two weeks. The PCC has joined

with a number of other PCCs to call for the Home Secretary to appoint an independent board to carry out the review on behalf of the Home Office.

**2. Police and Crime Panel requests for further information from the October 2015 Panel meeting**

**i) The Treasurer was asked to provide a breakdown of the assets reported in the Annual Report.**

- ❖ In response to the panel question regarding assets the following information is available;

The analysis of the balance sheet figure in the annual report is:

	£'m
Assets Held for Sale & Surplus Assets	4
Vehicles including work in progress	8
Plant	0.1
IT hardware and software	6
Equipment	1
<b>Total</b>	<b>19</b>

- ❖ Included In the assets held for sale, i.e deemed at the Balance sheet date as surplus to requirements, were:

Devon House  
 Torbay House  
 Traffic and Driver Centre  
 The petrol station

- ❖ These are book values and do not necessarily represent market value and are connected with the re-development of the Middlemoor site.

**ii) The Chief Executive was asked to provide a written response to an allegation that there had been misuse or improper use of police vehicles by civilian members of staff.**

- ❖ In the case raised with the Commissioner the civilian member of staff had taken over the use of a car which had previously been used by a serving police officer, with the sirens and blue lights subsequently demobilised. The member of staff does not receive an allowance from HMRC and he makes the appropriate monthly tax contribution for use of the vehicle.

**3. PROGRESS AGAINST THE POLICE AND CRIME PLAN PRIORITIES SINCE July 2015**

**Priority 1**

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

- ❖ Progress in delivering against Priority 1 is managed through the Performance and Accountability Board which meets publicly every two months and is webcast across the force area. The PCC's Performance Report is included as a separate item on the Panel agenda.
- ❖ The other key issue being progressed under Priority 1 is the 101 review which is the subject of a separate report to this meeting.

### Priority 2

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

- ❖ An innovative pilot has been launched across Devon and Cornwall to support vulnerable people in the night time economy. The OPCC have been working with national charity Drinkaware and local partners to launch the **Drinkaware Club Hosts Pilot** in Torbay, Truro, Exeter and Plymouth. The pilot, which will run for 6 months and be subject to full academic evaluation, will see club hosts operating in at least 6 venues across these towns to help safeguard people made vulnerable by excessive consumption of alcohol.
- ❖ The PCC continues to lead **national work for PCCs** to help tackle alcohol related harm. He has been working actively with the Home Office to inform their thinking on a range of issues as they prepare the Modern crime Prevention strategy for Ministers which will launch in 2016 – on key issues including licensing and reform of the existing late night levy arrangements. We are also working with a group of PCCs and Alcohol Concern to develop guidance on tackling street drinking.
- ❖ Wider implementation of the **#RU2DRUNK breathalyser programme** is continuing with roll-out commencing in Exeter. The scheme is now operating in a number of locations in South Devon as well as Truro and Newquay in Cornwall. We are currently exploring a number of options with Exeter University to access new research opportunities to build upon the initial research they carried out on the Torbay pilot.
- ❖ We are continuing to work with **local ENTE support schemes** and to offer help to them where we can. We have also begun to engage with the Portman Group to explore ways in which they can work with us in Devon and Cornwall to help tackle alcohol related harm and crime in our communities.

### Priority 3

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

- ❖ A substantial update on the **Estates Programme** was provided to the Panel at its October meeting. This included an overview of the estates portfolio, the overall strategic objectives for 2015-21 and rationalisation targets. We also set out our

plans for future partnership work to explore projects with fire, ambulance, town and parish councils, ports and airports.

- ❖ In November 2015 the Devon and Cornwall Police Property Services Department transferred to the OPCC. This will support the delivery of the Estates Strategy 2015-21 and the new commercial approach to disposals. The OPCC will provide a lead in the areas of collaboration and new partnership approaches especially with local government, fire and health stakeholders.
- ❖ Significant work on the **Strategic Alliance with Dorset** is continuing, alongside work with our wider South West regional partners.

### Priority 4

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

#### Mental Health

- ❖ The number of mental health detentions at police stations under S136 of the Mental Health Act has seen a significant reduction since March 2015. In the 7 months to August 2015 there were 96 detentions across the Force, which is a reduction of 81% compared to the same 7 months of 2014, with 421 less detentions. For juveniles only there have been 2 detentions, an 88% reduction with 15 less.
- ❖ Work has commenced to consider how to fund the successful street triage scheme across Devon and Cornwall in 2016/17. The commissioning partners will be asked to support a jointly funded scheme that has contributed to reducing the numbers of S136 detentions.
- ❖ The liaison and diversion scheme is operated in all Custody centres and aims to provide support to all detainees who disclose suffering from a mental illness, including when appropriate diversion from the criminal justice system. The latest performance data is as follows
- ❖ The data summary report for the 5 months to August 2015 is annexed to this Report. For comparison purposes it includes an analysis of data for all Wave 1 and Wave 2 services (*shown as 'National'*).

#### Out of Court Disposals

- ❖ We have now agreed a new process to support the scrutiny of out of court disposals and a date for the first meeting of the new Scrutiny Panel will be set shortly.
- ❖ The purpose of this new approach is to increase understanding, transparency and confidence in the use of out of court disposals by independently reviewing a selection of anonymised cases resolved by the use of an out of court disposal within Devon and Cornwall.

- ❖ Membership of the Panel will include CPS, HM Courts and Tribunal service, YOTs as well as representatives from our diverse communities, young people and victims.

<b>Priority 5</b>
<b>To deliver a high quality victim support service across our area</b>

- ❖ **Revised Victims' Code.** The revised Victims' Code came into force on the 16 November 2015. The main changes are that the entitlements now apply to all victims of a criminal offence not just those recorded under the National Crime Recording Standards (NCRS); extended the number of organisations now required to comply with the Code e.g. the Serious Fraud Office and changes to the written information to be sent to a victim. These changes have been accommodated within force victim care arrangements.

- ❖ **Data from the 1 April 2015 to 19 October 2015**

*The following data is taken from the performance reports of MY VCU. They are headline figures with some examples that demonstrate the value of a network approach that enables a breadth of needs and protected characteristics to be catered for (n.b. it does not cover every referral made):*

Number of referrals	VCU to victim care network	<b>1,023</b>
Needs resolved within the VCU		<b>720</b>
Devon and Cornwall CABs (Finance and debt/legal advice )	Referrals accepted from the VCU	<b>214</b>
Young Devon (young people services)	Referrals from VCU	<b>96</b>
Cornwall People First (learning Disability/advocacy)	Referrals from VCU	<b>26</b>
Safer Stronger Consortium (access to 14 organisations )	Referrals from VCU	<b>143</b>
Victim Support General emotional and practical support	Referrals from VCU and national line/action fraud. Referral pathways to be resolved	<b>572</b>
Cruse bereavement	Referrals form VCU	<b>6</b>

- ❖ On 25 November there were 402 active cases with victims being supported and helped by the Victim Care Unit and the members of the Victim Care network.

- ❖ The Victim Support helpline service for victims of crime who do not want to report the crime to the police has been used by 9 people over the period from the 1 April to the 19 October. However, as previously mentioned the network of victim care organisations also act as gateways of support for those that choose not to report a crime. The OPCC receives a report directly from the network members each quarter that provides anonymous data about non reported crime covering:
  - The crime type
  - Whether the crime occurred within Devon and Cornwall or elsewhere
  - Whether the crime was historic i.e. prior to April 2015 (not in the current performance year)
- ❖ This data is mapped alongside the figures stored within the organisational performance reports from the My VCU system and forms the basis of individual discussions with each organisation about the outcome achieved and the level of demand there is for their services. The system is being updated to enable network members to run their own organisational reports.
- ❖ The Victim Outcome Survey is under review in order to improve the numbers being completed by making access easier and making the wording clearer. The OPCC has recently added the survey to snap link which will provide direct and easy access for victims to feedback their comments and surveys securely via this facility.
- ❖ A recruitment process has been held to find volunteers to work with the VictimCare Unit and to provide specialist support to the victims of fraud who often have complex needs in terms of support. Twenty volunteers have been interviewed and selected and will commence training in January 2016

### **Priority 6**

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

- ❖ A separate item has been included on the Panel agenda on volunteering.

## **4. PUBLIC ENGAGEMENT**

### **December update**

The following engagement activities have taken place since the beginning of October 2015;

#### **1. Briefings**

- ❖ The PCC is undertaking a series of briefings throughout November and December to update information about the fair funding campaign and the ongoing financial challenges facing the Devon and Cornwall force.

