



Devon and Cornwall Police and Crime Panel

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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 7 October 2016

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 (Torridge District Council), Downie (Plymouth City Council), Excell (Torbay Council), Martin (Cornwall Council), Mathews (North Devon District Council), Moulson (Isles of Scilly), Penberthy (substitute for Councillor Philippa Davey) (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 Wakfer (Cornwall and Isles of Scilly).

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

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Tracey Lee

Chief Executive

Devon and Cornwall Police and Crime Panel

1. Apologies

To receive apologies for non-attendance submitted by Members.

2. Minutes (Pages 1 - 6)

To sign and confirm as a correct record the minutes of the meeting held on 1 July 2016.

3. Declarations of Interest

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

4. Public Questions

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

Questions should be no longer than 100 words and sent to Democratic Support, Plymouth City Council, Floor 3, Ballard House, West Hoe Road, Plymouth, PL1 3BJ or democratic.support@plymouth.gov.uk. Questions must be received at least 5 complete working days before the meeting.

5. Police and Crime Plan (Pages 7 - 56)

The Panel will review the new Police and Crime Commissioner's Police and Crime Plan.

6. Citizens in Policing Update (Pages 57 - 58)

The Panel will receive an update on Citizens in Policing.

7. 101 Update

The Panel will receive an update on the 101 service.

8. Implementation of Victim Services (Pages 59 - 62)

The Panel will receive details of the progress of the implementation of Victim Services.

9. Police and Crime Commissioner's Performance Report (Pages 63 - 66)

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.

10. Police and Crime Commissioner's Update Report (Pages 67 - 112)

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

11. Report from the Office of the Police and Crime Commissioner in respect of any non-criminal complaints about the Police and Crime Commissioner (Pages 113 - 114)

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

12. Future meeting dates

The following are the scheduled meeting dates for the municipal year 2016 – 2017 –

- 9 December 2016
- 3 February 2017 (Precept meeting)
- 17 February 2017 (only activated if Precept veto'd)
- 7 April 2017

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Devon and Cornwall Police and Crime Panel

Friday 1 July 2016

PRESENT:

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Boundy, Philippa Davey, Downie, Excell, Saltern, Sutton, Toms and Wright.

Co-opted Representatives: Yvonne Atkinson and Sarah Wakfer.

Apologies for absence: Councillors Barker, Brown, Martin, Mathews, Moulson, Sanders and Watson.

Also in attendance: Ross Jago (Performance and Research Officer, Plymouth City Council), Alison Hernandez (Devon and Cornwall Police and Crime Commissioner), Andrew White (OPCC Chief Executive and Monitoring Officer) and Lynn Young (Democratic Support Officer).

The meeting started at 10.30 am and finished at 12.11 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.

5. **Appointment of Chair of the Devon and Cornwall Police and Crime Panel**

Having been proposed by Councillor Wright and seconded by Councillor Toms, and in the absence of any other nominations, it was agreed that Councillor Croad is appointed Chair for the 2016-17 municipal year.

6. **Appointment of Vice Chair of the Devon and Cornwall Police and Crime Panel**

Having been proposed by Councillor Toms and seconded by Councillor Croad, and in the absence of any other nominations, it was agreed that Councillor Batters is appointed Vice-Chair for the 2016-17 municipal year.

7. **Chair's Welcome**

The Chair welcomed Councillor Downie, who had replaced Councillor Mrs Pengelly, to his first meeting.

8. **Minutes**

Agreed the minutes of the meeting held on 15 April 2016 and the extraordinary meeting held on 27 May 2016.

9. **Declarations of Interest**

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

10. **Public Questions**

There were no questions from members of the public.

11. **Police and Crime Plan**

The Panel received a presentation from the PCC entitled 'Building the Police and Crime Plan 2016-2020' which accompanied the report which had been previously circulated with the agenda, as contained in the attached –



Plan consultation
slides 29th June v2.p



PCP_REP_2016_202
0_Plan-Development_

In response to questions, Members were advised that –

- (a) putting policing at the heart of communities was a priority for the PCC and she would be discussing this with the Chief Constable;
- (b) the PCC had paused any further police station closures;
- (c) Community Safety Partnerships (CSPs) had been invaluable, but a decision had not yet been made about their future;
- (d) the high turnover of senior Police officers was due to promotion, and the PCC acknowledged the importance of communities knowing their local Police officers;
- (e) Police funding had been protected for four years by the Chancellor of the Exchequer in autumn 2015, and any possible future changes for this funding [if any] would be known with the advent of a new Prime Minister and his/her Government;
- (f) the PCC was keen to know the public's opinion on what the Police should be investing their money [reserves] in;
- (g) CCTV was an important issue and it was acknowledged that whilst it did not prevent crime, it did help to catch criminals and protected the Police as extra help could be called upon if required. A strategic conversation was needed to discuss this issue with other agencies, and ways of working with other agencies (such as the Fire Service) were being investigated;
- (h) there was little support for victims of Child Sexual Exploitation (CSE) although extra funding had recently been secured from the Ministry of Justice (MoJ) to

provide therapeutic services and support.

The Panel noted the report.

12. **Estates Programme**

The Panel received a report from the PCC entitled 'Update report on the Estates Programme', as contained in the attached –



PCP_REP_Estates-Programme-Update July

Highlights of the report included -

- (a) this plan had been written when it was thought there would be £54 million of cuts over a four year period, whereas the situation was that the allocated budget was just under £1 million less per year;
- (b) the PCC was interested in ideas to develop a particular station;
- (c) a decision regarding the Police HQ at Middlemoor would be made by the end of September;
- (d) a number of stations were being improved due to their poor condition;
- (e) the Strategic Alliance review of estate functions was ongoing and progress was being made towards the production of a full business case.

In response to questions, Members were advised that –

- (g) the PCC was keen to explore ways that the Police, Local Authorities and other agencies could share their premises, preferably at low or no cost;
- (h) a further review in to custody centres was being undertaken due to the decision that needed to be taken in respect of the Middlemoor site;
- (i) the possibility of a single estates function covering Devon & Cornwall Police, Dorset Police and the Devon and Somerset Fire & Rescue Service was being investigated, and a suitable candidate with suitable commercial expertise would be appointed to investigate the use of existing and redundant estate. An update on the appointment would be available later in the year.

The Panel noted the report.

13. **Strategic Alliance**

The Panel received a report from the PCC entitled 'Report of the Police and Crime Commissioner on the Strategic Alliance' as detailed below –



PCP_REP_Strat-Alliance-Update June 201

Highlights of the report included –

- (a) the PCC was very impressed with the progression of the Strategic Alliance (SA) and savings had already been realised;
- (b) the PCC had been invited to a future meeting of the Dorset Police and Crime Panel and would like to have an invitation extended to the Dorset PCC and Dorset Police and Crime Panel members to attend a meeting of the Devon and Cornwall Police and Crime Panel;
- (c) the PCC considered it would be a useful exercise if members of the Panel met with Police officers and staff who had been affected by the SA;
- (d) it was important for Devon & Cornwall Police to keep their identity throughout the alliance process.

The Chair expressed his concern at the brevity of the report submitted for this agenda item, reminded the PCC that members of the Devon and Cornwall Police and Crime Panel were stakeholders in this issue and stressed that he would like to see more detailed reports submitted in future.

He also reminded the PCC that an invitation had previously been extended to the Dorset PCC and members of the Dorset Police and Crime Panel to attend a meeting but this invitation had not been accepted as yet.

The Chair welcomed the PCC's proposal that this item is a standing agenda item at each meeting in order to update Panel members on SA developments.

The Panel noted the report.

14. **Police and Crime Commissioner's Performance Report**

The PCC presented the 'Police and Crime Commissioner's Performance Report' as detailed in the attached –



PCP_REP_performance_July_2016_Draft I

Highlights of the report included –

- (a) this report was an interim report as a new performance management framework was being developed as part of the Police and Crime Plan;

- (b) the Devon and Cornwall Police area remained one of the lowest crime areas;
- (c) the 101 service had delivered significant performance improvements over the last three months;
- (d) the 'ClickB4UCall' initiative encouraged members of the public to contact the Police via e-mail if they did not need to speak to someone;

In response to questions, Members were advised that –

- (e) this report had been written prior to the EU Referendum and the PCC had asked the Chief Constable for a breakdown of hate crime incidents that had occurred since 23 June;
- (f) the PCC would attempt to determine how many convictions had been secured as a result of using CCTV as evidence;
- (g) statistics for cyber crime and fraud, historically recorded separately, would now be included in future reports;
- (h) 'webchat' (live chat for general, non-urgent enquiries) was being operated as a pilot scheme;
- (i) the PCC was keen to investigate ways to help offenders and divert them to a non-criminal activity thus preventing them from re-offending;
- (j) the PCC was keen to have some easily accessible information available so members of the public could see what was happening in their local community;
- (k) the PCC would investigate the possibility of having OPCC staff dedicated to a particular geographical area.

The Panel noted the report.

15. **Police and Crime Commissioner's Update Report**

The PCC presented the 'Police and Crime Commissioner's Update Report' as detailed in the attached –



PCP_REP_Plan-Delivery-Update July.doc

Highlights of the report included -

- (a) the PCC was making a concerted effort to work closer with local fire services to enable greater efficiency and effectiveness across all blue light services;
- (b) the PCC was fully committed to volunteering, and a Citizens in Policing Co-

ordinator was currently being recruited;

- (c) the MoJ's Victim Care Grant had provided £139,000 for victims of CSE and child sexual abuse, and the OPCC had recently received 14 bids with a total value in excess of £550,000, and final decisions regarding allocation of the grant would be made shortly;
- (d) work to establish a Centralised Virtual Remand Court across Devon and Cornwall was well underway with an anticipated go-live date of 3 October 2016, the aim of which was to hold a single dedicated court sitting in a Magistrates Court in Devon & Cornwall hearing all remand hearings by video, thus negating the requirement to transport people between various locations.

The Panel noted the report.

16. **Report from the Office of the Police and Crime Commissioner in respect of any non-criminal complaints about the Police and Crime Commissioner**

Andrew White (OPCC Chief Executive and Monitoring Officer) reported that issues related to election expenses for the 2015 General Election had been referred to the Independent Police Complaints Commission (IPCC) as a 'serious conduct matter' not a 'complaint'; an update had been included in this report for openness and transparency.

The Panel noted that no complaints had been received during the period 12 May 2016 – 15 June 2016.

17. **Future meeting dates**

The following are the scheduled meeting dates for the municipal year 2016-17 –

- 7 October 2016
- 9 December 2016
- 3 February 2017 (Precept meeting)
- 17 February 2017 (only activated if Precept veto'd)
- 7 April 2017



Police and Crime Panel Meeting

7 October 2016

Report of the Police and Crime Commissioner

DEVELOPMENT OF THE POLICE AND CRIME PLAN 2016-2020

Introduction

This paper provides an update to the Police and Crime Panel (the Panel) on the work of the Police and Crime Commissioner (the Commissioner) to develop her Police and Crime Plan for 2016-2020 (the Plan). The paper also sets out the Commissioner's intentions for finalising the Plan and seeks the Panel's views on the direction of travel and the proposed arrangements for finalising the Plan.

Background

On 1st July 2016 the Commissioner presented her draft Police and Crime Plan to the Panel and launched a summer of consultation with the public and partners on her policing priorities and plans for the period to 2020. This is the first Police and Crime Plan for the Commissioner, and whilst subject to regular review and update, will set the focus for the work of the police and the allocation of policing budgets over the Commissioner's term.

The July 2016 Draft Police and Crime Plan was focused around two key themes: Keeping People Safe and Getting the Best Out of the Police.

A significant programme of consultation took place over Summer 2016, including a public survey, a formal consultation document, focus groups with members of the public, engagement events across the two counties alongside a programme of meetings with local councils, partners and key stakeholders. The consultation closed on 9th September 2016.

Executive Summary

The response to the public consultation has been extensive and at the time of writing this report the Commissioner and the OPCC Team are continuing their detailed review and analysis of the rich, informative and varied responses that we have received. The online public survey generated over 1360 responses, many of which provided additional views through the free text boxes and raised additional issues not covered by the survey.

We also received 18 responses to the written consultation from partners and key stakeholders and attended 22 consultation events as well as over 20 roundtable meetings with elected councillors across the two counties, and workshops with local agencies.

As a result of the consultation the Commissioner proposes to make some notable changes to her original Draft Police and Crime Plan, which are discussed in detail later in this report.

The most significant change is to make Keeping People Safe by Better Connecting Communities and Policing the central tenet of the Plan. The depth of feeling from the general public and from local elected members about local policing, is striking, most notably their concerns about accessibility, resourcing levels and a sense of disconnection from the police. The July 2016 Draft Police and Crime Plan, recognised the importance of 'connection' under the Keeping People Safe section but the Commissioner intends to significantly increase the focus on this important issue as a result of the feedback from the consultation.

In consideration of the feedback from the consultation the Commissioner will retain a strong focus on: preventing and deterring crime, protecting people who have vulnerabilities, supporting victims and witnesses throughout the criminal justice process and on making sure that we get the best out of Devon and Cornwall Police.

As such the focus of the Commissioner's Final Police and Crime Plan for 2016-2020 will be:

Keeping People Safe by Better Connecting Communities and Policing

*Delivering local policing that is
Accessible, Responsive, Informative, Supportive*

Preventing and deterring crime

Protecting people from harm who may feel or be vulnerable

Supporting victims and witnesses and helping them to get justice

Getting the best out of the police

While the general direction of travel and the focus of activity in each area is in place the detailed commitments that underpin this refocused Police and Crime Plan are well developed but still under discussion. The Commissioner and the OPCC Team (informed by the consultation feedback) are working closely with the Chief Constable to develop the detailed commitments –and to identify and refine the key strategic measures that will allow

the public and the Panel to measure our success against the Police and Crime Plan over the next 3 and a half years.

The Commissioner intends to publish the final Police and Crime Plan at the end of November 2016, in order to best allow partners, in particular the Community Safety Partnerships, to understand the Commissioner's policing priorities and to reflect them in their business planning activities for 2017/18 and beyond.

The Commissioner wishes to ensure that the Police and Crime Panel are kept fully updated and engaged in work to develop the Police and Crime Plan over the next two months and are given sufficient time to consider and comment upon the Police and Crime Plan. As such the Commissioner seeks views from the Panel on how to best achieve this and sets out a proposal for the Panel's consideration.

Section 1 – The July 2016 Draft Police and Crime Plan

The July 2016 Draft Police and Crime Plan set out two core themes: Keeping People Safe and Getting the Best Out of the Police. Within these two areas the Commissioner identified a number of broad areas of activity and sought views on the overall approach, specific actions and any additional areas for focus. A copy of the July 2016 document is attached to this report as Appendix 1.

Section 2 - The Consultation Feedback

1. The consultation process

The Police and Crime Plan consultation ran from 1st July to Friday 9 September and included a range of activities to seek the widest possible views:

Public engagement

Online survey

The primary tool for public engagement was a short online questionnaire themed around six key issues in the police and crime plan. The OPCC commissioned an external marketing agency Adido to scope, advise and deliver the online Police and Crime Plan consultation. A report from Adido on the results of the online survey is attached to this report as Appendix 2. The questionnaire was accessible online via the OPCC website and widely promoted on social media and a targeted paid promotion using Facebook.

In addition 24 consultation events were held in locations across Devon and Cornwall by the OPCC staff – to raise awareness of the consultation and give members of the public the opportunity to complete a questionnaire on the street, go online or take a copy away for completion and posting back. These events were in a range of venues – including streets, shopping centres, supermarkets, organised events and festivals and local markets. A full list of the events and their location is available at Appendix 3.

A total of 1361 people completed the online survey – many of whom provided additional commentary and analysis to support their answers – providing a rich source of public feedback on policing priorities.

Focus groups

Six focus groups were held in different locations across the two counties – focused on four of the issues covered in the survey (victim care, prevention, online safety and local policing). The focus groups were facilitated and run by an external marketing company who recruited people across a broad demographic and in line with market research codes of practice. 61 people attended the focus groups which were held in Okehampton, Plymouth, Cullopmton, Penzance, Bude and Bideford.