<b>Fair Funding &amp; Valuing Your Police briefings</b>		
One to one meetings and discussions with SW MPs	w/c	12/10/2015
Home Affairs Select Committee		03/11/2015
West Devon District Council		17/11/2015
South Hams Council		26/11/2015
Exeter City Council		26/11/2015
North Devon Council		27/11/2015
Torridge Council		01/12/2015
East Devon		01/12/2015
Devon County Council		03/12/2015
Cornwall Council		07/12/2015
Torbay Council		09/12/2015

- ❖ The PCC has also met with Tudor Evans, Plymouth City Council (Oct 27<sup>th</sup>), the Radden Hills area of Parish Councils (20 Oct), and Mid Devon Scrutiny Committee (Nov 2<sup>nd</sup>)

## 2. Cornwall Community Network Panels

<b>Network Panels</b>	
Saltash	06/10/2015
Camborne, Pool & Redruth	25/11/2015
Bude (OPCC attending)	30/11/2015
Helston & Lizard	02/12/2015

## 3. Presentations

<b>Group</b>	<b>Provider</b>	<b>Type of Group</b>	<b>Date</b>
Exeter University student action	PCC	Community student	06/10/2015
Upton Pyne	PCC	Parish Council	20/10/2015
Sidmouth Methodist Wesley Guild	PCC	Community	17/11/2015

## 4. Takeover Day

- ❖ The OPCC once again took part in Takeover Day on 20<sup>th</sup> November. More than 200 young people applied to attend the day to learn more about how the Devon and Cornwall force and OPCC work. The level of interest in our activity was pleasing, and we had a very encouraging response and feedback from those who attended.

## 5. The following community days are scheduled

Community Day Falmouth (ASDA Supermarket meet your PCC)	14/12/2015
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## 6. Precept Focus groups

- ❖ The OPCC conducted two focus groups using independent market research company, Marketing Means. These informed our decision making process ahead of public consultation about potential precept rise, in particular the percentage increase under discussion for the process

<b>Precept Focus Group Meetings</b>	
Plymouth (University)	28/10/2015
St. Austell (Council)	03/11/2015

## 8. Awards Ceremonies

Cornwall Volunteering Awards	19/11/2015
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## 9. Correspondence

- ❖ The PCC has logged 185 items of correspondence since the beginning of October 2015.

## 5. **OPCC COMMUNICATIONS**

- ❖ The vast majority of the OPCC's communication and engagement work since the beginning of October has concerned the issue of police funding, with regard to ongoing CSR and the Government's funding formula proposals
- ❖ During the period 7 press releases have been issued to the media, 3 nationally. In addition comment was provided on several national stories. There was considerable media activity connected with the PCC's appearance at the Home Affairs Select Committee, and, following analysis submitted by the OPCC, the Government's decision to stop the funding formula revision proposals
- ❖ Other press releases concerned budget cut planning, police estate rationalisation, valuing the police and public consultation about potential precept rise
- ❖ The use of social media continues to develop. Currently the most active platform is Twitter. The office has increased its number of Twitter followers to 4,580 (up almost 200 from the last report). This continues to compare favourably to other PCC's.
- ❖ The Facebook presence has been redesigned and the OPCC is building conversations with communities through this format. The PCC's Facebook page has reached over 500 likes.
- ❖ The PCC also made appearances on several local TV and radio programmes, mainly news based. This included the BBC Sunday Politics programme on November 8th
- ❖ The PCC continues to make monthly appearances on Laurence Reed's BBC Radio Cornwall phone in (Nov 6<sup>th</sup>) and the Bill Buckley lunchtime phone in on BBC Radio Devon (Oct 5<sup>th</sup> and Nov 10<sup>th</sup>). The PCC also appeared on the Exeter University radio station Xpression FM as a guest on the monthly current affairs programme
- ❖ Further appearances on the BBC are planned for December. BBC Radio Cornwall (Dec 14<sup>th</sup>) and BBC Radio Devon (Dec 15<sup>th</sup>)



- ❖ The PCC took part in an ITV filming afternoon in Helston to discuss the funding cuts. This was transmitted to coincide with the launch of public consultation about potential precept rise.
- ❖ The PCC recorded an audio interview (Nov 4<sup>th</sup>) to help promote Restorative Justice week, and took part in the 'I've got something to say' social media campaign
- ❖ The PCC supported White Ribbon Day (Nov 25<sup>th</sup>) and took part in social media activity concerning this campaign to end violence against women.
- ❖ Filming and broadcast Q&As from the Performance and Accountability Board (PAB), via the website, continues. These broadcasts can be viewed at: <https://www.youtube.com/user/PCCTonyHogg>. To date the response from the Deputy Chief Constable to questions about hunting has received the most views

## 6. FINANCE AND GOVERNANCE MATTERS

### Decisions made

The following decisions and approvals have been made by the PCC in recent weeks:

- ❖ Internal Audit Annual Report 2014 -15
- ❖ To issue the PCC's Annual Report
- ❖ To approve the Police Property Act Fund 2015
- ❖ To agree a Memorandum of Understanding with Plymouth City Council to promote co –location of services; release land for housing and economic growth; and to maximise capital receipts and minimise public sector expenditure in relation to property assets and land.
- ❖ Transfer of Property Services Department to the OPCC.

### Financial matters

- ❖ ***The Quarterly Financial Healthcheck report was received and noted***  
The latest projected financial position for 2014-15 was considered at the Joint Management Board on 2 December 2015, and noted.

### Recent HMIC Inspections

#### **November 2015 – Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files**

This inspection sets out the findings of a review of the quality of criminal case files. It examines how effective the police are in providing accurate information of the circumstances of the case, identifying the vulnerability of victims and witnesses, and assessing and managing risks so the needs of witnesses and victims are met. The full report is available on the HMIC website.

<https://www.justiceinspectorates.gov.uk/hmic/publications/vulnerability-in-criminal-case-files-devon-and-cornwall/>

## **October 2015 – PEEL: Police efficiency 2015**

As part of a new annual inspection of police forces in England and Wales , HMIC has published a thematic and individual force reports on the findings of inspections of policing efficiency. The reports are concerned with the question: How efficient are the police at keeping people safe and reducing crime? This inspection looked at how well forces understand the demand for their service and how well they match their resources to that demand and provides an assessment of their efficiency. The national overview report is accompanied by separate reports on each force, based on inspections carried out from March to June 2015, and data provided by forces on their spending plans for future years. The overall judgement provided for Devon & Cornwall was 'good'.

<https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/devon-and-cornwall-police-efficiency-2015.pdf>

## **Contact for further information**

Andrew White, Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

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

26 November 2015

**Devon & Cornwall  
Adult Data Summary Report  
August 2015**

This is the data summary report for the 5 months to August 2015.

Analysis of data for all Wave 1 and Wave 2 services is included for comparison purposes (*shown as 'National'*).

The intention of including data from all other sites is to highlight areas for further discussion and investigation. It should be recognised that, due to the diverse operating environments and populations served, there may well be legitimate underlying reasons for any differences other than good or poor performance.

We would encourage you to carry out further analysis of your local data to improve understanding of any differences arising.

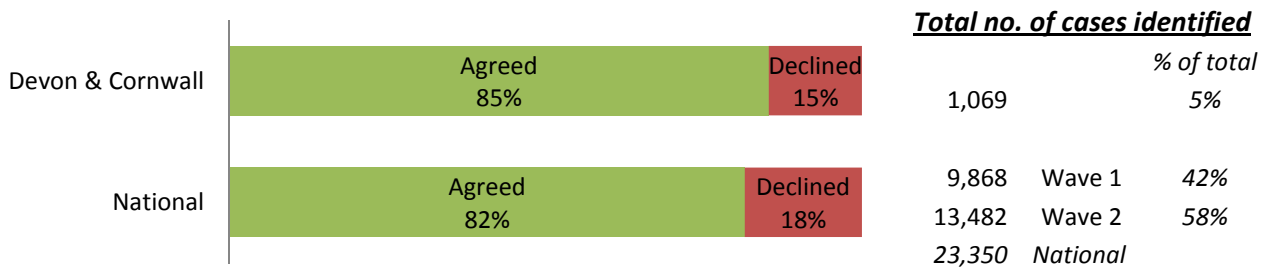
*Please note:*

The first part of this report '*Cases identified – Engaging with L&D Services*' analyses all the cases identified but subsequent analysis throughout the report is only for where the individual has engaged with the L&D service.

On the next page of this report is a summary of outcomes. It is imperative that the number of attended appointments and criminal justice system outcomes are recorded as accurately as possible; to evidence that service users are accessing the services they require on a timely basis.

A further breakdown of Outcomes and Interventions can be found towards the end of this report.