An additional focus group was held in conjunction with Plymouth People First and Ridleys in Plymouth with members of the public with learning disabilities on the Draft Plan.

Partner engagement

The Commissioner wrote to a wide range of partners, including statutory agencies, voluntary and community groups, local partners, Council Leaders, MPs and other key stakeholders such as Directors of Public Health across Devon, Cornwall and the Isles of Scilly seeking their views on the July 2016 Draft Police and Crime Plan. The Commissioner received 18 written responses to the consultation. In addition the Commissioner held a roundtable meeting with the Community Safety Partnerships across the peninsula.

The Commissioner and her team held a number of briefings and feedback sessions with local councillors across the peninsula and also met individually with a number of council leaders, local authority officials and MPs during the consultation period to gather their views.

2. Findings from the consultation

A comprehensive written report setting out all of the responses received to the consultation and the actions taken by the Commissioner will be published alongside the final Police and Crime Plan.

Public survey and focus groups

Public survey A report from the external company (Adido) that ran the online survey for the Commissioner is attached at Appendix 2 to this report. The survey explored the public's views on investing additional resources into the areas of victim care, prevention and online safety and asked for their views on local policing activity and access to the police.

OPCC analysts are carrying out additional analysis of the data from the public survey, in particular to better understand geographic variations in the views expressed on local policing presence. This additional analysis will help to shape the final commitments and our ongoing work on delivery of the Local Policing Promise. A significant volume of 'free

text' commentary was made in the online survey. The OPCC Team are reviewing all of these comments which will be reflected in the final consultation report published in November 2016.

Focus groups The views of the Focus Groups were broadly in line with the findings from the public survey, but provide a more detailed exploration of the issues. There was strong support across the focus groups on the need to build a stronger connection between local communities and the police, better access to the police, including 101, and for increased visibility of policing to help prevent crime.

Discussions at the focus groups showed strong support for additional investment on prevention, including improved management of offenders and greater work with people earlier on in the offending cycle.

Many of the members of the focus groups expressed the view that police funding should be focused on core policing activities, as opposed to filling gaps in wider service provisions within communities. However there was a recognition from members of the focus groups that such investments can have a positive impact on policing – by helping the police to improve their own internal efficiency and, thereby, release funding. Many attendees were supportive of specific additional victim services like trauma counselling but were unclear on whether this should be a PCC responsibility or provided by other partners.

The views of focus group attendees on online safety were mixed. There was a broadly held view that action on financial fraud should be a matter for financial institutions not the police and a preference for focusing police activity on issues like online grooming and harassment.

An additional focus group was held in early September with members of the learning disabled community in Plymouth. The attendees were asked for their views on four specific areas: victim care services; prevention of crime; local policing and online safety. The feedback received through the focus group demonstrated a strong sense of support for a strong connection between a community and local policing – many of the attendees felt such a connection already in particular through their engagement with the local diverse communities team but emphasised the importance of maintaining such connections. Ease of access to the police when needed was also highlighted as an important issue. Attendees at the focus group were supportive of additional help for victims of crime to support their recovery and on extra investment in prevention and online safety to stop more people becoming victims of crime in the first place.

Written consultation responses from partners

The OPCC received 18 formal written responses to the consultation. The respondents were broadly supportive of the proposals set out in the draft Police and Crime Plan and made a number of additional suggestions. While the high level commitments within the Plan were supported, partners wished to have more information going forward on the detailed activities that would be driven forward under the Plan.

Many of the Community Safety Partnerships who responded to the consultation emphasised the importance of effective partnership working at the local level. In particular the role that Community Safety Partnerships can play in keeping people safe across the peninsula and the continued need to collaborate to make the best use of reducing local budgets. The importance of working closely with the voluntary sector was also highlighted. The key areas of activity identified to support better partnership working was the sharing of expertise, data and best practice as well recognising the resource pressures within the public sector as by working together where possible whilst respecting individual responsibilities and resource levels.

Many other respondents also emphasised the importance of collaborative working and expressed a desire to work closely with the Commissioner to help deliver her Plan. Some caution was raised regarding the scope for action within the voluntary sector, going forward, in particular in view of the range of calls being placed on volunteers across the public sector. The need for a greater prominence on issues such as mental health and substance misuse was also raised by partners.

Feedback from the business community expressed disappointment at the lack of mention of business crime throughout the Plan and called for it to be considered a priority for the police.

Feedback from the elected members across Devon and Cornwall

The importance of local policing was raised overwhelmingly in discussions and meetings with local elected representatives. In particular:

- Reduced resources in neighbourhoods
- Lack of information on local police activity
- Reduced engagement and co-working with councillors
- Access, in particular a lack of confidence in the 101 non emergency service
- Lack of continuity in police personnel affecting local working relationships

Elected members were strongly in support of prevention and in favour of greater investment in the ongoing management of offenders to stop them from reoffending. Many drew a strong link between enhanced local policing presence and prevention – in terms of the role that local connections and knowledge and a physical presence can play in preventing crime. There was broad support from local elected members of the Commissioner's intention to devote additional resources to victim care services, in particular on trauma and counselling. The issue of persistent and severe anti social behaviour in local areas and the affect that it can have on residents' feelings of safety was raised by many elected members – with calls to ensure that the police can play an active role in partnership activity to resolve local problems.

Section 3 – Revising the Draft Police and Crime Plan to reflect the consultation feedback

Following the July 2016 consultation process the Commissioner intends to make a number of changes to her Police and Crime Plan before it is finalised.

The most significant change is the focus on local connectivity. Keeping People safe by Better Connecting Communities and Policing will be the central tenet of the Plan. The depth of feeling from the general public and from local elected members about local policing, most notably their concerns about accessibility, resourcing levels and a sense of disconnection from the police is striking. Responses from local partners emphasised the importance of partnership working in delivering on the Plan and the challenges posed around vulnerability – with a desire for greater action on the sharing of resources, data and best practice.

The July 2016 Draft Police and Crime Plan recognised the importance of ‘connection’ under the Keeping People Safe section but the Commissioner intends to significantly increase the focus on this important issue as a result of the feedback from the consultation, which received strong support in the consultation responses. A strong connection with local areas is important for a number of reasons. It supports the provision of intelligence and information to help the police protect our communities and detect crime. It also directly aids the police in resolving issues and has an important role to play in building confidence in our communities that the police will be there when needed.

The Commissioner also intends to increase the focus through the Police and Crime Plan on preventing and deterring crime, protecting people who are (or may feel) vulnerable and on the delivery of support to victims and witnesses, including how they are supported through the criminal justice process.

The overall approach to the Police and Crime Plan

Devon, Cornwall and the Isles of Scilly is already a safe place to live, work or visit, with some of the lowest crime levels in the country. The focus of this Plan is, therefore, on how we continue to keep our people safe and on improving their connection with policing in the local area, which can have a real impact on how they view safety.

To support this we must ensure that we understand the nature of crime in our area and work effectively with partners to prevent and deter crime, to respond and to make sure we protect people who have vulnerabilities. We must ensure that people are better able to access the police and that when they do – that they get a timely response. We must make sure that the police are there when they are needed and that people have confidence that the police understand their issues and will act appropriately to help them. The nature of the police response may not always be what the person might want - but the nature of the response must be clear, be helpful and should be well understood by the people we serve.

The role of local policing – and the police’s connection with the local community - is vital and the revised Police and Crime Plan will recognise this by placing ‘Better Connecting Communities and Policing’ at the heart of the Police and Crime Plan.

Keeping People Safe by Better Connecting Communities and Policing

*Delivering local policing that is
Accessible, Responsive, Informative, Supportive*

Preventing and
detering crime

Protecting people from
harm who may feel or
be vulnerable

Supporting victims and
witnesses and helping
them to get justice

Getting the best out of
the police

Keeping people safe by better connecting communities and policing

To keep people safe we must ensure that policing sits at the heart of all of our communities in Devon, Cornwall and the Isles of Scilly – so that we know what is happening in a local area and can respond effectively to the challenges that arise. This link with communities is also essential in supporting our ‘policing by consent’ approach – building trust and confidence that the police will be there to help when they are needed.

The effort and commitment from our communities is essential to help us improve policing in Devon and Cornwall – they are a vital source of intelligence which can help to stop crime occurring in the first place and assist in bringing offenders to justice. They also play an active role in preventing crime and harm – through initiatives such as Neighbourhood Watch, Community Speedwatch and Flood Volunteers.

Devon and Cornwall Police has a proud tradition in policing within communities, being one of the pioneers of neighbourhood policing. Policing styles and approaches have evolved over the years – to reflect changes in resourcing as well as an increased focus on protecting people who are vulnerable from harm and the growing importance of emerging crime types such as cyber crime. The world does not stand still and policing models must evolve. It is for the Chief Constable to determine the appropriate deployment of police officers and staff across Devon, Cornwall and the Isles of Scilly but as we change we must ensure that the connection to our local communities is a priority and that we actively work to strengthen it.

Through this Plan the Commissioner will drive forward action in a number of areas to better connect our communities with policing – to ensure policing in the local area is accessible, responsive, informative and supportive through a Local Policing Promise.



The full list of specific commitments are being developed in conjunction with the Chief Constable and will be included in the final Police and Crime Plan.

Policing is.... Accessible

It is important that the public can contact the police easily so that they can report crime and anti social behaviour, raise concerns, seek help and provide information and intelligence to help the police. Accessibility is also important in building the public’s trust and confidence in the police. Action under the Police and Crime Plan will be focused around a number of areas and investment will be made to support changes in these areas:

- *Improving contact at a distance:* providing a range of ‘remote’ contact options to reflect the differing needs and preferences of the public and ensure that people can report crime.
- *Public contact service:* continuing to improve waiting times for the 101 non emergency service and rebuilding confidence in the system
- *Creating more opportunities for face to face contact:* alongside improvements to remote access opportunities we will increase the opportunities that are available for direct face to face contact with local teams
- *Better linkages with local councillors – who play a key role in connecting with their communities:* the Commissioner is considering setting up a Councillor Advocate Scheme - a network of nominated councillors who can provide a formal feedback route to the police on local issues and concerns on behalf of their community – building on schemes launched in Cornwall in 2015.
- *Improving access to the Commissioner:* to improve the Commissioner’s understanding of local issues and make it easier for the public to access the Commissioner we will set up a network of OPCC link officers take responsibility for a specific geographic area for the Commissioner and will work with (and through) existing networks to better connect that community to the Commissioner. The Commissioner will also establish (at zero cost) specific bases in Cornwall and North Devon.

Policing isResponsive

This section of the Local Policing Promise will focus on ensuring that the police will be there when they are needed and that they are responsive to the matter at hand. It will include

- Reviewing the time it takes to reach people in an emergency 999 situation across the peninsula
- How we support and enhance resource levels in local police teams, including through more effective deployment of volunteers, including the Special Constabulary.
- Good feedback – for victims, witnesses and people who report intelligence. While the nature of the specific policing response to a crime or incident will vary, depending on the severity of an issue and its priority it is important that the public receive clear feedback on what action is being taken and why.
- How we can better understand the needs of our diverse communities and support them

Policing is.....Informative

The nature of policing has changed dramatically over the past 10 years – with the emergence of under-reported crimes such as domestic abuse, modern slavery, hate crime and exploitation of the vulnerable and the growth in online crime as the world has become increasingly digital and interconnected. This section of the Local Policing Promise will be focused on improvements in the following areas:

- Keeping the public better informed about issues in the local area – so they can understand the risks they face, help us by providing intelligence and information, have a clearer idea of the work the police are doing to keep them safe.
- Consulting the public regularly on their views on policing issues and on changes to how policing is provided.
- Working with local authorities and health partners to provide better information to the public so we can reduce confusion about the police role in issues such as anti social behaviour, parking and mental health – which can be a real source of frustration for the public.

Policing is.....Supportive

It is vital that the police and the Commissioner work effectively with partners, the public and businesses to identify and resolve issues locally and to prevent crime and harm. We must support and work with local communities and Community Safety Partnerships, not act in isolation. This section of the Local Policing Promise will underpin our work with partners, businesses and volunteers to help keep our communities safe, including

- Supporting an expansion of local watch schemes like Neighbourhood Watch, Farm Watch, Community Speedwatch and community resilience schemes such as Flood Volunteers and equipping them to keep their own communities safe.
- The Commissioner will work with local authorities who are seeking to develop high quality, sustainable and interconnected CCTV systems as part of their wider approach to community safety.
- Actively working with partners and businesses to support safety in the night time economy. This includes a proactive approach to tackling irresponsible supply of alcohol and supporting the development of local initiatives and programmes designed which help to keep people safe on a night out.
- Working through CSPs to manage persistent and severe anti social behaviour in recognition of the impact it can have on people and on a community's sense of safety – ensuring that the right tools are in place for the police and councils to tackle such behaviour and that they are being used effectively.
- Assisting businesses to prevent and detect crime through championing business led initiatives like Shop Watch, Best Bar None and Business Against Crime initiatives.

Preventing and deterring crime

The best way to keep people safe is to focus on prevention, champion safeguarding and stop people from becoming victims in the first place. To do this we need to look at the victim, the offender and the location, and take steps in all three areas. The role that local policing teams play in preventing and deterring crime is key and the enhanced focus on better connecting communities and policing will support our work to help prevent and deter crime.

Reducing reoffending

The Commissioner's focus will be to ensure that prevention of crime and harm is at the forefront of policing activity and is embedded across the entire police service. In particular the Commissioner and the Chief Constable will work with Local Criminal Justice Board partners to introduce new services and systems designed to prevent reoffending and to divert people away from crime, and will make additional funding available to invest in this work. Our work on prevention will require action in three key areas:

- *Prevention in early years* - we will draw on national best practice and evidence and work with partners more actively to focus on people who are at risk of becoming offenders in the future due to their circumstances, past experiences or mental ill health.
- *Deterring future crime* – we will work innovatively with public and voluntary sector partners to target more resources towards first time offenders and those who may have already offended a few times – to try and stop them offending in the future. In particular we will invest in services that can address the underlying causes of their offending such as addiction or mental ill health.
- *Intervention* – there will be a greater focus and additional investment on how we deal with regular and persistent offenders – so we can disrupt their criminal lifestyle and stop them causing more harm to our communities.

The landscape in offender management has shifted dramatically over the past two years with the introduction of the new Community Rehabilitation Companies which manage lower risk offenders. The operating model has some considerable challenges and the Commissioner will be pushing for changes to the system in order to improve our shared understanding of offenders and to seek all opportunities to improve the timeliness, quality and effectiveness of interventions.

Improving online safety

The responses to the public survey and the feedback that has been received from partners reinforce the Commissioner's view that action is required locally to help keep people safe online in Devon, Cornwall and the Isles of Scilly. The responsibility for improving online safety does not rest with policing alone but policing has an important part to play in the collective response and the Commissioner can play a unifying role in helping to focus activity so we can deliver a clear and unified response. The Commissioner will actively work with the Chief Constable, CSPs, Trading Standards, businesses, third sector organisations, the UK Safer Internet Centre, industry and national, regional and local partners to raise awareness of online crime and to improve the effectiveness of prevention messages.

Working with businesses to tackle and prevent crime

The Commissioner's consultations with the business community over the summer have identified a number of key areas for focus, including under reporting, vulnerability and the scope and scale of online fraud against businesses. The Commissioner intends to work closely with businesses to better understand their needs – drawing together representatives from a broad range of businesses to gather their views on policing and where we can work better together to support community safety. This work will support the development of a clear Business Crime Strategy by Autumn 2017.

Protecting people who are (or who may be) vulnerable

Through the Police and Crime Plan, the Commissioner will continue to prioritise the protection from harm of people who may be vulnerable. This focus on vulnerability must permeate throughout the police service with officers and staff receiving the necessary support and training to identify vulnerability, to record victim needs accurately and to take steps to protect them, including by referring them to other agencies. The Commissioner will work with local authorities, wider partners and the voluntary and charitable sector to commission high quality services to help protect people who are vulnerable in our communities. The 2017-2020 PCC Commissioning Intentions Plan will also establish multi-year funding streams for commissioned services to improve service stability.