Cases identified - Engaging with L&D Services



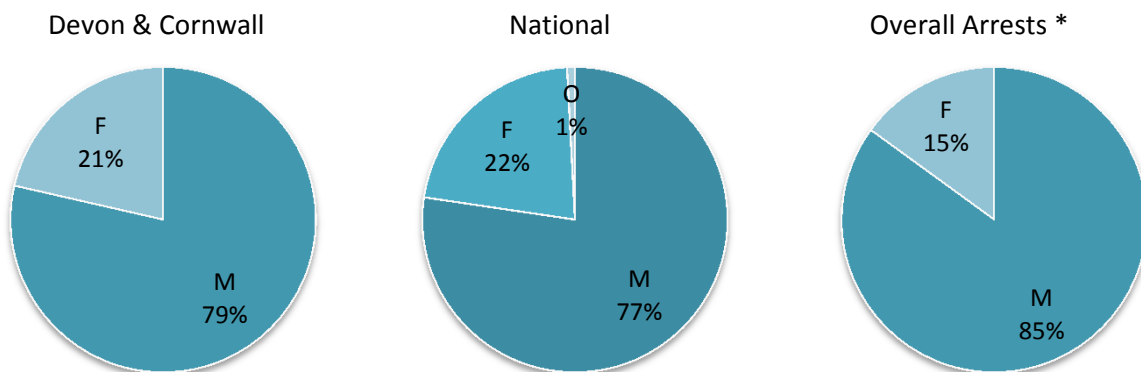
Referrals & Outcomes Summary

	Devon & Cornwall		National	
Completed cases	333	37%	9,889	52%
On-going cases	571	63%	8,635	45%
Unknown	8	1%	510	3%
<b>Total Engaged *</b>	<b>912</b>	<b>100%</b>	<b>19,034</b>	<b>100%</b>

No. of referrals	215	24%	5,006	26%
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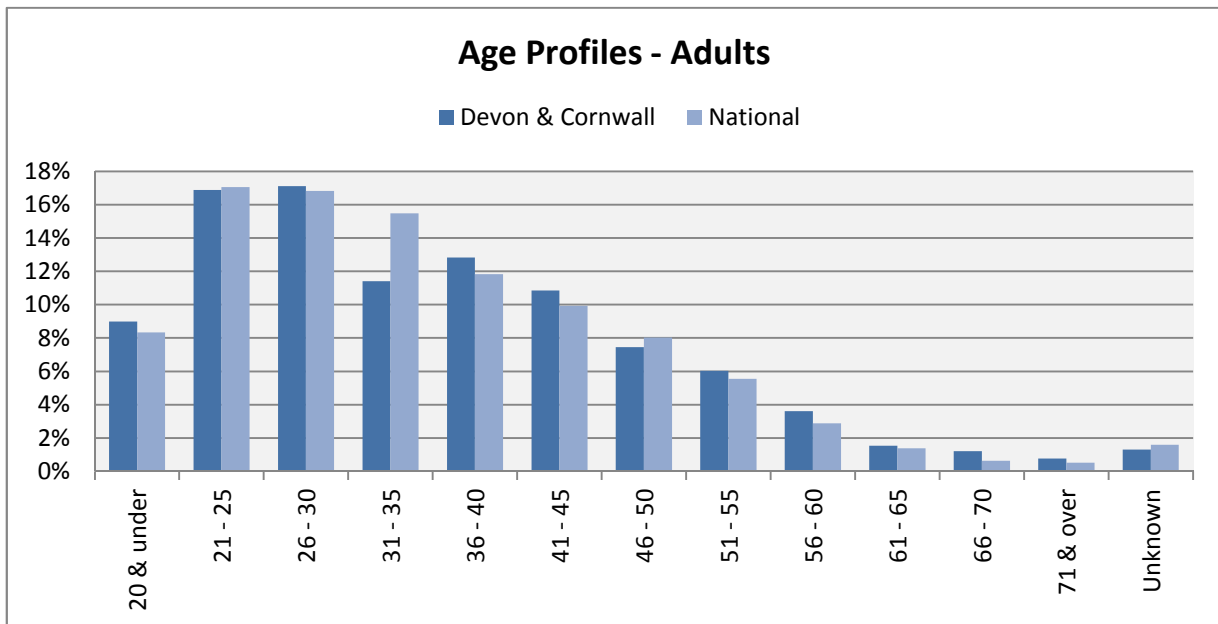
	Awaiting Appts		Appts Attended		Cases to follow up		CJS Outcomes *	
<b>Devon &amp; Cornwall</b>	<b>108</b>	<b>50%</b>	<b>8</b>	<b>4%</b>	<b>60</b>	<b>28%</b>	<b>316</b>	<b>35%</b>
National	1,855	37%	884	18%	1,195	24%	5,349	28%