Prevention of harm will be a core part of our work under the Police and Crime Plan to protect people who may be vulnerable. We will work to educate and advise them so that they can better protect themselves from becoming victims of serious crimes like fraud, scams, grooming and exploitation. The existing network of blue light days across Devon and Cornwall provide an excellent such opportunity to engage with people with learning disabilities and the Commissioner will provide funding to support the running of these events.

The under-reporting of crime in areas such as domestic abuse, modern slavery, sexual offences, hate crime and exploitation of the vulnerable will be addressed through the Police and Crime Plan. To support victims of such crimes to come forward and get help and justice we need to make sure that the system works well for them. We need to:

- Raise awareness to help empower victims and reassure them they are not alone;
- Expand initiatives which allow victims to report crimes without contacting the police directly;
- Improve processes and systems in policing, including investigative processes to make sure our systems don't deter victims from coming forward; and
- Work with local partners in communities to reduce tolerance of such crimes and encourage them to report it when they see it.

Safeguarding people who are vulnerable is a shared responsibility and the Police and Crime Plan will support effective partnership working for safeguarding services right across Devon, Cornwall and the Isles of Scilly. In addition to support via the commissioning the Police and Crime Plan will drive improvement in the collective response- supporting enhanced data and intelligence sharing and better use of technology, streamlining internal processes and championing co-location and integration of where it can help us to improve and enhance the service that is delivered. As part of this partnership approach the Commissioner will continue

to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are vulnerable in our communities

Of course our work to protect people who are or may feel vulnerable must include action on mental ill health. The Commissioner will work with health providers and other services to ensure we understand the mental health needs of our communities and can deliver the right services to help them. Through the Police and Crime Plan the Commissioner will campaign locally and nationally for additional investment from health partners in mental health services for adults and children. Campaigning will focus on early help and interventions to: avoid them becoming victims of crime, to help victims of crime overcome trauma through the provision of timely therapeutic care, to improve the escalation process ensuring any individual in crisis being detained by the police receives timely assessment and care from health professionals and: to prevent people entering custody due to a mental health crisis

Supporting victims and witnesses and helping victims to get justice

Through the Police and Crime Plan, the Commissioner will seek to ensure that we have strong wrap around support services in place for victims of crime and that we support victims and witnesses through the criminal justice process. The existing Victim Care Unit will be expanded and enhanced and will commission new victim support services where needs are identified, in particular in the areas of young victims and sexual offences. The Commissioner will also campaign locally and nationally for health partners to ensure they provide timely therapeutic mental health services such as counselling for victims of serious crimes to help them recover from trauma.

The criminal justice system is often too slow and unsupportive of the needs of victims and witnesses and the Police and Crime Plan will set out a range of actions to ensure that we focus on providing a high quality, caring and timely service to all victims of crime and to witnesses – making sure that we put the person before the process. The Commissioner intends to start by leading a full review (with criminal justice partners) of the treatment of victims of sexual offences within the criminal justice system, to identify required improvements, including reducing delays.

The establishment and embedding of a new victim led restorative justice process will be a key feature of work in this area of the Police and Crime Plan. As well as ensuring that we identify local needs and commission high quality services to meet those needs the Police and Crime Plan will require that we embed the culture of restorative justice across the police service and that the right systems and processes are put in place to meet demand.

The Police and Crime Plan will also address the potential devolution of responsibility for the remaining national victim and witness care services to Commissioners and work to explore opportunities to improve victim and witness care which may be provided through our Strategic Alliance with Dorset Police.

Getting the best out of the police

The six key elements for getting the best out of the police identified in the July 2016 draft Police and Crime Plan remain appropriate.



Delivery against this section of the Police and Crime Plan is supported by the preceding sections – in particular the overarching focus on better connecting communities with policing will deliver significant actions to improve connectivity with communities and to build trust. Collaboration will support service delivery and the Commissioner will be open to all opportunities for greater co-location, information sharing and joint service delivery which will improve the quality of our work, prevent crimes from occurring, improve detection and speed up processes. The key activities that will be taken forward under this section of the Police and Crime Plan can be divided into three key areas:

Finance and Resources

The Police and Crime Plan will focus activity on finance and resources on key activities to maximise resources for policing, including:

- *Action to secure a better funding deal* –campaigning nationally and locally for changes to the police funding formula so it better reflects the demands faced by Devon and Cornwall.
- *Investing in technology to improve efficiency and transform service delivery within Devon and Cornwall Police* – including completing the roll out of mobile data devices, the development of a new command, control and public contact system and significant investment in a new shared emergency services mobile communications system with fire and ambulance services.
- *Delivering our Strategic Alliance* - realising the projected financial and operational benefits from our Strategic Alliance with Dorset Police
- *Efficiency and continual improvement* - to innovate and drive out identified savings so we can maximise our investment in policing services.
- *Effective use of the police estate* – putting in place a clear and coherent estates strategy that will support delivery of all elements of the Police and Crime Plan, including connectivity with local communities.

People

The Commissioner will support (financially and strategically) the Chief Constable who will deliver a diverse, well equipped and well structured policing service – which values and supports its personnel and represents the communities that it serves. A range of actions will be set out in Plan, including:

- Ensuring that we have the right systems in place to support the police workforce
- Supporting volunteering in the policing family- providing the right services, support and structures to encourage people to volunteer and to operate effectively
- Dealing fairly, efficiently and transparently with matters of professional standards and conduct, including the Code of Ethics
- Delivering improvements to the police complaints process, drawing on expected new powers in the Policing and Crime to better meet the expectations of the public.

Productive partnerships

Activity under the Police and Crime Plan will support and grow partnerships with local authorities, fire, health and the voluntary and charitable sectors to explore all opportunities to keep the public safe within our communities and improve our efficiency and effectiveness. Activity in this area will include:

- Championing the important role that CSPs play in preventing crime and harm and working with them to solve problems, prevent crime and support victims
- Full implementation of our Strategic Alliance with Dorset
- Formalising and expanding our collaboration programme with local Fire and Rescue Services
- Adopting a culture of continual improvement and trust - challenging partners in a constructive way and encouraging them to do the same to us.

Section 4 Next steps – finalisation of the Police and Crime Plan

Views are sought from the Police and Crime Panel on the revised approach to the Police and Crime Plan 2016-2020 set out in this Report. While the general direction of travel and the focus of activity in each area is in place the detailed commitments that underpin this refocused Police and Crime Plan are well developed further work is required to finalise the Plan. The consultation on the July 2016 Draft Police and Crime Plan only closed on 9th September 2016 and considerable work has been required to analyse the results of the consultation and reflect them in the plan.

The Commissioner and the OPCC Team (informed by the consultation feedback) are working closely with the Chief Constable over the next four weeks to develop the detailed commitments that will underpin the Plan. The Commissioner is also working closely with the OPCC Team to develop and refine a set of key strategic measures that will allow the public and the Police and Crime Panel to measure success against the Police and Crime Plan over the next 3 and a half years. .

The Commissioner intends to publish the final Police and Crime Plan in late November 2016, in order to best allow partners, in particular the Community Safety Partnerships, to

understand the Commissioner's policing priorities and to reflect them in their business planning activities for 2017/18 and beyond. However, the Commissioner wishes to ensure that the Police and Crime Panel are kept fully updated and engaged as the detailed commitments and strategic measures are finalised.

The Commissioner proposes the following process going forward and seeks views from the Panel:

- Police and Crime Panel provide feedback on the Plan set out in this report following their consideration of the revised Police and Crime Plan on 7th October 2016;
- The Commissioner will circulate a further copy of the Plan, including the detailed commitments and strategic outcomes and governance of delivery to the Police and Crime Panel before the end of October 2016;
- The Commissioner will meet with the Chair and Vice Chair of the Police and Crime Panel and any other members of the Panel in early November to receive any further comments on the Police and Crime Plan 2016-2020;
- The Commissioner will publish her Police and Crime Plan for 2016-2020 in late November 2016.

Contact for further information

Andrew White, Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

Appendix 1 – Copy of the July 2016 Consultation on the Plan



BUILDING A FOUR YEAR POLICE AND CRIME PLAN **KEEPING PEOPLE SAFE and GETTING THE BEST OUT OF THE POLICE** **TELL US YOUR VIEWS**

Introduction

During the election campaign I set out a clear set of priorities for the future. In particular I made 5 key pledges and these remain a core part of my thinking for my Police and Crime Plan.

My Five Pledges were:

- To work with the Government to get the best funding deal for policing in Devon and Cornwall and the Isles of Scilly
- To put policing at the heart of our communities both on the streets and online by working with the other emergency services to greater effect
- To support those affected by crime: victims, witnesses and the most vulnerable in our community
- To improve crime reporting by the public, especially through 101
- To review police station closures

Over the summer I will be consulting extensively with the public and partners in a range of ways to hear your views on priorities for my Police and Crime Plan for the next four years. I want to build on some of the good work done by my predecessor – in areas like victim care and to drive forward innovation and service improvement. Over the summer we will continue to develop our plans in these areas and I hope to engage you in those discussions to help further define and shape our thinking.

I would really welcome your views on my current thinking, in particular:

- Whether you agree or disagree with my approach, and your reasons
- Other issues you think need to be covered, and your reasons
- How you can help me to deliver progress in some or all of these areas
- Ideas on how we can measure success under the plan

A detailed programme of consultation will take place over July and August. We will be holding a number of events across Devon and Cornwall and the Isles of Scilly as well as a written consultation and an online survey.

I hope that you will engage in this process and will encourage others to respond as well. I intend to submit my draft Police and Crime Plan to the Police and Crime Panel at the start of October 2016 and will also publish information about the responses that I have received. Details of how you can respond are available to the end of this document.

My approach to the Police and Crime Plan 2016-2020

In developing initial proposals for my Police and Crime Plan I am driven by four key principles :

- That we must work together to keep the people of Devon and Cornwall and the Isles of Scilly safe – and ensure in particular, that we protect and support the most vulnerable people
- That everyone has a part to play in keeping their community safe – we need to encourage the public and wider community to work alongside us to keep people safe
- That we must recognise that in order to effectively tackle crime – we must look at the victim, the offender and the location – and take steps in all three areas
- That we focus on delivering quality, connected, services to our communities – spending public money wisely and in ways that will have a real impact

I am fully supportive of the Police Mission.

“We detect and prevent harm; protect the vulnerable and reduce crime. We work together as one team to safeguard communities and neighbourhoods. We are sustainable and resilient and provide a high quality service to the public. We act in accordance with the National Code of Ethics and our Force standards of behaviour” **Shaun Sawyer, Chief Constable**

It is right that we focus on protecting those most at risk of harm and so we must prioritise work on safeguarding. Such an approach is also fully in line with the evidence presented nationally and in the Peninsula Strategic Assessment and local assessments. I will act, commission, scrutinise and campaign to ensure we provide a high quality and proactive response to domestic abuse, sexual violence, hate crime, modern slavery and child abuse, including child sexual exploitation and abuse of the elderly and to help us deal with some of the challenges we face in our communities as a result of mental ill health. We must innovate, invest and learn from others. We must also ensure that our over-riding focus is on the ‘person’ not the ‘process’.

I do understand the very real concerns of the public – many of whom I spoke to on the campaign trail whose lives and emotional wellbeing were being affected by other crimes and issues like anti social behaviour. Issues regarding police accessibility were also frequently raised – with many people feeling disconnected from policing and worried that they would not be able to report matters easily. I will be looking through this Plan to put in place real and tangible actions that can help to tackle these issues. I must be clear though, that in areas like anti social behaviour the answer will not always lie with a police response - we need to work with partners, the third sector and the public. As Police and Crime Commissioner I see my role as working across this broad spectrum and I want to talk with partners and the public as part of this consultation to consider what our options might be.

On behalf of the people of Devon and Cornwall and the Isles of Scilly, I will Act (individually and jointly), Commission, Scrutinise and Campaign to deliver this Plan.

Unlike many other Offices of the Police & Crime Commissioner (OPCC's) my office works in a co-productive way with Devon and Cornwall Police, our wider partners and the third sector. This was initiated under my predecessor and proved to be particularly successful in countering the Government's funding allocation proposals. Going forward my office will work with Devon & Cornwall Police to enable a fit for purpose estate, improved technology, better victim care, and a range of other programmes.

MY POLICE AND CRIME PLAN HAS TWO KEY AREAS OF FOCUS

“KEEPING PEOPLE SAFE” AND “GETTING THE BEST OUT OF THE POLICE”

Keeping People Safe

My Goal: To provide safe communities - where the police, partners and society work together to tackle crime and antisocial behaviour and to protect vulnerable people.

My Approach: We will work with public services, the third sector and the public to understand issues and solve problems. We will seek to identify and fill gaps that affect public safety in our communities – and be driven by evidence in deciding our priorities. We will support others to act and challenge inaction where needed.

My Plan: I believe that our work to keep communities safe should be based around six key elements of what will help to make the public safe within that community.



New action is required and I will work with the Chief Constable, partners and the public to launch work in the following areas:

- Find better ways to **link policing back to the local community** some of whom tell me they feel ‘abandoned’ – this will include
 - o reviewing how we can use the existing police estate more effectively
 - o working better with partners to build local opportunities

- better communication – we need to ensure the public understand what is prioritised and why and to engage them in decisions
- refocusing some OPCC staff time to set up a network of PCC link officers
- Take a radical **new approach to managing offenders** so we can reduce re-offending –looking to invest in upstream and downstream partner services to deliver enhanced capacity and innovative solutions
- Champion and support early intervention as a way of preventing crime – identifying effective means of **early intervention** and implementing new approaches based on recognised need.
- Develop a new PCC Commissioning Plan setting out my approach to commissioning services across the peninsula – as part of this work I will explore how we can increase certainty of funding streams for the third sector and streamline our commissioning model
- Create a clear **Police and Fire Services Collaboration Programme** in Devon & Cornwall, working with fire to join up our services at the operational level – boosting resilience and reinforcing our local connection.
- Work to **improve public safety on our streets** in particular working with partners and the public on issues like ASB and the evening and night time economy which matter greatly to the public even if they are not always a policing matter.
- Work with businesses, the public and partners to **develop a Business Crime Strategy and a Cyber Crime Strategy** – which have prevention at their heart and identify the roles that the public sector, private sector and individuals can play.
- Support others to act through a new **targeted investment fund and safe communities toolkit to help communities** fill gaps that affect their safety. The new OPCC link officer will play a key role – along with local third sector partners – to help drive forward the work in this area.

I will **continue and strengthen** existing work in key areas like safeguarding and victim care, working with the Chief Constable, partners and the public to:

- Protect the most vulnerable by **prioritising safeguarding services** and action on domestic abuse, sexual offences, child abuse, hate crime and modern slavery.
- Encourage **increased reporting of ‘hidden crimes’ such as domestic abuse, sexual violence, hate crime and modern slavery** and better support people who come forward
- Ensure we **invest in support services for victims of crime and vulnerable people and innovate to find new ways to support victims** – in particular in areas such as domestic abuse, child abuse, mental ill health and substance misuse – building on the innovative work of the Victim Care Unit over the past year
- Improve the criminal justice system - **improving timeliness and quality in the CJS and better supporting victims and witnesses within the court system.**
- Make it **easier for people to contact the police service and/or report crime** – building confidence, expanding online services and sustaining the good progress seen on 101 performance in April and May 2016
- Provide a **true wrap around support service for victims of crime** within policing and the wider CJS –thinking about the ‘person’ first not the ‘process’
- Modernise and **improve our approach to volunteering** - to ensure we have the right opportunities, support structures and culture in place to support communities
- Shift the focus to **prevention of crime and harm** – to increase local resilience and divert people from crime
- Deliver the required national capacity and capability levels to ensure people in Devon and Cornwall and the Isles of Scilly are well protected – in areas like firearms, organised crime and

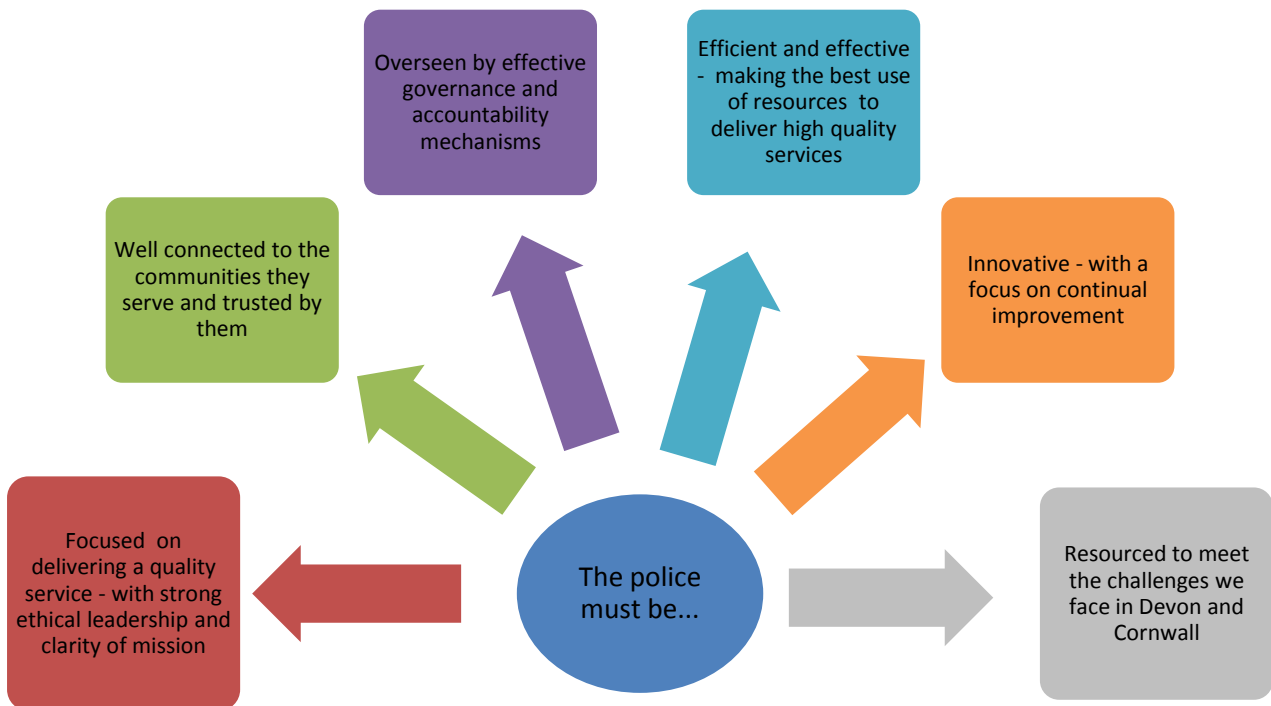
counter terrorism (**Strategic Policing Requirement**) and invest locally in an enhanced firearms capacity

Getting the Best Out of the Police

My Goal: To provide a high quality and well connected police service - making the best use of technology, our people our estate and available funding. We will strive to increase efficiency and effectiveness so that we can maximise funds for front line services.

My Approach: We will be open to all collaboration and improvement opportunities and will think innovatively about policing. We expect partners to play their part - we will support them to do so but will challenge inaction. We welcome scrutiny of our work. .

My Plan: Work to get the best out of the police will be focused on six key elements of what will help to make the public safe within that community. Many of the actions that need to be taken will help contribute to more than one of these overarching components.



Actions in the following areas will be prioritised through the Plan:

- **Strategic Alliance with Dorset** – we will complete our change programme and move to ‘business as usual’ delivering a minimum of £12M savings across the 3 counties
- **Set up a Future Technology Programme** - bringing innovation, expertise and funding together so we can strongly invest in modern technology and deliver cutting edge systems
- **Collaborate with local partners** – expanding our work with fire, other blue light services and local councils – to integrate services and make best use of our respective skills and resources. This includes innovative ambitions on offender pathways and support services – investing upstream and downstream to reduce future burdens on policing

- **Seeking additional funding for Devon and Cornwall Police** – working with Government to ensure we get a funding deal that reflects our rurality and tourism as well as work to increase our funds, like developing surplus real estate for market.
- **Changing policing services to provide a greater focus on victims and timeliness** – thinking about the person not the process and aiming to ‘do today’s policing today’
- Explore what role the PCC should take in **complaints relating to local policing services** –in view of expected legislative changes through the Policing and Crime Bill which will enable PCCs to take a more active
- Publish a **formal scrutiny programme** for each financial year and improve how we provide performance information to the public on policing services.

Strategic indicators for the Plan

Traditionally policing plans have tended to focus on police targets and on measures that are perpetual. I am keen to move beyond this approach and focus upon measures that present a broader sense of success and wellbeing. Those measures could be found within existing police performance metrics, in data held by partners or third party systems or could require brand new measures to be set up. During the consultation process I want to work with partners and experts to develop a series of robust and meaningful indicators that can help us to identify progress but also to understand gaps in service and emerging problems over the 4 year period.

I am particularly interested in exploring and understanding how we can examine these issues through the lens of victim/offender/location and to understand how we can consider measures in a more localised context. For example,

Keeping People Safe	Getting the best out of the police
e.g. Victim: Number of victims, levels of repeat victimisation, victim satisfaction , crime types Offender: Number of offenders, reoffending levels, crime types Location: Crime levels in geographic areas and public feelings of safety	e.g. Public confidence levels in policing Public satisfaction when dealing with the police Survey data of people working in our policing service Effective use of resources

Please let us have your views by 5pm on 9th September 2016

- Complete our online survey www.devonandcornwall-pcc.gov.uk/consultation-plan
- Visit us at one of our local events www.devonandcornwall-pcc.gov.uk/meetings-and-events/calendar/
- Email us at opccstrategyandplanning@devonandcornwall.pnn.police.uk
- Call us on **01392 225555**
- Contact us via Twitter **@DC_PCC** or Facebook **@devonandcornwallpcc** or our website **www.devonandcornwall-pcc.gov.uk**
- Write to us at: **Office of the Police and Crime Commissioner, Endeavour House, Pynes Hill, Exeter, EX2 5WH**



ADIDO

THE ATTENTION AGENCY

CONSULTATION SURVEY

DEVON & CORNWALL PCC

OVERVIEW

RESPONSES

- Beginning on 4th July the survey received a total of **1,358** responses
- The number of Survey Page Views (people visiting the survey) totalled **6,452**
- This is a **21%** completion rate
- The average time to complete the online survey was **16 minutes**
- The most popular age range of users that completed the survey is **65+**
- The majority location of users that completed the survey is **Exeter EX2**



Devon and Cornwall PCC Consultation Survey

Please help direct the future of policing in Devon and Cornwall by giving me your feedback.

Please watch the videos which accompany the questions and then answer as honestly as you can. All the feedback I receive will be read and considered as I prepare the new Police and Crime Plan. The Police and Crime Plan sets the priorities for policing in Devon and Cornwall.

It should only take five minutes to complete. We will be consulting on the new plan throughout July and August.

Alison Hernandez - Police and Crime Commissioner

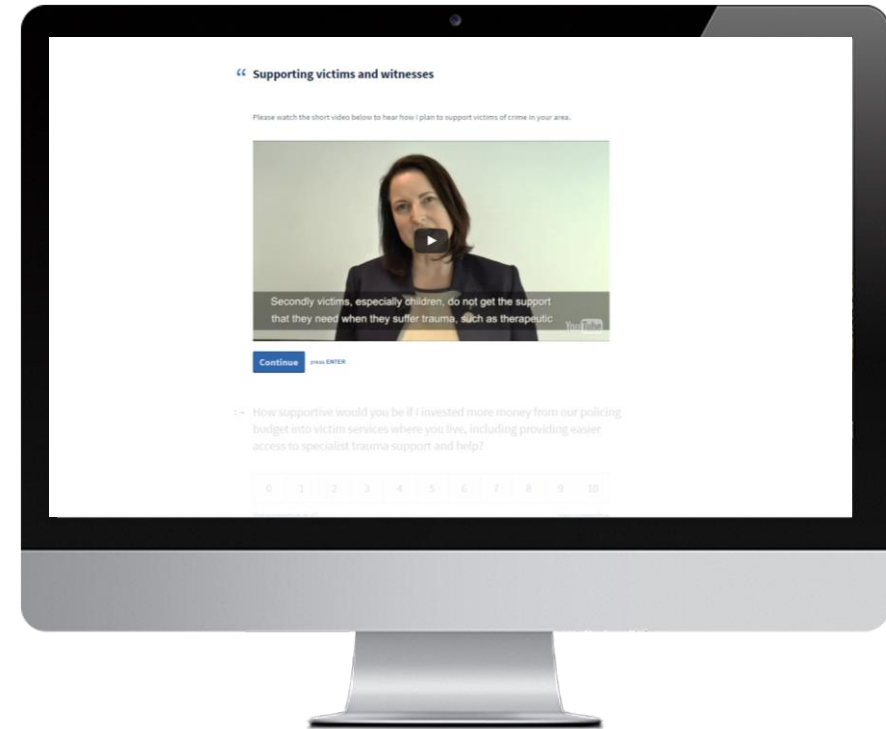
Start press ENTER

DEVICE BEHAVIOUR

RESPONSES

	Desktop	Smartphone	Tablet	Other
Unique Visits	2,611	2,107	1,519	7
Responses	684	307	166	1
Completion Rate	26%	15%	11%	14%

- Desktop showed the highest completion rate and the average time to complete on this device was 18 minutes, slightly higher than the overall average. This device shows a strong completion rate, it is suggested that the survey is potentially easier to complete when on a desktop than a smartphone, also a user is likely to spend a bit more time thinking about their answers on this device in comparison to mobile.
- Surveys completed on a smartphone average at 10 minutes, much lower than other devices and the overall average. However, the completion rate for tablet is still relatively high when comparing to the total completion rate (19%)



FACEBOOK PERFORMANCE

The areas targeted by Facebook ads were Barnstaple, Camborne, Exeter, Exmouth, Falmouth, Honiton, Plymouth, Penzance, Paington, Okehampton, St Austell, Truro and Torquay.

- The total amount spent on the campaign was **£2,819.22**
- The ad was shown to **235,198** people
- The total number of unique clicks received was **6,572**
- Overall this resulted in a **£0.35** Cost per Click and a **2.79%** Click through rate
- Penzance received the highest CTR of **3.39%**
- **43%** of clicks were received from users over the age of 55

 **Devon and Cornwall Police and Crime Commissioner**
Written by Adido Limited [?] · July 5 · 🌐

You're important and we're listening - Have your say in our policing priorities.



Devon & Cornwall police and crime plan.

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 **Devon and Cornwall Police and Crime Commissioner**
Written by Adido Limited [?] · July 5 · 🌐

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RESPONSES

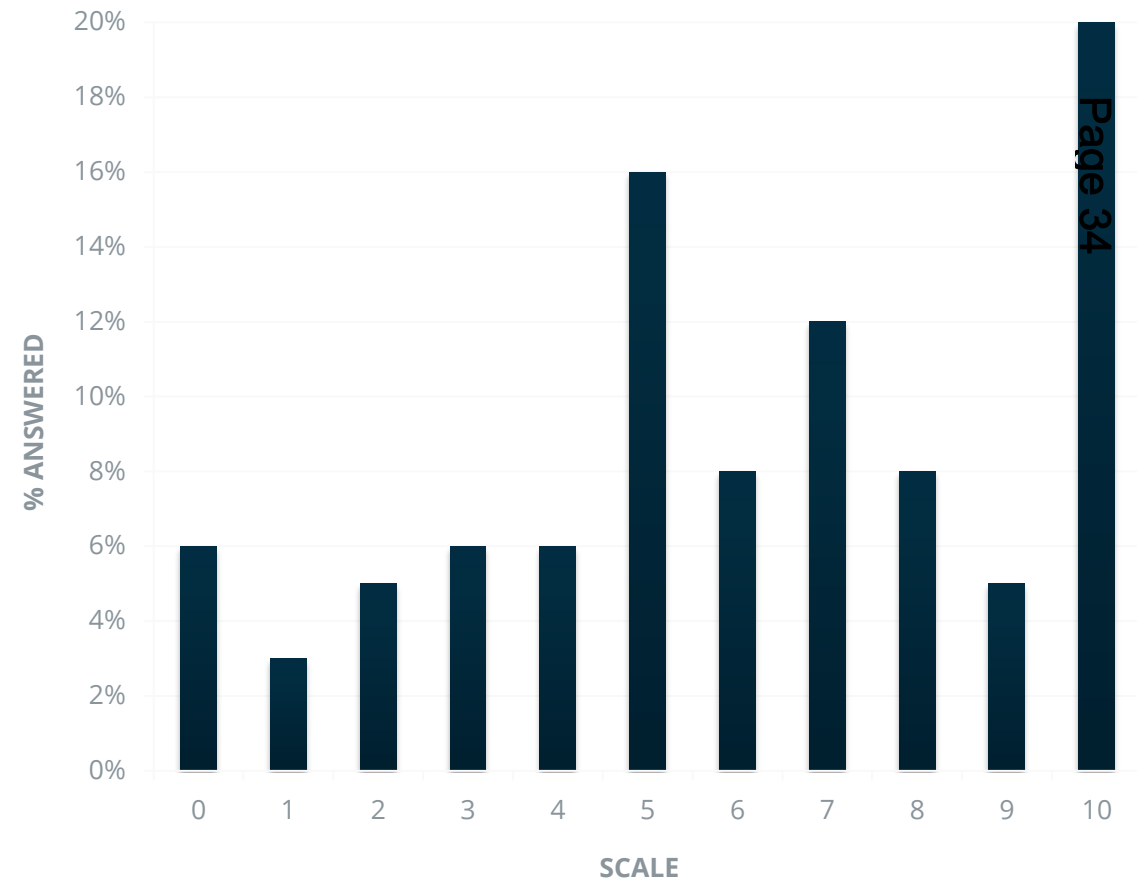
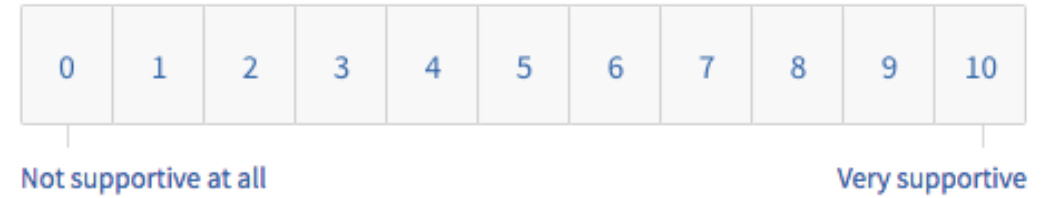
ANALYSIS OF FEEDBACK

SECTION 1

SUPPORTING VICTIMS & WITNESSES

- 98% of total respondents answered this question
- 20% of respondents that answered this question said they would be very supportive of investing more money into victim services
- 16% of respondents seem to be on the fence by answering 5 in that they neither agreed nor disagreed with this statement

How supportive would you be if I invested more money from our policing budget into victim services where you live, including providing easier access to specialist trauma support and help?



SECTION 1

SUPPORTING VICTIMS & WITNESSES

- The majority of comments that were received from respondents who gave a low score suggested that the money could be spent on policing and prevention rather than supporting victims.
- Some respondents argued it is not the role of the PCC to look after victims and that this should be the role of support charities/agencies.
- Those that gave a higher score (7 onwards) were very passionate about victims being cared for by the PCC and wanted to see a change in how victims are helped.

Is there anything else you would like to say about supporting victims and witnesses?

"This needs to be targeted to those victims how really need it. Not everyone is a victim of crime, some are survivors of it."

Female, 55-64, Scored 9

"The mental health of re-offenders is important to look at as sometimes they are treated unfairly, it would be beneficial if they are able to find out the history of the victim/witness before taking action"

Female, 25-34, Scored 8

"The main aim should remain to make people feel safe before they become a victim. Educate on early warning signs of crime and explain how to report in the most discrete way for more personal crimes."