Demographics - Sex

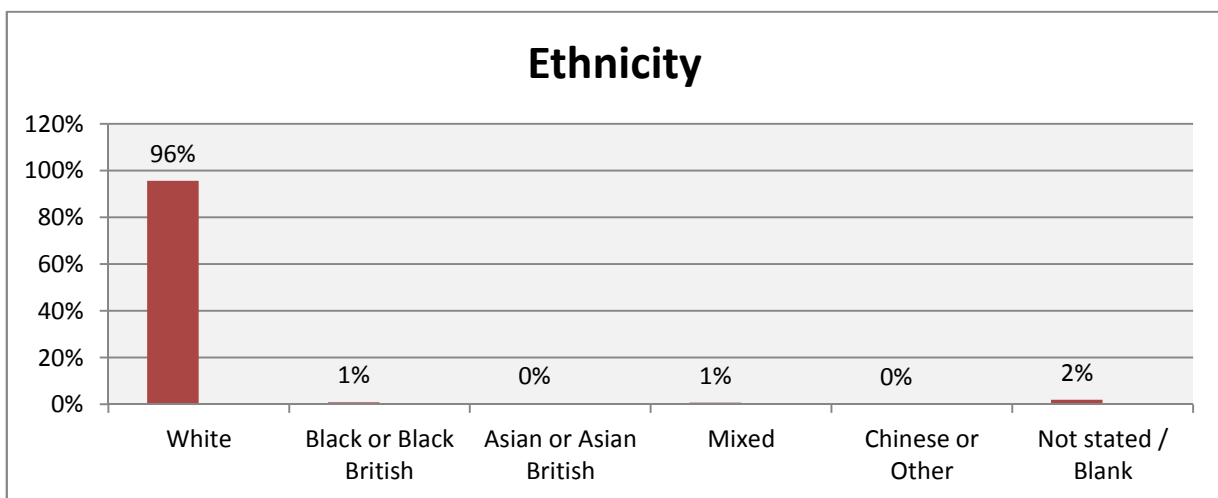


\*Home Office: Police Powers and Procedures England and Wales 2013 to 2014

Demographics - Age

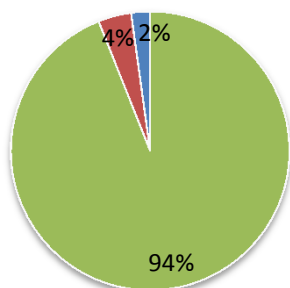


Demographics - Ethnicity



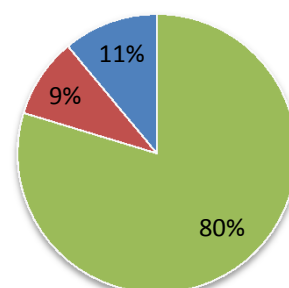
GP Registered

Devon & Cornwall



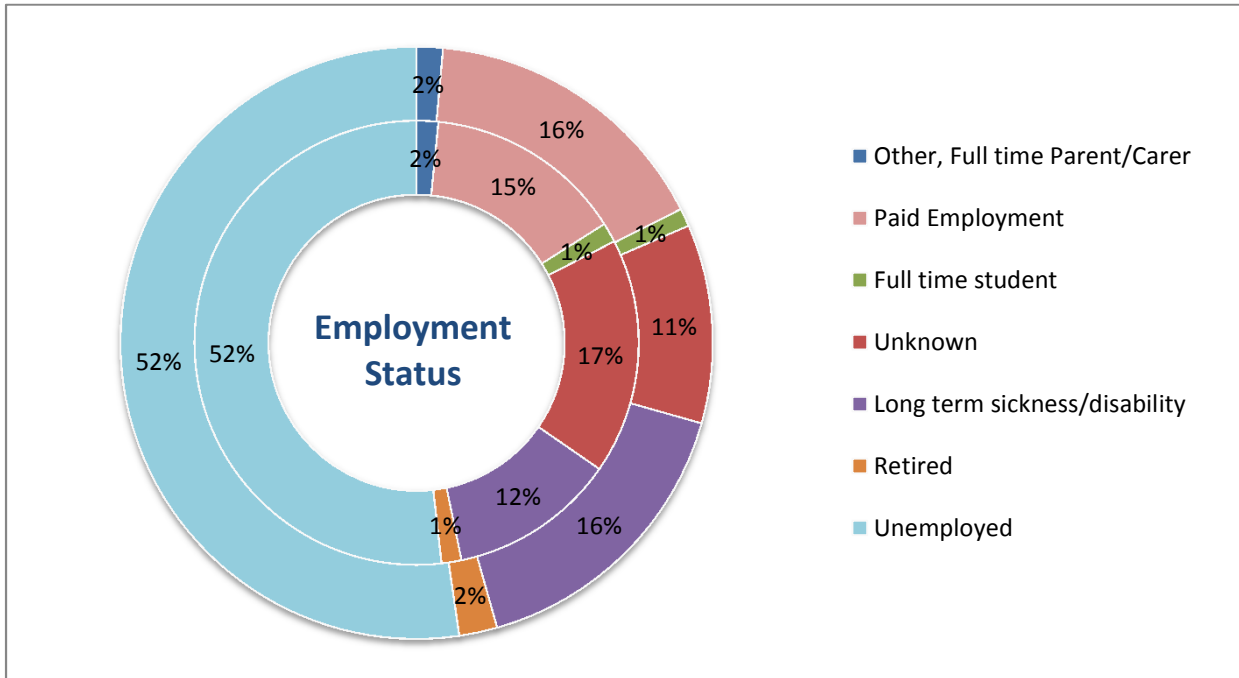
National

■ Yes  
■ No  
■ Unknown

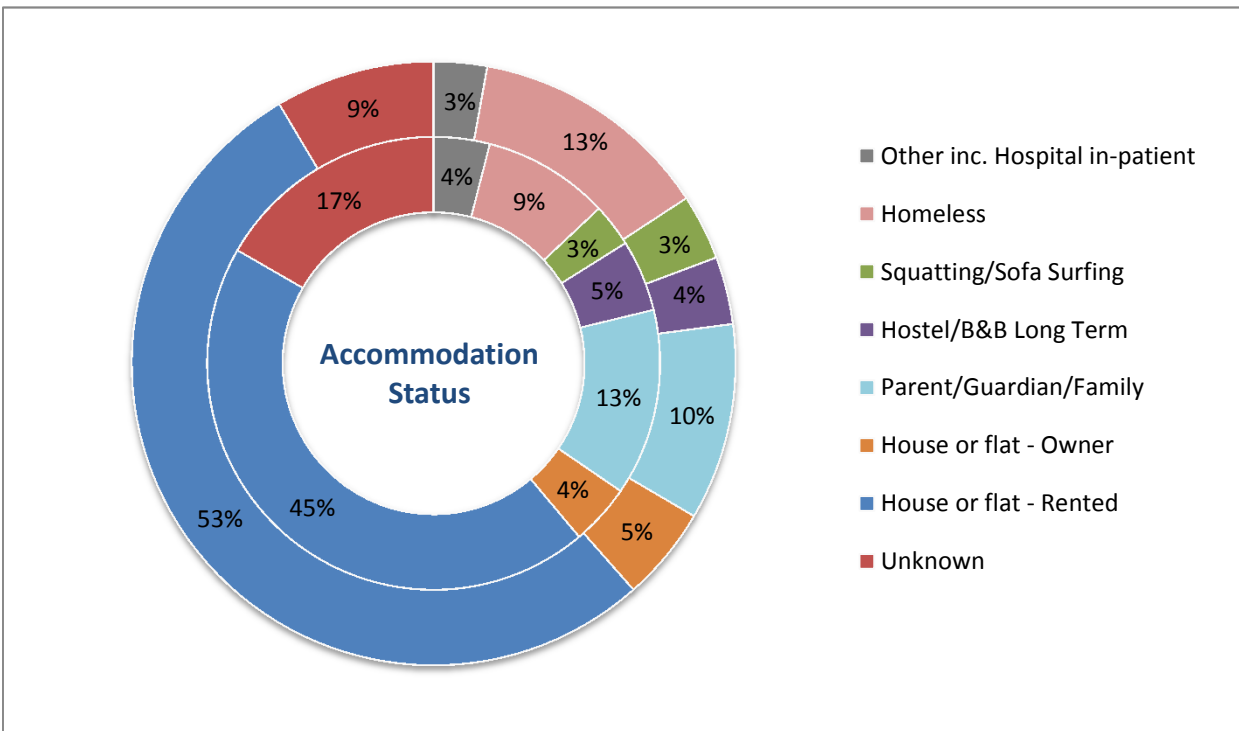


**Employment**

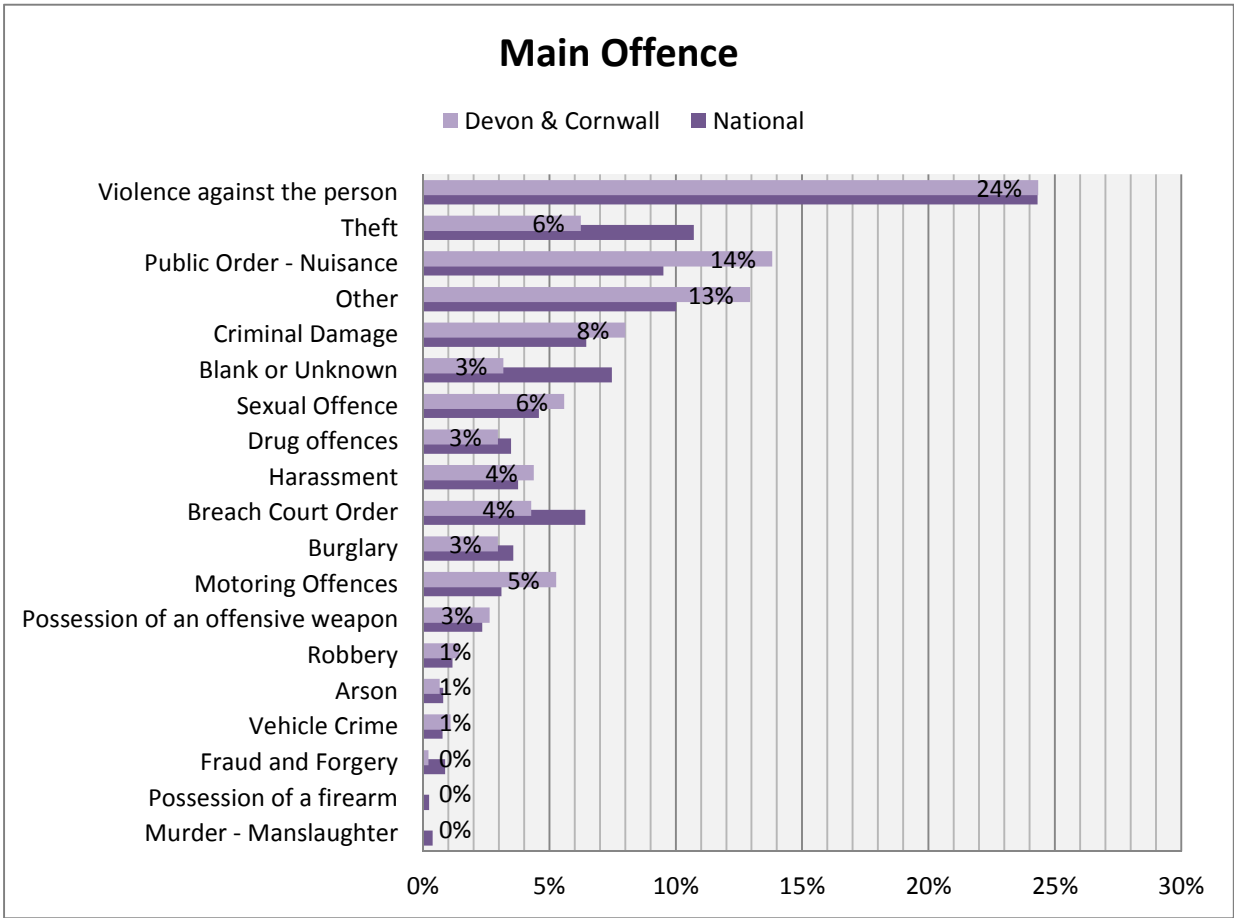
The inner grid represents the National figures for both charts below



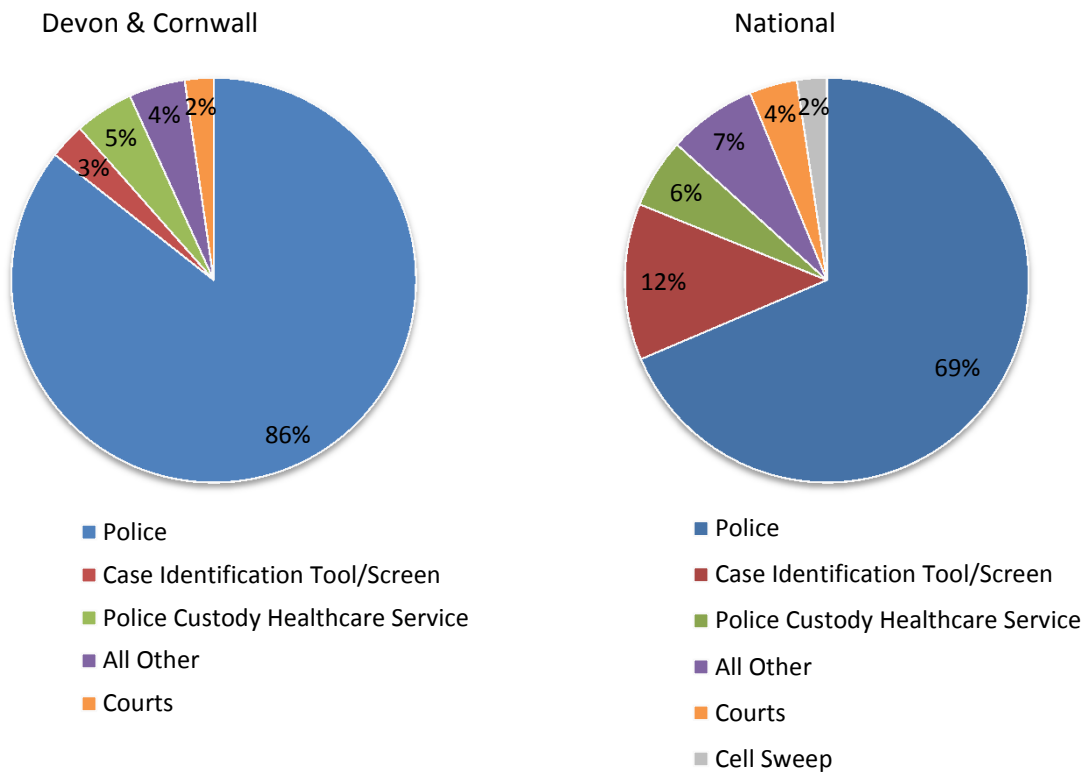
**Accommodation**



Offending

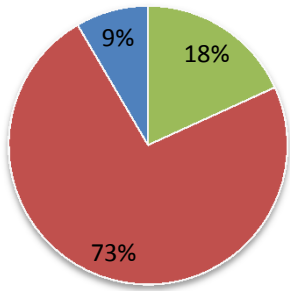


Sources of Referral

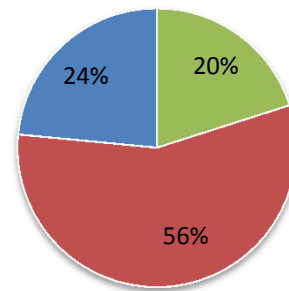


Previous L&D User

Devon & Cornwall



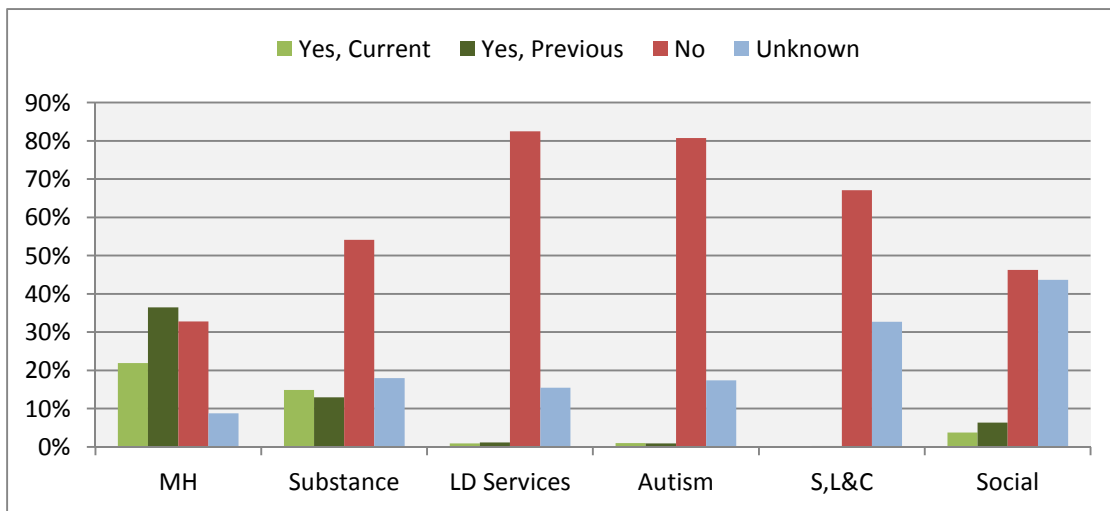
National



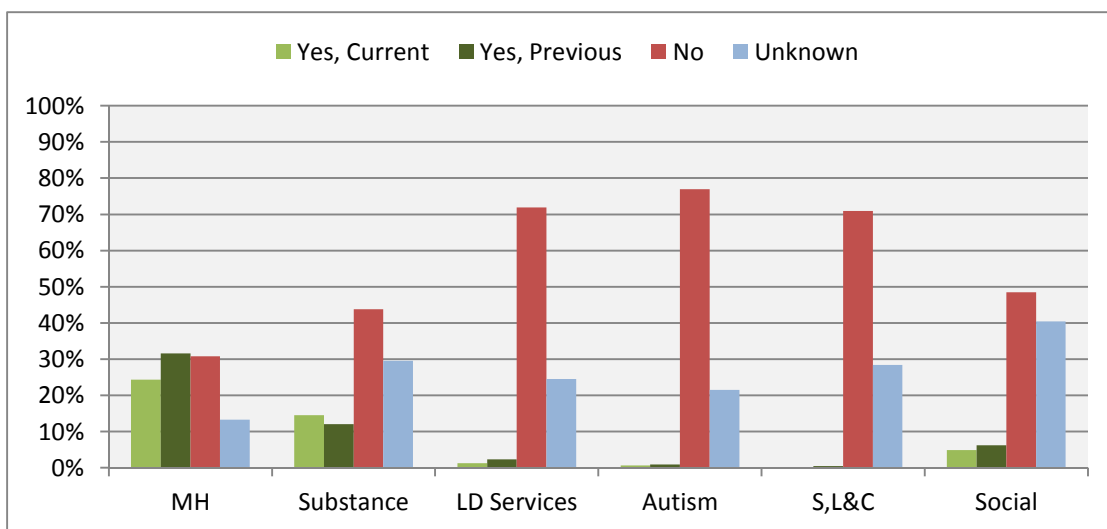
■ Yes  
■ No  
■ Unknown

Previous Contact with Services

Devon & Cornwall



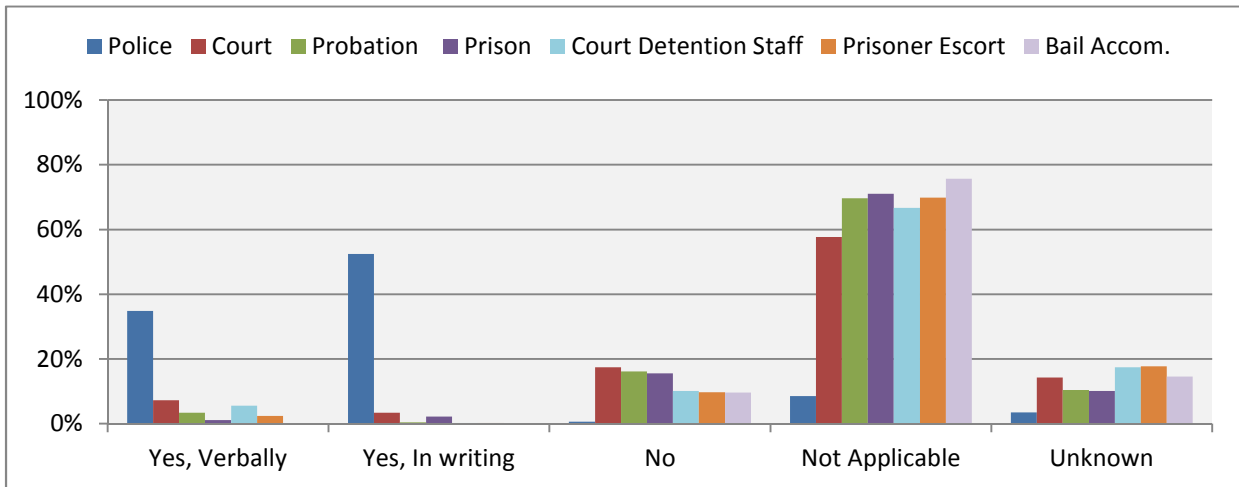
National



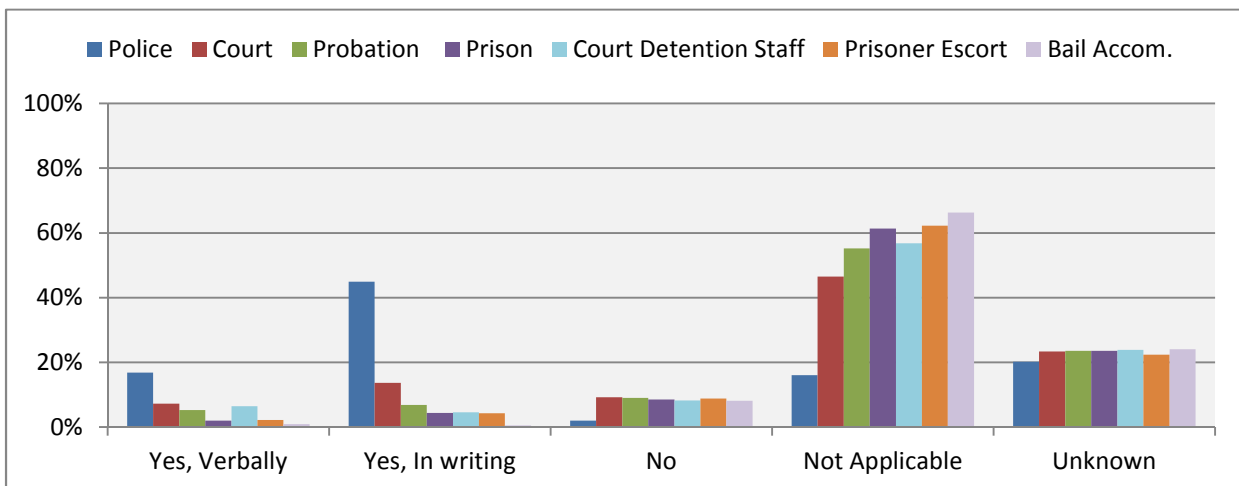


Information Communicated

Devon & Cornwall



National



Needs

NEEDS IDENTIFIED	Devon & Cornwall		National
	Cases	% of total cases	% of total cases
One or more mental health issue	622	68%	65%
Two or more mental health issue	117	13%	25%
Three or more mental health issue	15	2%	14%
Learning Disability	20	2%	4%
Autism Spectrum Disorder	16	2%	2%
Other social & communication difficulty	7	1%	2%
Current risk of suicide or self-harm	145	16%	16%
Alcohol misuse	387	42%	33%
Substance misuse	297	33%	26%
Accommodation need	150	16%	19%
Financial need	39	4%	12%
Gang involvement	5	1%	1%
Abuse Victim	112	12%	8%