Male, 18-24, Scored 7

"It's hard to prioritise any particular thing, given the challenged finances. Knowing the financial context would be helpful."

Male, 35-44, Scored 5

"I agree with all you say but feel that taking away any money from actual policing in terms of officer numbers and supporting serving police officers would be counter productive."

Female, 35-44, Scored 4

"I feel that the priority should be on the prevention of crime in the first place, this should reduce the amount of victims that are in need of help after crime has been committed."

Male, 55-64, Scored 2

"Victim support services take vital money away from the police. There are more appropriate agencies to support victims."

Male, 35-44, Scored 0

SECTION 2

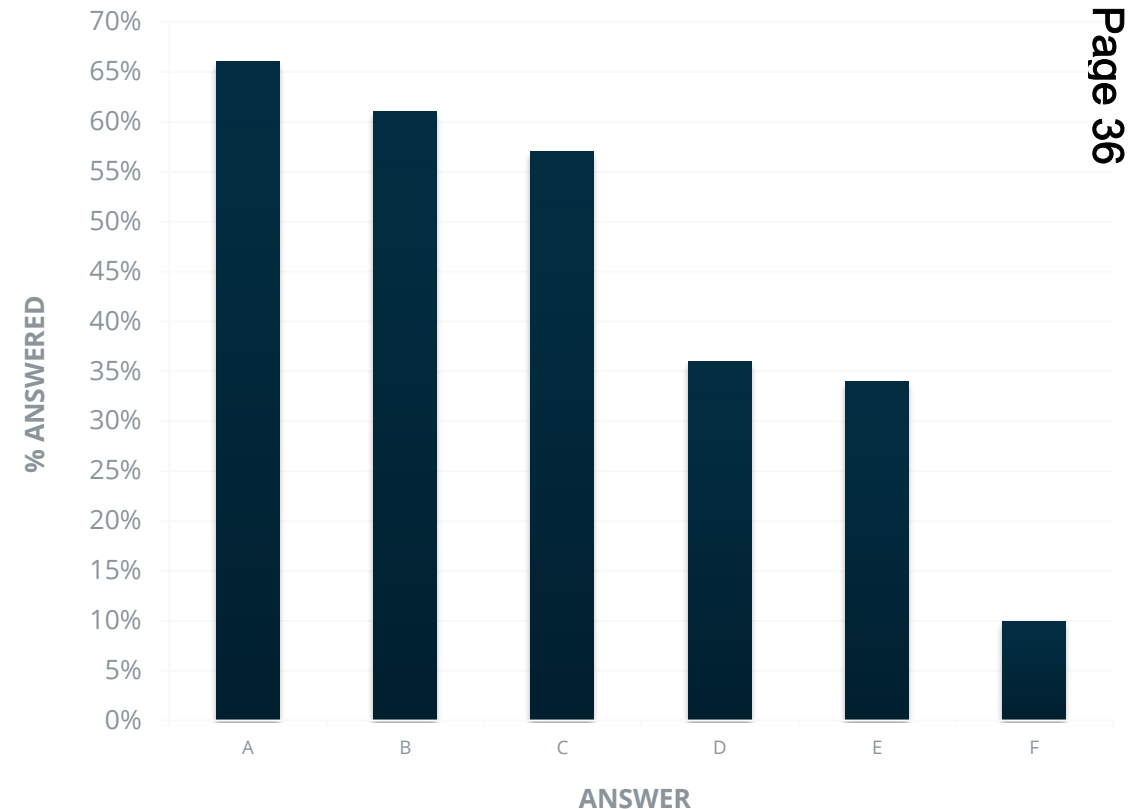
PREVENTING CRIME

- 95% of respondents answered this question
- Answers A (66%), B (61%) and C (58%) received the most selections
- The majority of comments received on the 'Other' selection were mostly negative and unconstructive. Most people that selected this option, did not select anything else
- Interestingly, the age range that selected Option A, were mostly aged 45+. The age group that selected this option the most was the range 65+. You could argue that this is an issue which concerns an older generation.

What areas of prevention work do you feel I should focus on under our police and crime plan?

(Tick all that apply)

- A – Support vulnerable people to make them less likely to become victims of crime
- B – Work more closely with offenders on issues like addiction, mental health and housing to stop them re-offending
- C – Early help and support for people who are likely to offend in the future to stop them committing crimes
- D – Help communities and small businesses to be more resilient through advice, action and seed funding
- E – Encourage businesses to develop technology so it is harder to commit crimes
- F – Other

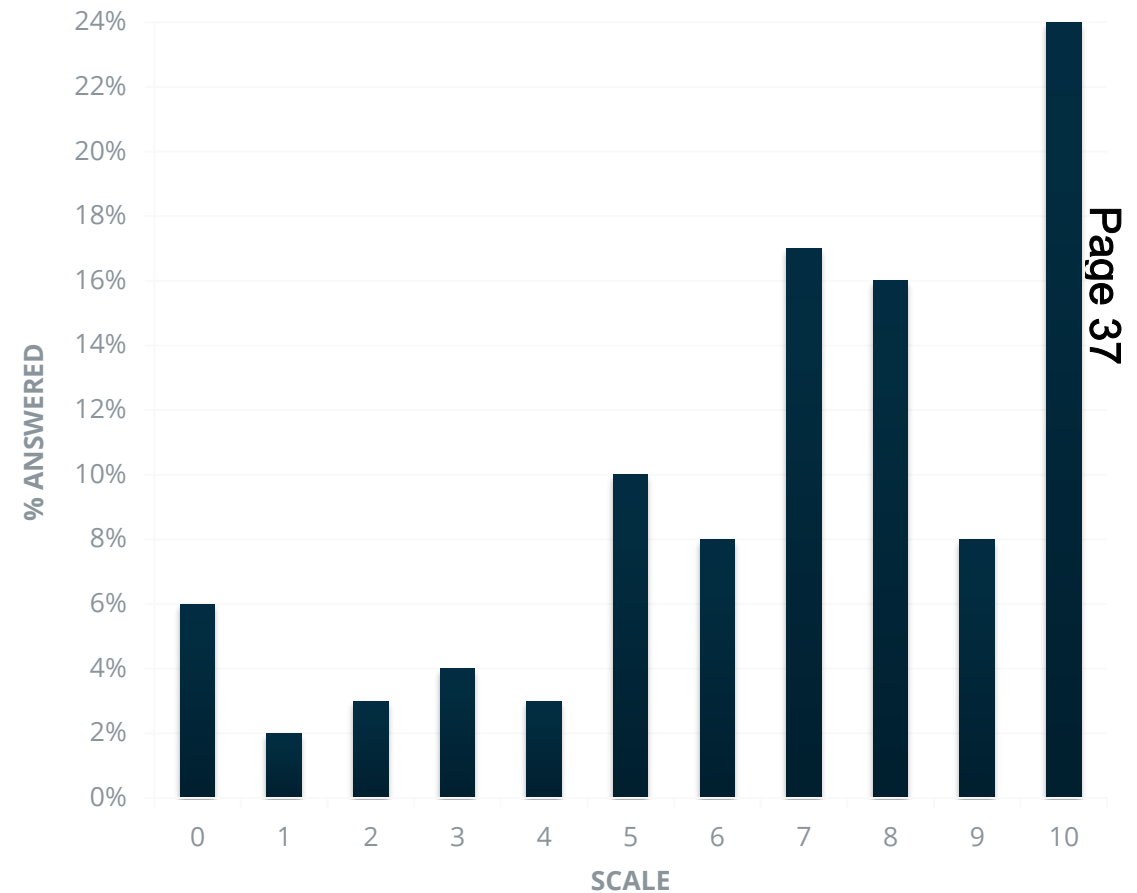
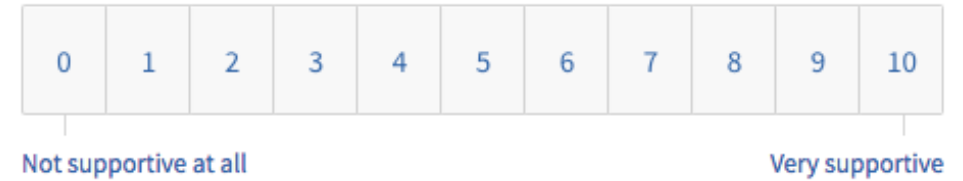


SECTION 2

PREVENTING CRIME

- 96% of respondents answered this question
- 24% of respondents would be supportive towards investing more money into this area
- Those that gave a score of 4 or less were relatively evenly split between 45-54, 55-64 and 65+ age ranges with the majority of respondents being from EX2
- Those that gave a higher score of 7 and higher were from TQ2 and TQ12

How supportive would you be if I invested more money from our policing budget into prevention work to fill gaps in local support services to stop crimes and antisocial behaviour occurring in the future?



SECTION 2

PREVENTING CRIME

- A common theme with the comments received here is that the respondents wanted to see more police officers out on the streets and be more visible within their community
- When assessing the above statements, there is no common area/postcode where this has come from, this appears to be across the board
- Similarly to Section 1, respondents didn't believe that this role should fall under the PCC and are concerned there is not enough budget to contribute towards this issue

Is there anything else you would like to say about preventing crime?

"Visible police presence on the streets, with officers having time to stop and talk to people. Officers long term in the community which they serve so people know and rely on them."

Male, 55-64, TR9

"You cannot beat police presence on the street. A visible policeman is to hand at the first sign of trouble."

Female, 45-54, PL3

"Higher visibility of Police and PCSOs in rural areas would be helpful."

(Not disclosed), 65+, EX18

"Budgets exist in other organisations to do this. Concentrate please on what the Police are supposed to provide. Seeing one on Patrol would be a good start"

Male, 65+, TQ2

"I really do not think your budget should be used to fill gaps in the services that are perhaps already poorly funded. Those systems are in place, but certainly interaction with these services would be valid."

Female, 45-54, PL22

"Prevention is important but local support services should be funded by the Government not from the Policing Budget. the OPCC could champion lobbying the Government / local councils to ensure more of there budgets are spent on essential services.

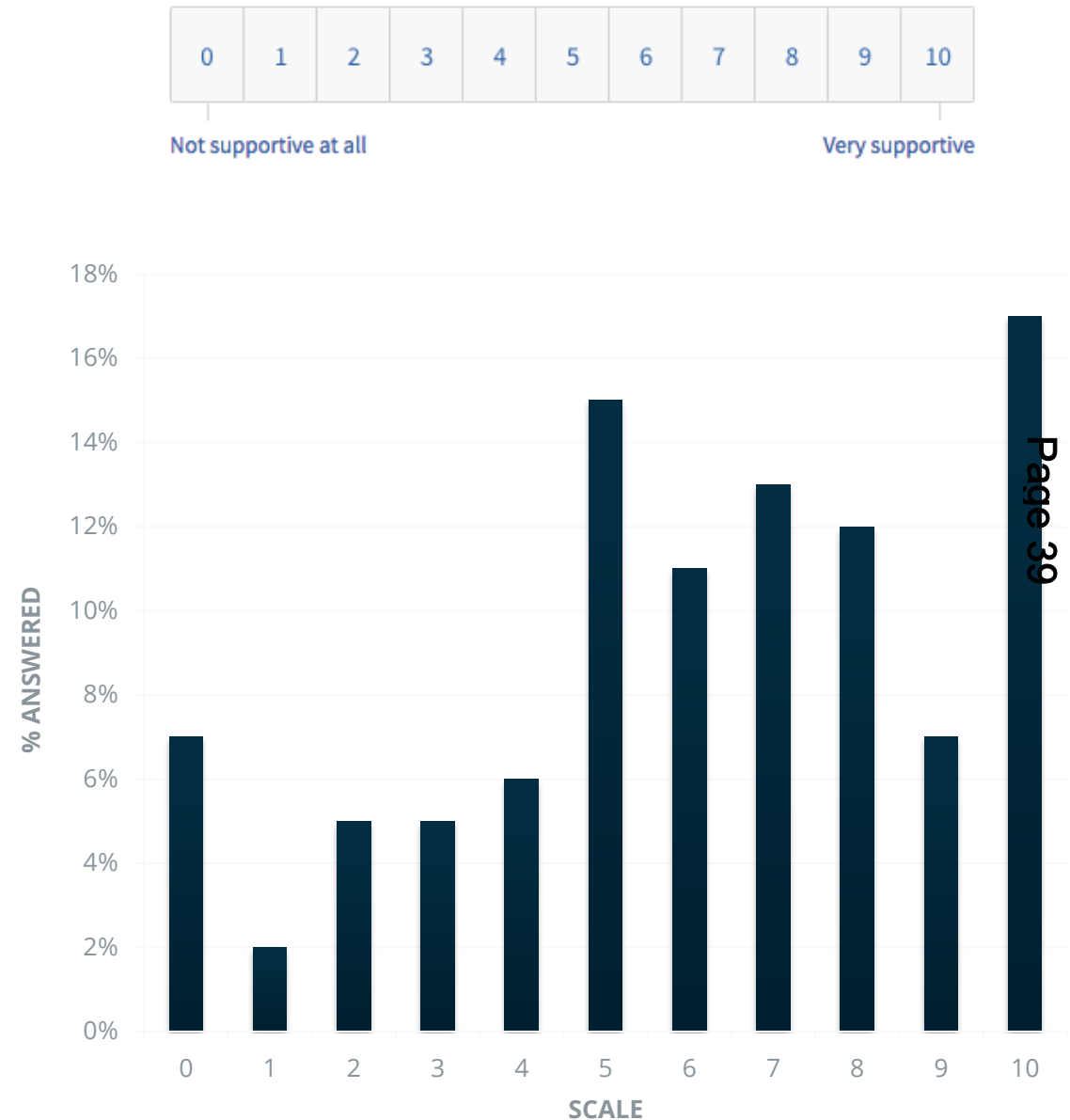
Female, 25-34, EX11

SECTION 3

ONLINE SAFETY & FRAUD

- 98% of respondents answered this question
- 20% of respondents would be supportive towards investing more money into online safety
- 16% of respondents scored a mid range 5, therefore didn't have a high preference either way
- Respondents aged from 55-64 mostly answered 5 for this answer, it is argued that potentially online safety may not be a priority for this age group
- In contradiction with the above point, 65+ age group were very supportive in this area answering 10.

How supportive would you be if I invested more of our policing money into improving online safety?