Interventions & Outcomes

	Devon & Cornwall		National	No Service Available	No Appointment Offered	Appointment Attended	Appointment not Attended	Awaiting Appointment	Didn't meet threshold	Cases needing further follow-up	Detained under the MHA	Assessed but not Detained under MHA	Informal Hospital Admission	Total
	No. of Cases	% of Total	% of Total											
<b>Mental Health Needs</b>														
<b>Referrals</b>														
Referral to primary care service	32	5%	7%					19		13				32
Referral to secondary care service	46	7%	7%			4		31		11				46
Referral for assessment for detention under the MHA	42	7%	6%						5	6	19	9	3	42
Admitted to hospital directly	1	0%	1%							1				1
Referral to other agency	13	2%	2%		1	1	1	6		3	1			13
<b>Total Referrals</b>	<b>134</b>	<b>22%</b>	<b>22%</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>56</b>	<b>5</b>	<b>34</b>	<b>20</b>	<b>9</b>	<b>3</b>	<b>134</b>
Did not meet threshold for referral	12	2%	1%											
Referral/action indicated but refused by client	21	3%	3%											
Advice given	151	24%	17%											
Need already met	194	31%	25%											
Informed current care provider (no active referral)	31	5%	9%											
Other	60	10%	22%											
No appropriate service available locally	1	0%	0%											
Cases needing further follow up	18	3%	1%											
<b>Grand Total</b>	<b>622</b>	<b>100%</b>	<b>100%</b>											

	Devon & Cornwall		National	No Service Available	No Appointment Offered	Appointment Attended	Appointment not Attended	Awaiting Appointment	Didn't meet threshold	Cases needing further follow-up	Total
	No. of Cases	% of Total	% of Total								
<b>Learning Disability</b>											
<b>Referrals</b>											
Referral to primary care service	1	5%	2%							1	1
Referral to specialist LD service	1	5%	8%							1	1
Referral to other agency	1	5%	3%							1	1
<b>Total Referrals</b>	<b>3</b>	<b>15%</b>	<b>13%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>
Need already met	6	30%	40%								
Advice given	0	0%	4%								
Did not meet threshold for referral	3	15%	6%								
Other	6	30%	31%								
Referral/action indicated but refused by client	1	5%	3%								
Cases needing further follow up	1	5%	2%								
No appropriate service available locally	0	0%	0%								
<b>Grand Total</b>	<b>20</b>	<b>100%</b>	<b>100%</b>								

	Devon & Cornwall		National	No Service Available	No Appointment Offered	Appointment Attended	Appointment not Attended	Awaiting Appointment	Didn't meet threshold	Cases needing further follow-up	Total
	No. of Cases	% of Total	% of Total								
<b>Social &amp; Communication Difficulty</b>											
<b>Referrals</b>											
Referral to primary care service	0	0%	1%							0	0
Referral to specialist autism service	0	0%	1%							0	0
Referral to other agency	0	0%	5%							0	0
<b>Total Referrals</b>	<b>0</b>	<b>0%</b>	<b>7%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Need already met	6	26%	28%								
Advice given	1	4%	7%								
Did not meet threshold for referral	0	0%	3%								
Other	11	48%	51%								
Referral/action indicated but refused by client	0	0%	2%								
Cases needing further follow up	0	0%	2%								
No appropriate service available locally	5	22%	1%								
<b>Grand Total</b>	<b>23</b>	<b>100%</b>	<b>100%</b>								

Alcohol Misuse

	Devon & Cornwall		National	No Service Available	No Appointment Offered	Appointment Attended	Appointment not Attended	Awaiting Appointment	Didn't meet threshold	Cases needing further follow-up	Total
	No. of Cases	% of Total	% of Total								
<b>Referrals</b>											
Referral to primary care service	2	1%	1%							2	2
Referral to specialist alcohol misuse service	33	9%	9%			1		28		4	33
Referral to other agency	4	1%	1%					2		2	4
<b>Total Referrals</b>	<b>39</b>	<b>10%</b>	<b>11%</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>8</b>	<b>39</b>
Need already met	88	23%	20%								
Advice given	131	34%	34%								
Did not meet threshold for referral	1	0%	1%								
Other	88	23%	15%								
Referral/action indicated but refused by client	39	10%	12%								
Cases needing further follow up	1	0%	7%								
No appropriate service available locally	0	0%	0%								
<b>Grand Total</b>	<b>387</b>	<b>100%</b>	<b>100%</b>								

Substance Misuse

	Devon & Cornwall		National	No Service Available	No Appointment Offered	Appointment Attended	Appointment not Attended	Awaiting Appointment	Didn't meet threshold	Cases needing further follow-up	Total
	No. of Cases	% of Total	% of Total								
<b>Referrals</b>											
Referral to primary care service	1	0%	1%							1	1
Referral to specialist substance misuse service	25	8%	9%					17		8	25
Referral to other agency	3	1%	2%					3		0	3
<b>Total Referrals</b>	<b>29</b>	<b>10%</b>	<b>12%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>9</b>	<b>29</b>
Need already met	84	28%	30%								
Advice given	71	24%	30%								
Did not meet threshold for referral	3	1%	0%								
Other	64	22%	14%								
Referral/action indicated but refused by client	42	14%	13%								
Cases needing further follow up	4	1%	1%								
No appropriate service available locally	0	0%	0%								
<b>Grand Total</b>	<b>297</b>	<b>100%</b>	<b>100%</b>								

Accommodation Need

	Devon & Cornwall		National	No Service Available	No Appointment Offered	Appointment Attended	Appointment not Attended	Awaiting Appointment	Didn't meet threshold	Cases needing further follow-up	Total
	No. of Cases	% of Total	% of Total								
<b>Referrals</b>											
Referral made to housing service	9	6%	7%			2		2		5	9
Referral made to other agency	1	1%	9%							1	1
<b>Total Referrals</b>	<b>10</b>	<b>7%</b>	<b>16%</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>6</b>	<b>10</b>
Need already met	31	21%	16%								
Advice given	55	37%	36%								
Did not meet threshold for referral	1	1%	1%								
Other	43	29%	23%								
Referral/action indicated but refused by client	7	5%	7%								
Cases needing further follow up	3	2%	1%								
<b>Grand Total</b>	<b>150</b>	<b>100%</b>	<b>100%</b>								

Financial Need

	Devon & Cornwall		National	No Service Available	No Appointment Offered	Appointment Attended	Appointment not Attended	Awaiting Appointment	Didn't meet threshold	Cases needing further follow-up	Total
	No. of Cases	% of Total	% of Total								
<b>Referrals</b>											
Referral made to financial service	0	0%	3%								0
Referral made to other agency	0	0%	14%								0
<b>Total Referrals</b>	<b>0</b>	<b>0%</b>	<b>16%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Need already met	10	26%	12%								
Advice given	19	49%	40%								
Did not meet threshold for referral	0	0%	1%								
Other	7	18%	24%								
Referral/action indicated but refused by client	3	8%	5%								
Cases needing further follow up	0	0%	1%								
<b>Grand Total</b>	<b>39</b>	<b>100%</b>	<b>100%</b>								

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## Police and Crime Panel Meeting

11<sup>th</sup> December 2015

### 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 24<sup>th</sup> September – 25<sup>th</sup> November 2015.
2. The number of complaints received and handled since the PCC's election on 15 November 2012 are shown below at Table 1.