SECTION 3

ONLINE SAFETY & FRAUD

- 97% of respondents answered this question
- Options A, B and C received the majority of selections here with Option D closely behind. It is noted there is then a large drop for answers for E, F and G
- It was interesting to see that Option F was answered mostly by 65+ aged group, considering in the previous question, this group were the most enthusiastic about putting money towards this area
- The comments that were entered in Option G the 'Others' section followed a similar pattern. These respondents did not believe that online safety was a role for the police and suggest that this should be an individuals responsibility or parents and schools

What concerns you most around online safety? (Tick up to 3 answers)

A – Risk of financial fraud and being scammed

B - Loss of personal data for criminal reasons

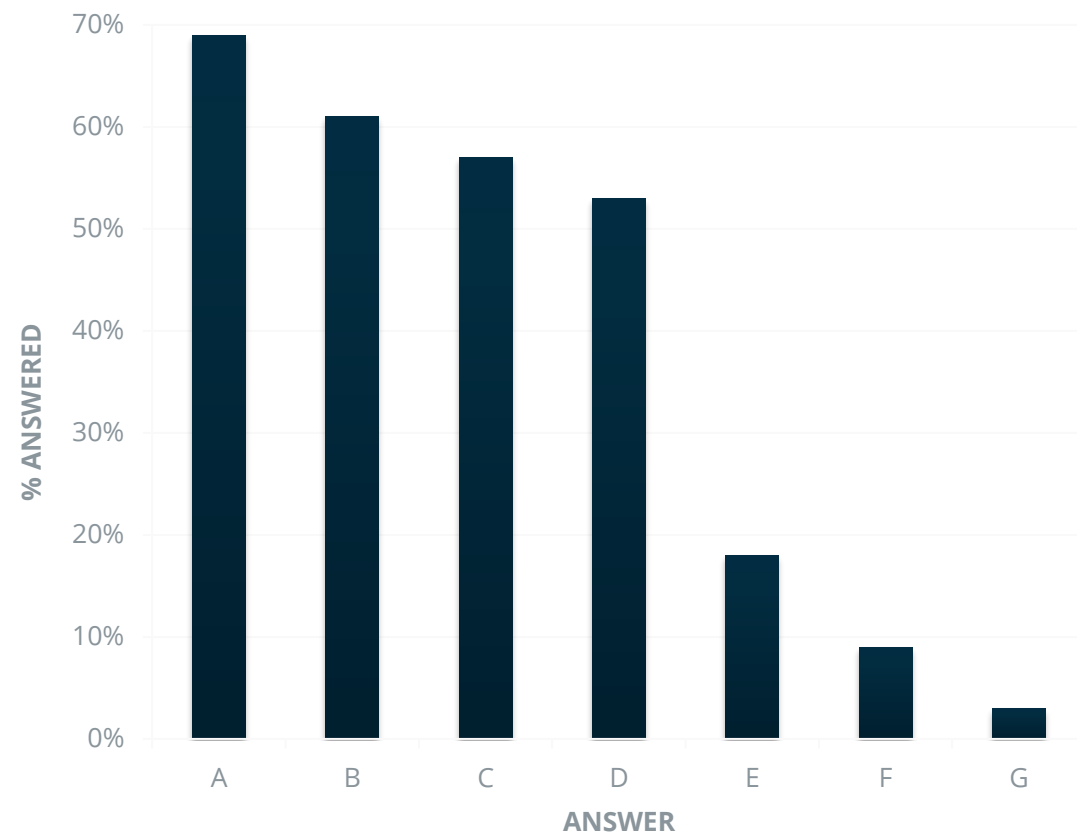
C – Sexual exploitation and explicit content

D – Bullying and harassment on social media

E - Lack of awareness of how to keep me and my family safe

F - Online safety does not concern me

G - Other



SECTION 3

ONLINE SAFETY & FRAUD

- The comments received on this question were much more centred around online bullying/harassment more so than any of the other areas ie: Fraud etc
- This question somewhat caused a split amongst respondents – a lot of respondents believe that online safety is not the role of the police and that this is down to the businesses themselves or the individual
- In comparison, other respondents wanted to see more action from the police in this area such as teaching in schools, educating parents or available helplines
- It is worth noting here that 62% of these comments are from 45-54, 55-64 and 65+ age groups. It is argued that these age groups may have never experience online bullying/harassment as much as a lower age group
- The comments received from 18-24 and 25-34 year olds are much more centred around education of young people and parents

Is there anything else you would like to say about online safety and fraud?

“I wanted to tick all of the boxes in this response on behalf of those who are vulnerable to them. Information on how to achieve online safety is very important.”

Male, 55-64, PL21

“See this as a national not a local policing issue. however, the police could work around schools with the Education authorities to advise on online safety and effects of online bullying.”

Male, 45-54, PL27

“Bullying and harassment on social media and the consequences of it take up too much policing time and energy with too many promises by politicians that Police can deal with every little incident. This is unrealistic and we should focus on the more serious crimes of grooming and be more realistic about what we can and can't deal with.”

Female, 45-54, PL27

“Everyone knows the risks. Its the responsibility of individuals to look after the safety of themselves and their families. DO NOT throw my money at this problem”

Male, 25-34, TR4

“I think cyber crime must be an issue as it will only get worse with ever increasing technology”

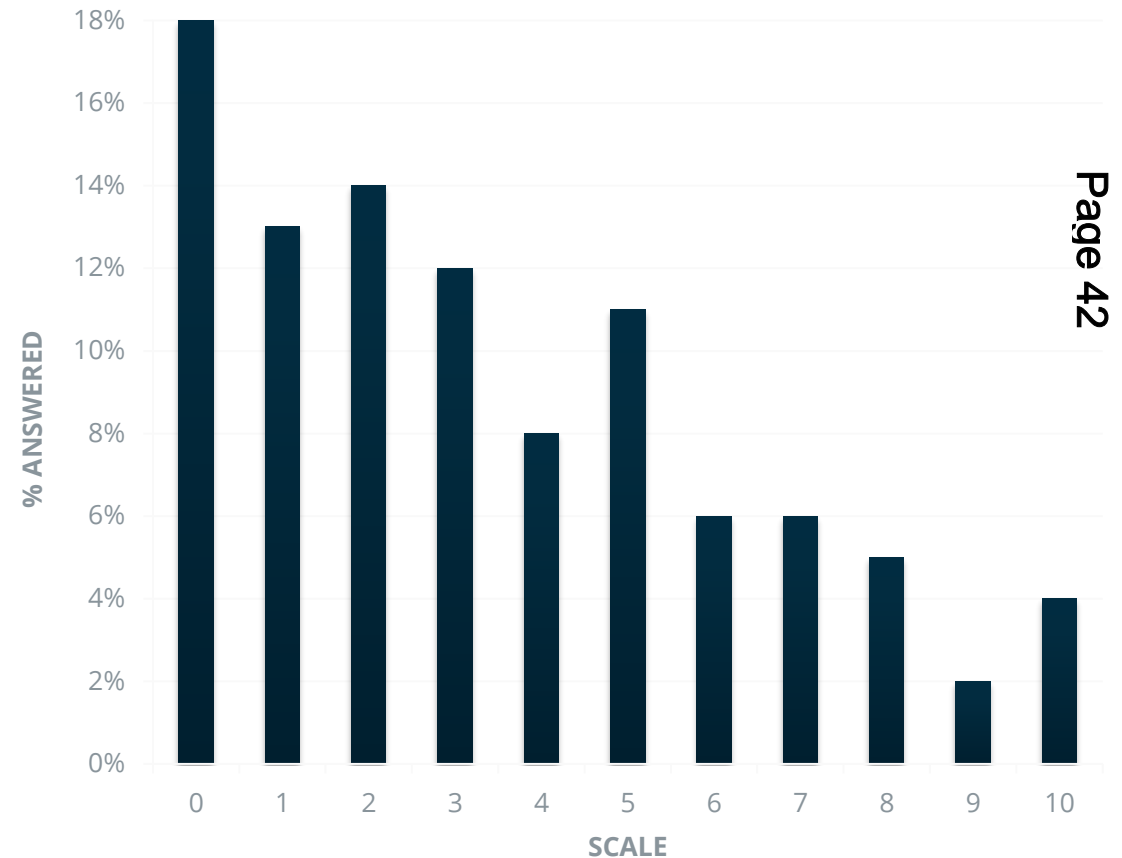
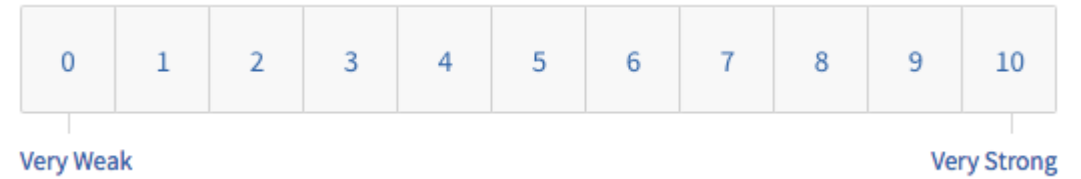
Female, 55-64, EX20

SECTION 4

LOCAL POLICING PRESENCE

- 96% of respondents answered this question
- The results from this question showed a lot of negativity towards the connection between the public and the police
- 0 on the scale received the most responses. The majority of these were from TQ12 followed by EX2 and TR11.
- The gender split that answered 0 to this question was fairly evenly split (56% male and 43% female)

What level of connection do you feel you have with the police in your local area?



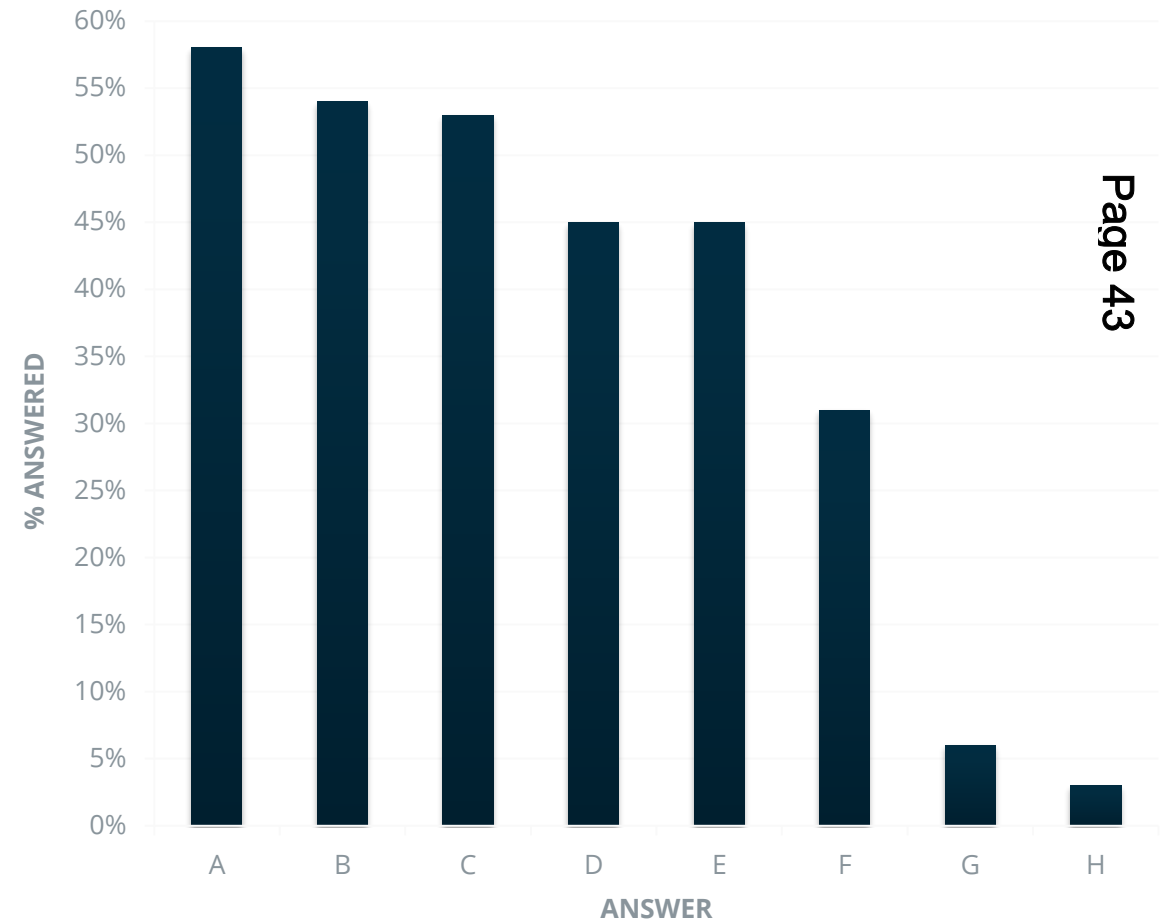
SECTION 4

LOCAL POLICING PRESENCE

- 98% of respondents answered this question
- Option A received the most selections at 58%
- Options B & C were very close behind at 54% and 53%
- The comments received when selecting 'Other' are centred around the public wanting to see more officers within their area (a mixture across several postcodes not one specific)

Why is a local connection with policing important to you?
(Tick up to 3 answers)

- A – More confidence they will be there quickly when I need them
- B – Think it will help deter crime
- C – Gives them better understanding of the local area
- D – Makes them more approachable
- E – Builds my trust in policing
- F – Easier for me to provide important information
- G – It isn't important to me
- H - Other



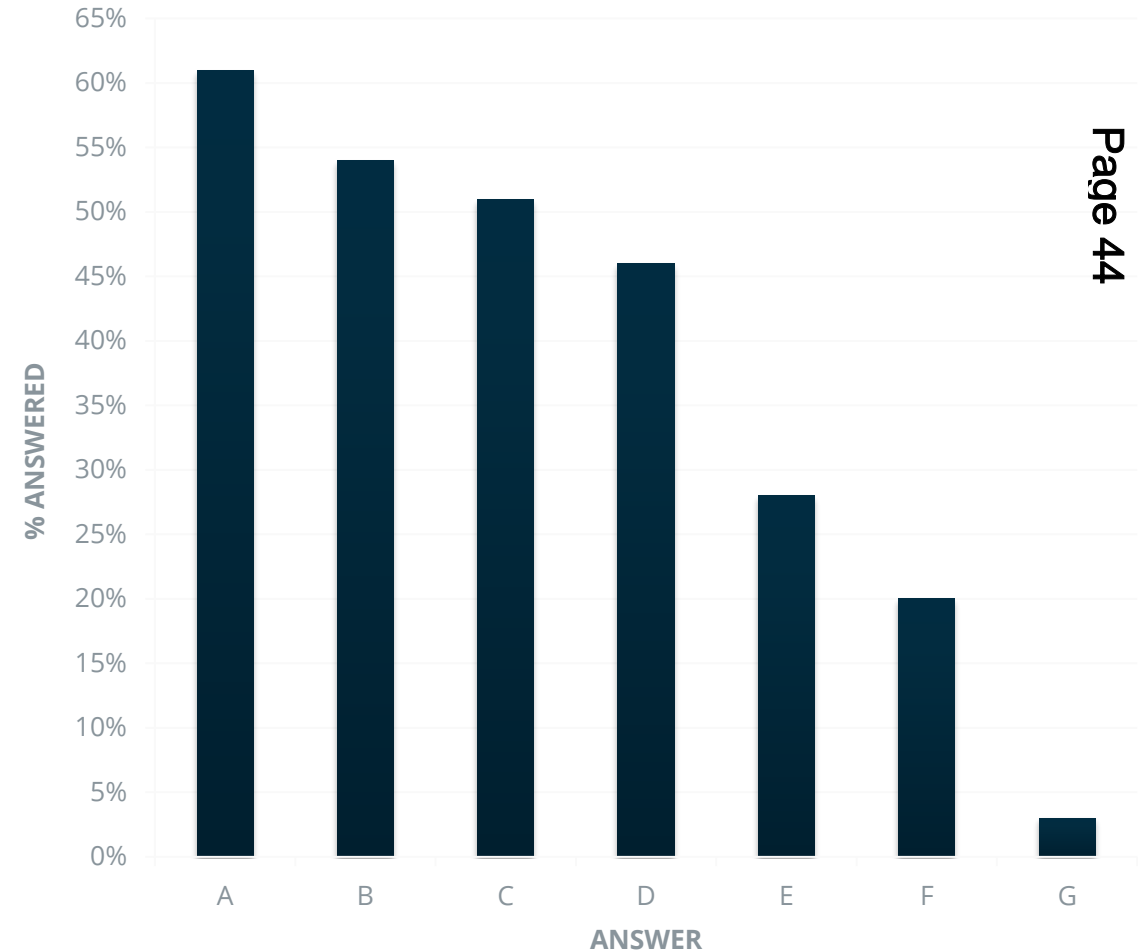
SECTION 4

LOCAL POLICING PRESENCE

- 97% of respondents answered this question
- Option A received the most selections at 61%
- The majority of respondents that selected Option A were from TQ2, EX2, TQ12 and EX4
- The majority of respondents that selection Option B were from TQ2, TQ12, EX2 and TQ1
- Those that suggested nothing more was needed, tend to be within the age range of 45-54

*What is the best way we could help to better connect people in your local community to the police?
(Tick up to 3 answers)*

- A – Make it easier to report crime
- B – Emergency response times
- C – Specify local contact points
- D – Physical Space (building or drop in centre)
- E – More information on local services
- F – More volunteering in police work
- G – Nothing more is needed



SECTION 4

LOCAL POLICING PRESENCE

- 96% of respondents answered this question
- We would expect to see such a high volume for 5 on the scale here, it is suggested that people do not have a preference either way here and want to see a good mix of both police presence and police response.
- However, it is then surprising that some respondents did choose better police response. Especially considering the comments as presented earlier in the document about seeing more police on the streets and in the communities
- Looking at those that answered 10 on the scale, the majority here is 65+ located in TQ2 and PL26

I often hear from people that they want to see more police locally, but I want to find out if a more visible police presence is what communities want or would they actually prefer the focus to be on the quality of the police response when it is really required. Please tell me what is more important to you.



SECTION 4

LOCAL POLICING PRESENCE

- In conjunction with other comments received throughout the survey, the public wish to see a greater police presence on the streets
- Respondents also suggested that the police could engage more with younger people and schools to educate them and make them feel safe
- Comments also suggested that they wanted the police to be more approachable to engage with the community more so than how they are currently

Is there anything else you would like to say about local policing presence?

"I admire all police officers and think we have the best force in the world. I believe prevention (presence) is better than response. I have no proof of that though.."

Male, 55-64, PL4

"I don't see a local police presence. Police used to patrol my area and but they are only seen if coming for a specific reason. Called upon etc. I wasn't even visited when reported attempted break ins. I was told police would patrol and visit me but never happened"

Male, 18-24, TQ12

"I feel that police need to engage far more with children and teenagers in a positive manor, so that it builds better relationships between the based on support and respect"

Female, 55-64, TR2

"I live in Truro and rarely see a police officer on the street. I fully believe their presence (although costly) can deter crime. It would make me feel a lot safer if they were more visible. Also, I do believe a police station is necessary in all major towns."

Female, 45-54, TR1

"I think it is important in communities that have a high presence of vulnerability to have a better known local police presence"

Female, 35-44, TQ5

"I think we need both but a local presence is needed especially in areas of high crime and among young people (who need to know and build respect for the police)."

Female, 55-64, EX16

"In reality both are important as each other! There is a severe lack of police on the streets at the moment and it is taking longer than required to respond as a result of this."

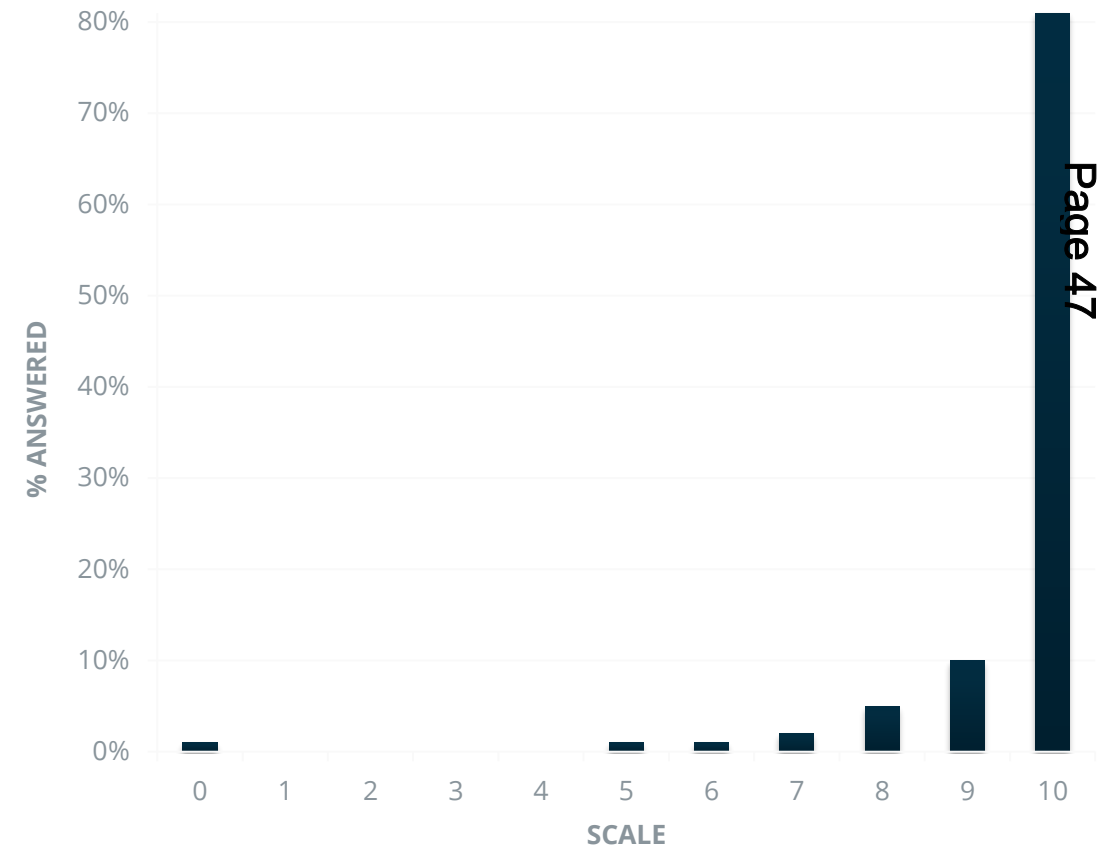
Male, 45-54, PL21

SECTION 5

CONTACTING THE POLICE

- As the results show, the majority of respondents selected 10 here - we would expect this type of question to receive this high of a volume
- Those that selected 0-8 were mostly within the age range of 45-54
- The area in which users were from which selected between 0-8 was EX16. It is potentially suggested that this area is relatively low crime for the public to not view this question as a high priority

How important is it that you are able to contact the police and get a quick response in a 999 emergency situation?

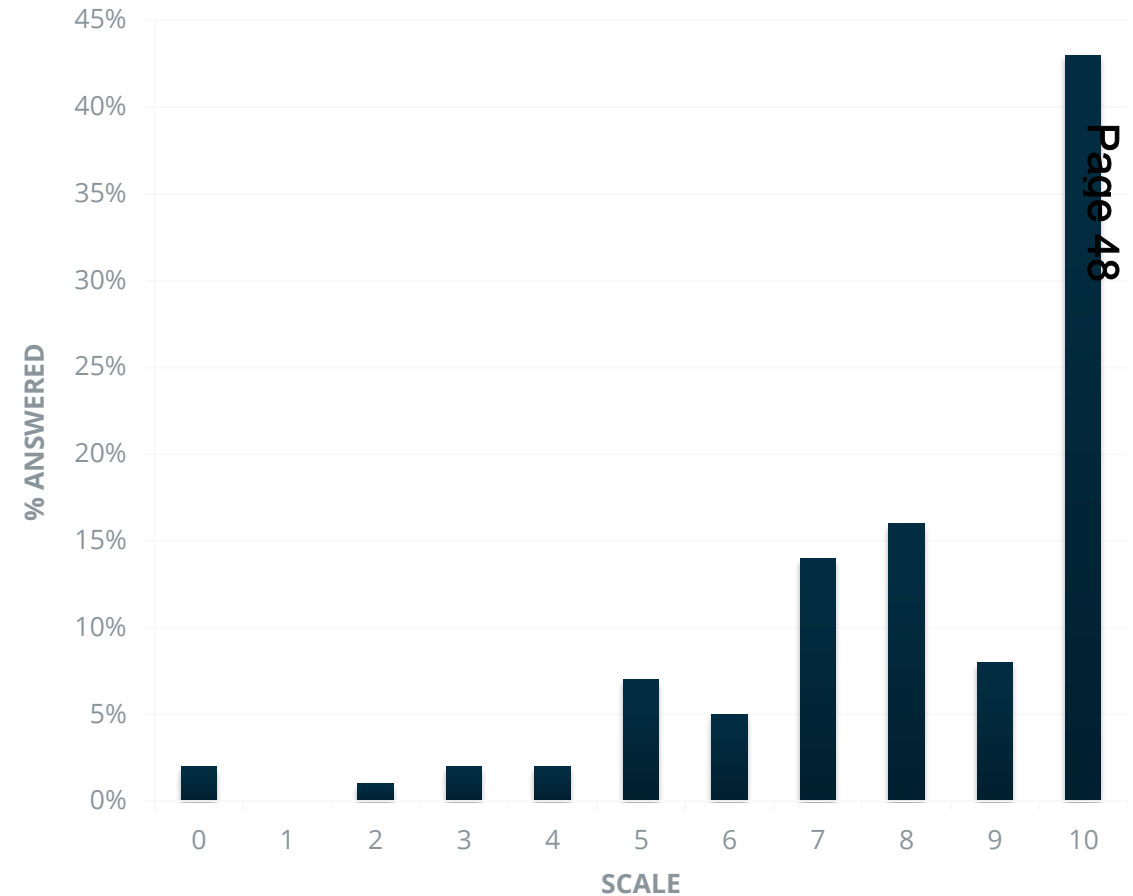
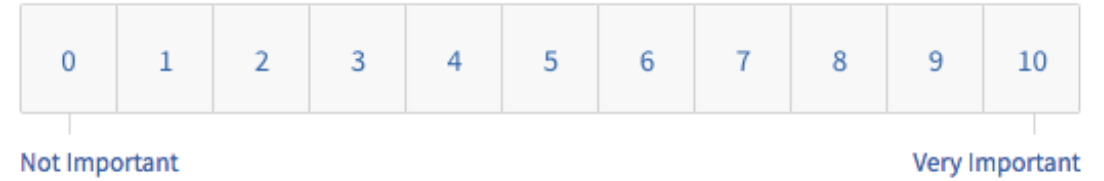


SECTION 5

CONTACTING THE POLICE

- Again, as per the previous slide we would expect to see this results for number 10 here
- However it is quite surprising that the public don't view this as *high* a priority in comparison to 999 calls
- Looking at the users selected 0-8 again, the majority age range here was 65+ (considerably higher than the previous slide)
- The main location of people that selected 0-8 was EX4.

How important is it that you are able to contact the police and get a quick response through services like 101 if the issue is not urgent (e.g. passing on intelligence, follow up information, report a crime that has already occurred)?



SECTION 5

CONTACTING THE POLICE

- The majority of comments that were received here is the dissatisfaction that the public have with the 101 number, this issue is consistent throughout all of the comments made such as people being constantly on hold/needing quicker response times
- Some respondents suggested using email or a face to face option for 101 crimes rather than the phone line

Is there anything else you would like to say about contacting the police?

"Lots of crimes go unreported or information doesn't get passed to the police because the public have a 'what's the point' attitude. This is due to poor service from the 101 non emergency line."

Female, 35-44, Scored 10 for 999 and 101 questions

"101 is failing at the moment. More funding is required to boost the public's confidence in the service."

Male, 55-64, Scored 10 for 999 question and 8 for 101 question

"A 101 text no and a 101 email address would add to the connectivity and reduce the number of those needing to phone. Having to wait so long to get an answer on 101 makes many people not even bother to report minor non urgent crimes/ activity."

Female, 55-64, Scored 10 for 999 question and 7 for 101 question

"An email or online chat system would greatly improve the 101 delay's."

Female, 65+, Scored 10 for 999 question and 7 for 101 question

"Correspondence with the police, in whatever form, should be answered as soon as possible. It is important that this takes place to ensure that public confidence is not eroded further."

Male, 65+ Scored 10 for 999 question and 8 for 101 question

"I have not had to use the 999 service but have tried to use the 101 service a few years ago but I gave up after 5 minutes of waiting for someone to answer my call! I found out the next day that the 101 service was only usable during the daytime and not in the early hours of the morning (3 am)!"

Male, 35-44, Scored 10 for 999 and 101 questions

"I find the 101 number inadequate, I have used it many times in my job and on some occasions have had to wait for over 30 minutes until my call is dealt with."

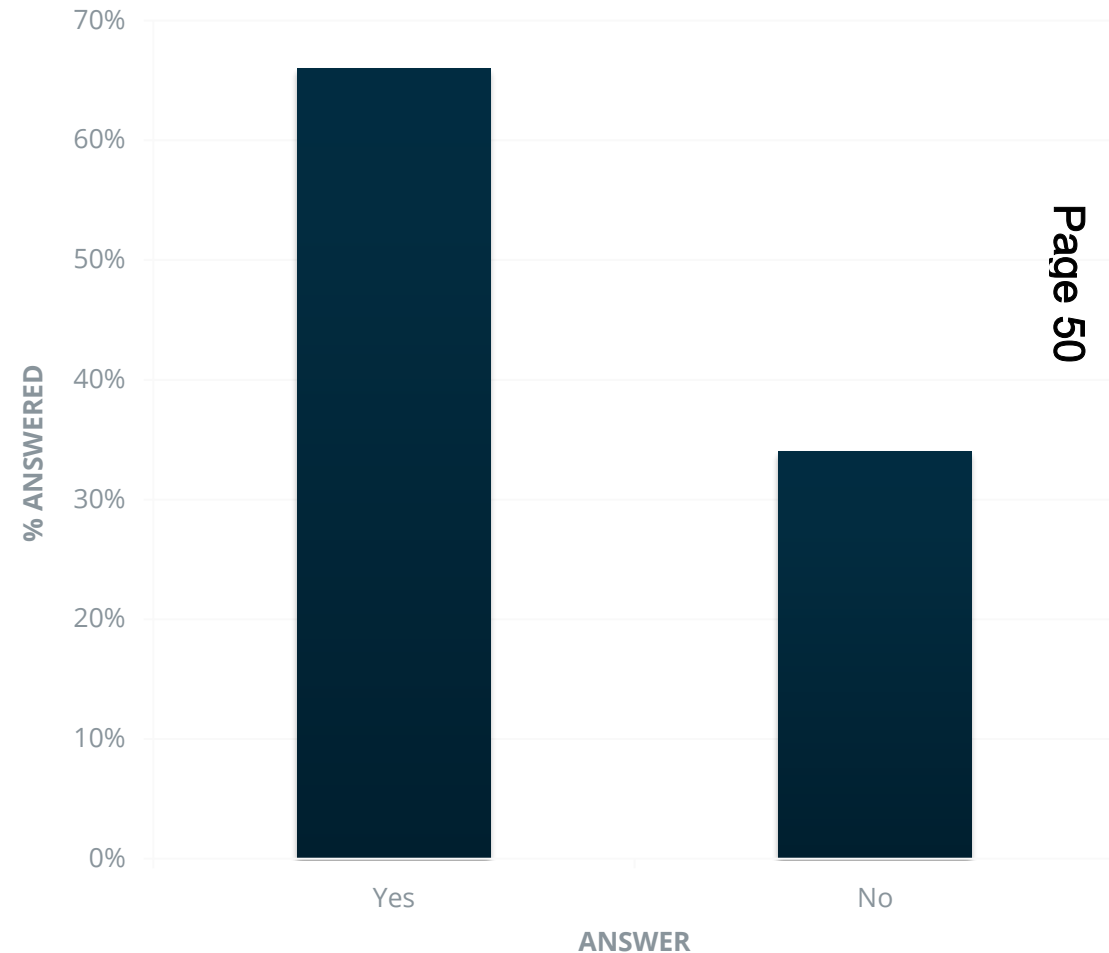
Female, 35-44, Scored 10 for 999 and 101 questions

SECTION 6

MEASURING OUR SUCCESS

- As shown, the majority of respondents were in agreement with judging success against these 3 factors
- When looking at those who replied No, the majority of these people were within the age range of 55-64
- The location of these people were mostly from TQ2 and TQ12

Do you think it is a good idea to judge success by looking at the three factors necessary for a crime – offender, victim and location?



SECTION 6

MEASURING OUR SUCCESS

- Many people suggested that the police do surveys amongst the public within the areas to gain feedback of how they feel the police have performed
- Also a common theme was to ask victims how they feel their crime was handled
- Whilst some people requested to see facts and figures, others suggested that more involvement within the community would help ie: talks within towns of progress updates rather than reports going online and on leaflets

Do you have any specific suggestions or ideas on how we can best track our progress in keeping people safe and getting the best out of the police?

Please comment in the text box

“Ask us regularly how safe we feel, how quick you respond and how often we interact with you.”

Female, 45-54, EX23

“Better communication with the public, a monthly report by email to the local parish/town council would be given then available to the public who may not have Internet. Also use the police website to publish these reports to the local community on things that are happening in their neighbourhood, it would not be helpful to just list crimes committed across the area as this could frighten older residents.”