**Table 1**

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IPCC by the OPCC
15 Nov 2012 – 9 April 2013	0	0	0	0	0
10 April – 24 Sept 2013	2	1	1	2	0
25 Sept – 25 Nov 2013	4	4	0	4	0
26 Nov 2013– 18 Jan 2014	0	0	0	0	0
19 Jan 2014-12 Mar 2014	0	0	0	0	0
13 Mar 2014-6 June 2014	1	0	1	1	0
7 June 2014-1 October 2014	0	0	0	0	0
2 October 2014 – 26 November 2014	0	0	0	0	0
27 November 2014 – 20 January 2015	1	1	0	1	0



21 <sup>st</sup> January 2015-17 <sup>th</sup> June 2015	1	0	1	1	0
18 <sup>th</sup> June 2015- 23 <sup>rd</sup> September 2015	2	1	1	2	0
24 <sup>th</sup> September 2015-25 <sup>th</sup> November 2015	0	0	0	0	0
			Grand total	11	0

**Andrew White**

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

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

Report updated 25<sup>th</sup> November 2015

## 2015/16 WORK PLAN FOR THE DEVON AND CORNWALL POLICE AND CRIME PANEL

last updated 27 11 2015

<b>3 JULY 2015 (INCLUDES ITEMS BROUGHT FORWARD FROM CANCELLED MEETING 10 APRIL 2015)</b>	<b>Appointment Of Chair Of PCP</b>	Host Authority	
	<b>Appointment Of Vice Chair Of PCP</b>	Chair	
	<b>PCC's proposed level of precept including Progress of recommendations made by the Police and Crime Panel</b>	Police and Crime Commissioner	
	<b>PCC's Final refresh of the Police and Crime Plan</b> including progress of recommendations by the Police and Crime Panel.	Police and Crime Commissioner	
	(Standing Item) Consult PCP on <b>Panel Work Plan 2015/16</b> to include proposals for <b>Scrutiny Work Programme ('reactive' (advise NHW is first reactive) and 'proactive' items) for 2015/16</b>	Host Authority	
	<b>"Reactive Scrutiny" of Neighbourhood Watch</b> "Is the significant reduction in engagement of NHW volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and, if so, what is the PCC doing to address it?"	Host Authority/Police and Crime Panel/ Police and Crime Commissioner	Select Committee style incl witnesses.  Send research documents out as 'background reading' to Panel Members prior to Agenda dispatch.
	<b>Report on the PCC's "Volunteering Review" to include:</b> <ul style="list-style-type: none"> <li>• whether the current programme of volunteering is 'fit for purpose'.</li> <li>• how can the PCC and Chief Constable widen involvement of volunteering beyond the traditional ways?</li> <li>• how can the relationship and mind-set of the Police be developed to work with volunteers?</li> <li>• What has been learned and what could be more widely implemented in light of the Cornwall pilot?</li> </ul>	Police and Crime Commissioner	Shaun Sawyer?
	<b>Update on Strategic Alliance with Dorset</b> to include:	Police and Crime Commissioner	Invite Chair from Dorset Police and

	<ul style="list-style-type: none"> <li>• Impact on Communities.</li> <li>• What has been enacted and what savings/efficiencies has this generated.</li> <li>• Further details on the South West Procurement Departments collaborative approach has achieved significant savings and what they are.</li> </ul>		<p>Crime Panel</p> <p>Note: Devon and Cornwall are the lead force for the South West Procurement Dept which acts on behalf of Devon &amp; Cornwall, Dorset, Gloucestershire and Wiltshire.</p>
	<p>(Standing Item) <b>PCC's Performance Report</b> Report to include:</p> <ul style="list-style-type: none"> <li>• what the measures/attainment figure/baseline/secondary outcomes are – what does success look like/what is success being based on and bring all information into "one place". Revised version to be run via Chair of PCP first.</li> <li>• Add arrows that give 'direction of travel' in addition to the RAG rating.</li> <li>• More clearly describe/define trends/performance in respect of the Hate Crime measure and analysis and understanding barriers for reporting.</li> <li>• Clearer commentary on how performance measures are being achieved and that also shows the differences across the force area.</li> <li>• What has been done to address the current issues of tracking repeat offenders of Domestic Abuse, hindered apparently due to two separate reporting systems.</li> </ul>	<p>Police and Crime Commissioner</p>	
	<p>(Standing Item) <b>PCC's Update Report to include:</b></p> <ul style="list-style-type: none"> <li>• Findings of the evaluation and National Review of the 'Street Triage' Pilot Scheme and commissioning options.</li> <li>• PCC's response to the Home Office S136 Review Consultation and how recommendations will be implemented across Devon and Cornwall.</li> </ul>	<p>Police and Crime Commissioner</p>	



	<ul style="list-style-type: none"> <li>Victim Services – update re initial implementation from 1 April 2015.</li> <li>Update on how the PCC intends to continue funding SARCs across Devon &amp; Cornwall (adult and paediatric provision) in light of the new PHE User Requirements.</li> <li>Update on the innovative income generation approaches being implemented/ considered including <ul style="list-style-type: none"> <li>the viability of introducing initiatives and options for the scrapping of untaxed/abandoned vehicles as an income generator.</li> <li>Options for maximising capital receipts, commercialisation and leasing options, joint initiatives with partners, and maximising return on estates in revenue terms that will minimise reliance on the use of reserves and an increase in police precept.</li> </ul> </li> </ul>		
	(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC	Police and Crime Commissioner	
<b>9 October 2015</b>	<b>Annual Report</b> of the Police and Crime Commissioner	Police and Crime Commissioner	
	<b>PCC’s Progress report on PCC’s plans for transforming policing to cope with future demands and protecting neighbourhood policing to include:</b> <ul style="list-style-type: none"> <li>A detailed report clarifying where staff and other budgetary reductions will be made as a matter of priority.</li> <li>A detailed longer-term strategy of how the policing landscape will look in four years’ time and how savings will be realised and accompanying budgetary information for this longer-term strategy.</li> </ul>	Police and Crime Commissioner/Chief Constable	

		<ul style="list-style-type: none"> <li>• In light of HMIC’s concerns re the ‘erosion of neighbourhood policing’ - provide the Panel with the report the PCC has requested from the Chief Constable that defines neighbourhood policing in terms of function and resourcing that aims to better protect this foundation service to the public and source of intelligence.</li> <li>• Provide the Panel with a report of initial details and proposals for income generation.</li> <li>• OPCC Reserves – stress testing – Report on exercise undertaken and options/scenarios?</li> <li>• (Outstanding) Update on the innovative income generation approaches being implemented/ considered including <ul style="list-style-type: none"> <li>○ the viability of introducing initiatives and options for the scrapping of untaxed/abandoned vehicles as an income generator.</li> <li>○ Options for maximising capital receipts, commercialisation and leasing options, joint initiatives with partners, and maximising return on estates in revenue terms that will minimise reliance on the use of reserves and an increase in police precept.</li> </ul> </li> </ul>		
		(Standing Item) <b>PCC’s Performance Report</b>	Police and Crime Commissioner	
		(Standing Item) <b>PCC’s Update Report to include</b> <ul style="list-style-type: none"> <li>• <b>PCC’s Update on Police 101 Number</b></li> <li>• <b>Volunteering including Specials</b></li> <li>• <b>Custody Review</b></li> <li>• <b>Victim Services Commissioning – 6 month post implementation review.</b></li> </ul>	Police and Crime Commissioner	
		<b>Station Enquiry Desk Closures – Monitoring Report</b> (requested from PCP meeting 19.12.2014) to include: <ul style="list-style-type: none"> <li>• Audit of Engagement Plans – what was the</li> </ul>	Police and Crime Commissioner/Chief Constable	

		<p>public feedback?</p> <ul style="list-style-type: none"> <li>• Progress on improvements to the 101 service</li> </ul>		
		<p>(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC</p> <ul style="list-style-type: none"> <li>• To include outcome of Dip Sampling exercise carried out by the Chair of the Panel and the Host Authority.</li> </ul>	Police and Crime Commissioner	
<b>30 October 2015</b>	<b>(Extra-ordinary Meeting)</b>	<p><b>Consultation re Future Policing Model for Devon and Cornwall</b></p> <p>To review proposals and questions for consulting the public and recommending a larger increase in the policing precept which include:</p> <ul style="list-style-type: none"> <li>• In simple terms, what impact on policing will be with level of savings to be made without an increase in precept</li> <li>• Impact of increase in precept on policing</li> <li>• Description of services a precept increase retains</li> <li>• Consider giving the public an opportunity to suggest what would be an acceptable level of increase and what they would be prepared to pay.</li> <li>• Methodology for Consultation and how the PCP can assist and support.</li> </ul>	Police and Crime Commissioner.	
		Estate Strategy	Police and Crime Commissioner	
<b>11 December 2015</b>		<b>COUNTER-TERRORISM VERBAL BRIEFING</b>	Police and Crime Commissioner	
		<p><b>WORK FORCE PLANNING AND FUTURE POLICING MODEL:</b></p> <ul style="list-style-type: none"> <li>• Verbal update on consultation re future policing and an update regarding the raising of the policing precept.</li> </ul>	Police and Crime Commissioner/Chief Constable	

	<p><b><i>(Deferred from October's meeting)</i></b>  <b>RESPONSE TO AND PROGRESS OF RECOMMENDATIONS MADE BY THE PCP TO THE PCC IN RESPECT OF "IS THE SIGNIFICANT REDUCTION IN ENGAGEMENT OF NEIGHBOURHOOD WATCH VOLUNTEERS IN PLYMOUTH REFLECTED ACROSS DEVON, CORNWALL AND THE ISLES OF SCILLY AND, IF SO, WHAT IS THE PCC DOING TO ADDRESS IT?"</b></p>	Police and Crime Commissioner	
	<p><b>PCC'S PRESENTATION RE HIS FORMAL 12 MONTH REVIEW OF PROGRESS AGAINST THE RECOMMENDATIONS OF THE 101 REVIEW TO INCLUDE:</b>  Police and Crime Commissioner and Chief Constable to provide an update on how developments to improve performance of the service is progressing following the PCP's review in Dec 2014 and PCC's 101 Review. To include progress on the implementation of the PCC's recommendations, an action plan and timescales for completion/implementation and the following:</p> <ul style="list-style-type: none"> <li>• (SMART) Timescales for delivery of the recommendations in the PCC 101 Review.</li> <li>• Staffing levels in the Contact Centre</li> <li>• Whether 'blue phones' outside police stations have been given priority in the 101 queue.</li> <li>• Have the issues of delay been addressed?</li> <li>• What alternatives have been considered and implemented as a robust IT alternative for people who do not/are unable to use or have no access (incl connectivity) in rural areas/areas of poverty.</li> <li>• What current and future arrangements are in place/being considered for joint working/ initiatives.</li> <li>• How has the PCC maximised on the willingness</li> </ul>	Police and Crime Commissioner and Chief Constable	

		of the public to assist with the challenge of 101 and other similar challenges.		
		<p><b>THE PCC'S REVIEWS OF THE EFFECTIVENESS AND INTEGRATION OF VOLUNTEERING INCLUDING THE SPECIAL CONSTABULARY</b> – update on the findings of the review to include background and key areas addressed to include:</p> <ul style="list-style-type: none"> <li>• how they could be broadened to include specialisms (Ch Supt Chris Singer?).</li> <li>• how the PCC/Ch Const can increase the number of volunteering hours from 100K to 150K</li> <li>• The cost of the independent review of the Special Constabulary which was undertaken by "Volunteering Values Ltd".</li> <li>• The final report provided to the PCC by Volunteering Values Ltd</li> <li>• The results of the 2 reviews carried out in the first half of 2015.</li> </ul>	Police and Crime Commissioner/Chief Constable	
		<p><b>PCC'S PRESENTATION ON THE POLICE CUSTODY CENTRE REVIEW</b> To include details of the background, consultation, options &amp; analysis</p>	Police and Crime Commissioner/Chief Constable	
		(Standing Item) <b>PCC's Performance Report</b>	Police and Crime Commissioner	
		<p>(Standing Item) <b>PCC's Update Report to include:</b></p> <ul style="list-style-type: none"> <li>• How much of the £19M assets can be realised into savings by selling land.</li> <li>• Report on misuse of police vehicle by civilian officer</li> <li>• What is being done to ensure that the priorities and performance measures are better understood at all levels throughout the force in a way that demonstrates that staff are clear about these and they are contributing – eg consider setting related objectives in individual performance/development reviews (a process</li> </ul>	Police and Crime Commissioner	

		<p>that goes beyond existing surveys, via Managers and the review of complaints).</p> <ul style="list-style-type: none"> <li>• <b>Station Enquiry Desk Closures – Outstanding Monitoring</b> - EIA (impact on and mitigation for offenders having to travel further to attend alternative Police Stations).</li> <li>• <b>PCC's Progress Report on implementation of Victims Services to include outstanding responses to:</b> <ul style="list-style-type: none"> <li>• how has the PCC met the requirements of the Victims Code and EU Directive.</li> <li>• Progress on implementation of activity undertaken in relation to the results of the review undertaken in relation to what individual victims of crime can do to prevent re-victimisation and to provide the PCP with the results of the survey of the Devon and Cornwall Business Council which was undertaken to understand what crimes are being committed in relation to businesses, how much is reported and what businesses need in terms of support.<sup>1</sup></li> </ul> </li> </ul>		
		(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC	Police and Crime Commissioner	
		<b>PCP Work Plan</b> – Update	Host Authority	
<b>5 February 2016</b>	(Statutory Meeting)	<p><b>Precept – PCC TO INCLUDE:</b></p> <ul style="list-style-type: none"> <li>• To include details of proposed significant future savings, to include what each saving represents in % terms of the overall budget line.</li> <li>• An appendix showing the purpose of earmarked reserves, the forecast risks they are expected to cover and plans for their use over the four year period of the MTFS and to provide this annually from this point forward.</li> </ul>	Police and Crime Commissioner/Police and Crime Panel/	

<sup>1</sup> (3 items in red) It appears that these issues have yet to be responded to by the PCC.

		<ul style="list-style-type: none"> <li>• PCC to consider reflecting in the budget to CSPs funding for actively seeking views of communities and not just reacting to them along with a commitment to CSPs for administration in order to deliver against priorities in the Plan.</li> <li>• 4-year plan for Reserves</li> <li>• What the definition of neighbourhood policing is and means, what the offer is, what can be shared with partners and what can and ultimately cannot be done.</li> </ul>		
		<b>Police and Crime Plan</b> – Full draft to be submitted to the Panel in accordance with legislation (which states “a draft plan or variation”) with most up to date consultation results.	Police and Crime Commissioner	
		(Standing Item) <b>PCC’s Performance Report</b>	Police and Crime Commissioner	
		(Standing Item) <b>PCC’s Update Report</b>	Police and Crime Commissioner	
		(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC	Police and Crime Commissioner	
<b>19 February 2016</b>	(provisional statutory)	<b>Only needed if Precept vetoed.</b>		
<b>15 April 2016</b>	(provisional)	<b>Victims Services report on 12 months review</b>	Police and Crime Commissioner	
		(Standing Item) <b>PCC’s Performance Report</b>	Police and Crime Commissioner	
		(Standing Item) <b>PCC’s Update Report.</b>	Police and Crime Commissioner	
		(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC	Police and Crime Commissioner	
		<b>‘Round Up’ Item</b> – mop up of outstanding recommendations made to the PCC by the PCP and		

		<p>degree to which they have been addressed. Reflect on main areas of work undertaken by PCP. What has worked well, what could have been done better. Expectations of what will be required from new PCC &amp; from OPCC for next term of PCC's office. To include:</p> <p>The PCC has offered to provide a further update report in respect of the operational aspects of the neighbourhood watch recommendations (See December 2015 report) which are the responsibility of the Chief Constable.</p>		
<b>SUMMER 2016</b>		<p><b>Proactive Scrutiny Item</b> – “How is the PCC encouraging/monitoring the reporting of Domestic Violence and Abuse, sexual violence and child sexual exploitation and the support for victims to include:</p> <ul style="list-style-type: none"> <li>• Presentation from Dr K Mellowdew in respect of MACSE/MASH following formal feedback from the Ch Constable (Ch Constable's response)<sup>2</sup>.</li> <li>• Ch Constable to provide the PCP with copies of his responses to the recommendations in the HMIC reports on CSE in particular: <ul style="list-style-type: none"> <li>○ <b>In harm's way: the role in keeping children safe</b>, which provides a summary of findings from 21 inspections on the police response to child protection conducted over the last two years.</li> <li>○ <b>Online and on the edge: real risks in a virtual world</b>, which highlights the findings from an inspection of how police forces deal with children who are being exploited via the internet.</li> <li>○ <b>Building the picture</b>: an inspection of</li> </ul> </li> </ul>	Host Authority and Police and Crime Commissioner	

<sup>2</sup> Although originally agreed at July's meeting this would be provided at December 2015's meeting - the Host Authority agreed with OPCC to combine this with this select committee item.



		<p>police information management, which examines how successfully police forces share and cross check information in order to build a picture of criminality.</p> <ul style="list-style-type: none"> <li>• <b>(Could include Outstanding Update</b> on how the PCC intends to continue funding SARCs across Devon &amp; Cornwall (adult and paediatric provision) in light of the new PHE User Requirements.)</li> <li>• Include update on the findings of the work being explored with Exeter in respect of improved data exchange between Police and Health re DA/DV.</li> <li>• What the PCC is doing/has done to ensure the the findings of <b>“HMIC National Child Protection Inspections – Devon &amp; Cornwall Police – 18-29 May 2015”</b> are being followed up.</li> <li>• What the PCC is doing/has done to ensure the findings of <b>HMIC – Devon and Cornwall Police’s approach to tackling domestic abuse – March 2014</b> are being followed up</li> </ul> <p>Evidence from other authority reviews in force area.</p>		
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*NB: This report will be regularly reviewed/amended and updated in light of statutory/legislative changes, actions and recommendations emerging from PCP meetings, and if other reactive scrutiny items are identified and agreed in liaison with the Chair of the Police and Crime Panel.*

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