Male, 65+, EX6

“Checking the views, experiences, and feelings of the public at regular intervals”

Female, Not disclosed, TR7

“Greater presence in communities where crimes may not have happened but is possible/likely”

Female, 65+, EX13

“I think too much emphasis is placed upon figures and statistics. these can be manipulated to suit the question. Im not interested in tracking progress in this way at all.”

Female, 55-54, EX2

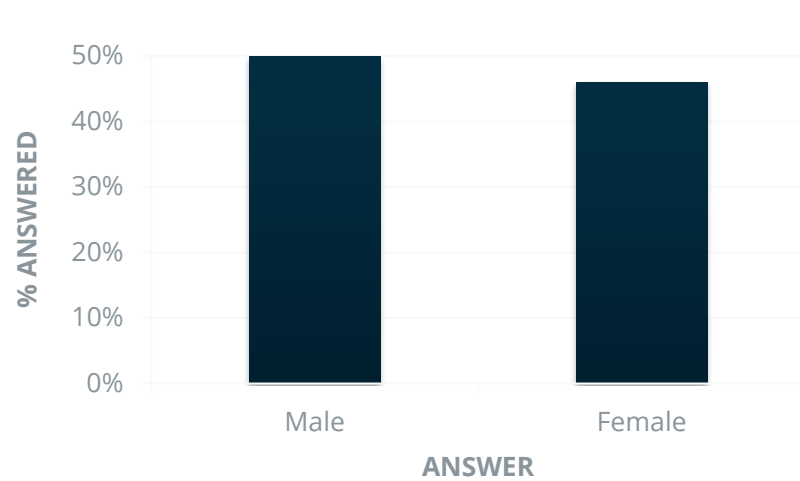
“Discussion with the community and Police public meeting what went well what didn't ideas from community reviews Police need more involvement with community and encourage support so we are all working together and have pride in our community and able to offer support”

Female, 55-64, EX7

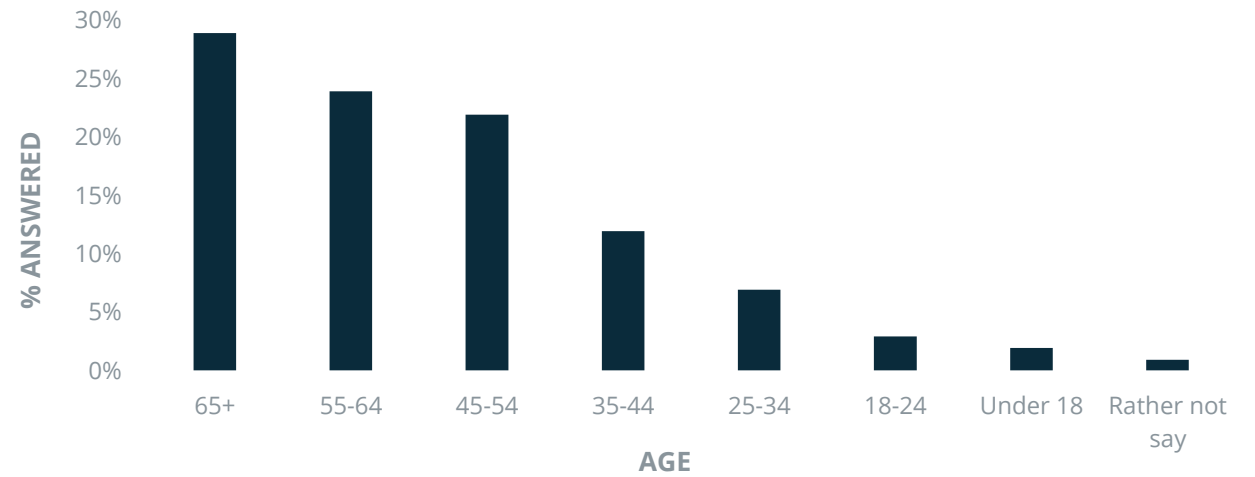
DEMOGRAPHICS

WHO ANSWERED THE SURVEY

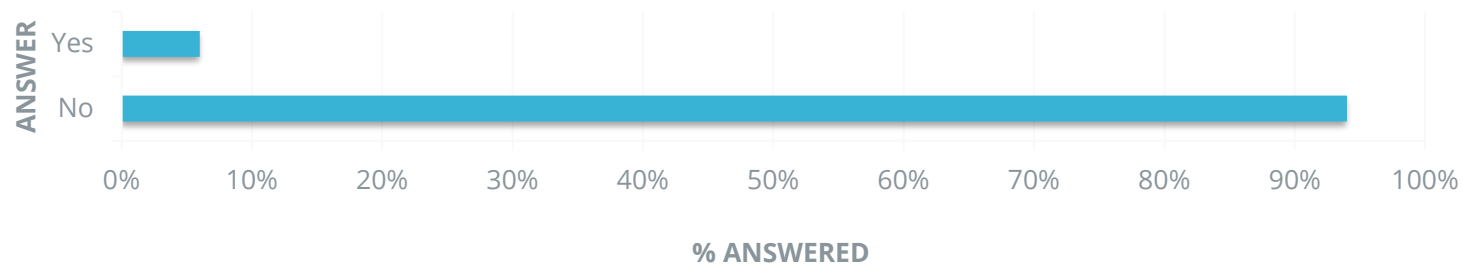
What is your gender?



What is your age?



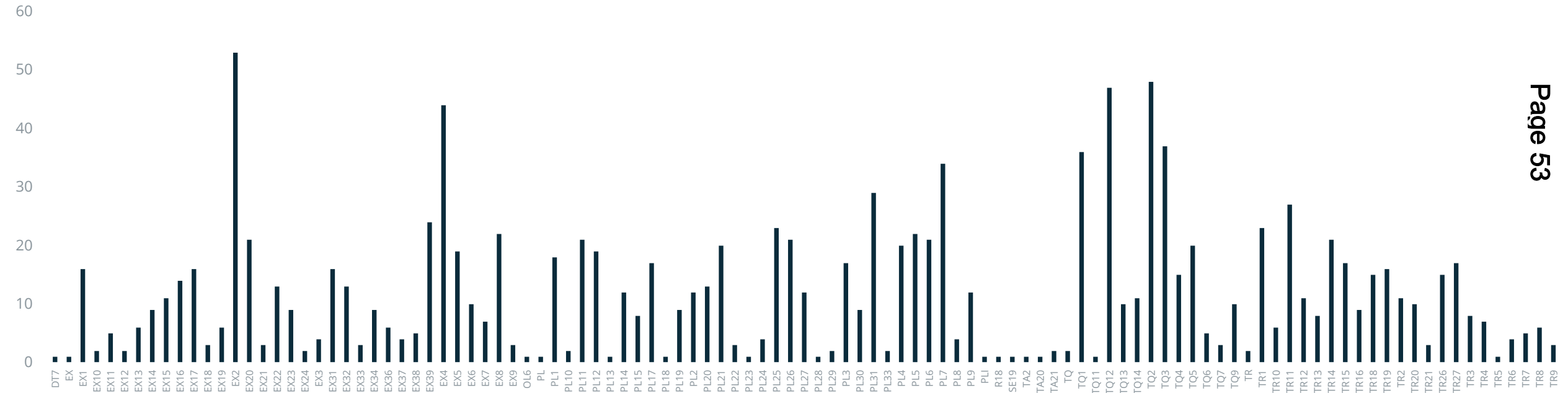
Are you a police officer or member of staff?



DEMOGRAPHICS

LOCATION

What is the first half of your postcode





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Appendix 3 – Consultation events

We attended a wide variety of events and venues during the consultation period included 5 street locations, 3 shopping centres, 9 organised events, 4 Tesco supermarkets and 3 markets.

The exact locations of these venues are as follows:

- 5 street locations (where no location was booked or reserved)
 - Bodmin
 - Newquay
 - Ivybridge
 - Torpoint
 - Tiverton
- 3 shopping centres
 - Guildhall (Exeter)
 - White River Place (St Austell)
 - Red Lion Yard (Okehampton)
- 9 pre organised events
 - Cornwall Blue Light Day
 - North Devon Sunrise Festival (Barnstaple)
 - Paignton Festival
 - Fire Open Day (Exeter)
 - Devon Blue Light Day (Exeter)
 - Paignton Regatta
 - Plymouth Pride
 - Cornwall Pride (Truro)
 - Totnes Pride
- 4 supermarkets
 - Redruth
 - Plymouth
 - Honiton
 - Axminster
- 3 markets
 - Tavistock
 - Holsworthy
 - South Molton

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Police and Crime Panel Meeting

7 October 2016

Report of the Police and Crime Commissioner

POLICE AND CRIME COMMISSIONER'S UPDATE ON CITIZENS IN POLICING

1. Introduction

The Citizens in Policing Strategy was presented to the Police & Crime Panel in April 2016. In summary it set out three separate strands of activity. These sought to deliver a broader range of opportunities and improve support to Special Constables, to ready the wider Police Volunteer family for the opportunities that will emerge from a wider distribution of powers and to improve the effectiveness of engagement with the existing volunteering network in Devon & Cornwall.

The Police and Crime Panel gave their broad support to the Strategy and expressed a desire to receive periodic updates on the progress of this important area of work.

2. Activity

A strategic meeting structure has been implemented and the first meeting identified key individuals to lead on each of the above strands.

An internal recruitment process was run, however that process failed to identify a suitable candidate for the Senior Coordinator post. Given the importance of the post to the successful implementation of the strategy the decision was made not to compromise and to run a second, external, process. This has successfully recruited a Senior Coordinator who started in post on 12 September.

It is anticipated that with the appointment and commencement of the senior coordinator the project will begin to pick up pace. The initial focus will be on ensuring that the appropriate infrastructure is in place to support the planned development. This includes the appointment of local Citizens in Policing leads in Cornwall, Plymouth and Devon, additional staff in Recruitment, Vetting and Learning and Development. The actions in the Strategy are being prioritised and the senior coordinator has been meeting with key stakeholders in order to start making progress.

3. Future Updates

It is proposed that a future update report is presented to the Police and Crime Panel at the start of 2017.

Contact for further information

Andrew White

Chief Executive, Office of the Police and Crime Commissioner for Devon and Cornwall
chiefexecutivesupport@devonandcornwall.pnn.police.uk

Report prepared 25 September 2016

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Police and Crime Panel Meeting 7 October 2016

Update Report on Victim Care Services

This report provides an update on victim care services in Devon and Cornwall, in particular on progress in evaluating the new arrangements which came into effect on 1st April 2015.

1. Background and Update

In April 2015 Police and Crime Commissioners across England and Wales took on direct responsibility for the provision of the majority of victims care services within their area¹.

In Devon and Cornwall a comprehensive victim needs analysis was carried out to build a clear understanding of the needs of victims within the area. Detailed engagement and a landscape review was carried out to understand the existing victim care landscape, in particular the range of services already providing help to victims of crime within the area. Ultimately the previous Police and Crime Commissioner, Tony Hogg, took a decision to move beyond traditional approaches to the commissioning of support for victims of crime and to develop a new approach, working with partner agencies, community groups and the third sector to provide choice and tailored support for victims, recognising that needs can vary significantly depending on the victim.

The new victim care arrangements in Devon and Cornwall went live on 1 April 2015. A new Victim Care Unit (VCU) was established within the force to make contact with all victims of crime and an innovative new Victim Care Network (VCN) was set up to provide victims with access to a broad network of organisations who could provide support to help people to cope and to recover from the impact of crime. Close to 70 service providers were recruited into the VCN.

The VCU is staffed by a team of 10 victim care officers and four specialist victim care advocates (VCA) that provide outreach intensive support for the most complex cases. The VCU team is supplemented by a seconded mental health senior practitioner from Devon Partnership Trust who can provide enhanced support for victims who have existing mental health issues and can also undertake assessments for those who may have an emerging mental health issues related to the impact of crime.

The VCU staff are fully trained in guidance skills and review all the victim needs assessment's (VNAS) completed by the attending police officer or staff in the contact

¹ A small number of victim care services, including homicide support services, continued to be provided on a national basis.

management and control unit (CMCU). VCU staff will make contact with victims of crime and can, with the consent of the victim, refer them securely to an appropriate provider within the VCN.

The VCN brings together a range of local organisations that can cover a range of specialist crime areas and protected characteristics. Their profile in the community means that victims can have other needs met that impact on their ability to cope and recover. Regular networking days are held for members of the VCN which provide an opportunity to share information between agencies and develop multi-agency approaches to victim care

As part of the reforms a new public facing website (my VCU)² was launched for use by all victims and those supporting them. Victims can search the site by need, crime type, group type or geography to identify possible providers.

Support is also available for victims who do not wish to report a crime or engage with the criminal justice system. In such instances victims are able to access support from network providers who act as gateways for non reported crime. In addition Victim Support have been contracted to provide an independent help line to help victims of non-reported crime – and can refer them to specialist network members for assistance.

Volunteering in victim care services

As a result of an identified gap in victim care for those who have been the victim of fraud a number of specialist fraud volunteers have been recruited to work alongside the specialist fraud victim care advocate based in the VCU. The recruitment process resulted in 22 volunteers being selected for further training in January to March 2016, including a number of volunteers with specific skills and experience in dealing with fraud and cyber crime.

Volunteering remains a key part of the victim care services vision for Devon and Cornwall and the existing network of fraud volunteers have now extended their remit to undertake visits to victims of all crime.

2. Progress Update on Independent Evaluation of the new Devon and Cornwall Victim Care Arrangements

As part of the development of the new victim care arrangements, a commitment was made to carrying out an independent evaluation following implementation and Dr Jacki Tapley, from the Institute of Criminal Justice Studies at the University of Portsmouth was appointed to carry out the evaluation.

The evaluation process commenced in January 2016 and is due to report before the end of 2016. The evaluation process is close to completion and Dr Tapley has provided an interim summary of her key findings for the Police and Crime Panel's information at this stage.

The evaluation methodology is comprehensive and includes the following:

- Attendance/observation of two VCU Network Days
- Meetings with management team and attendance at VCU Performance Meeting.

² <http://www.victimcaredevonandcornwall.org.uk/>

- Visits to the VCU, including shadowing of VCU team members and attendance at VCU team meetings and VCU performance reviews
- Interviews with VCU Advocates, VCU officers and senior police officer
- Online Questionnaire of VCU Network organizations.
- Analysis of VCU Victim feedback survey and performance database.
- Focus groups with Devon and Cornwall Police Officers
- Focus groups with victims.

Preliminary feedback from University of Plymouth of the findings of the evaluation

Dr Jacqui Tapley, Institute of Criminal Justice Studies

Preliminary findings indicate that the work of the VCU provides a valuable and timely service for victims of crime in Devon and Cornwall. It enables victims of crime to be contacted within two days of reporting an offence and offered timely advice and support. In particular, it acts as a triage service to enable resources to be targeted more efficiently. Not all victims will want or need a referral to a specific support service, but a telephone call from the VCU asking how they are and whether they would like advice or support is welcome by the majority. It also provides them with an assurance that support services are available and that they can still access them at a later date should they require it. For some victims, just a chat with a VCU officer can provide sufficient information and assurance, whilst for others it provides a clear and timely pathway to access the most appropriate support service.

The VCU performs a crucial role for the police by undertaking some of the police responsibilities outlined in the Victims Code of Practice (Ministry of Justice, 2013). These include an assessment of the victims' needs to help identify what support the victim may require; and a victim's entitlement to have their details passed to a support agency within two days of the crime being reported. Preliminary findings indicate that further work needs to be undertaken to raise police officers' awareness of the VCU and the role that the VCU plays. This would help to further improve the quality of the initial Victims Needs Assessment undertaken by responding police officers and the information relied upon by the VCU when contacting victims.

A preliminary analysis of the VCU Network Online Questionnaire demonstrates an overwhelming support for belonging to the MyVCU Network. The responses received have highlighted the following benefits:

- *The VCU provides a valuable service for victims across the region, a seamless referral pathway to ensure clients' needs are met.*
- *Belonging to the Network enables greater up-to-date knowledge of existing services and increases awareness of the services available.*
- *Membership provides an opportunity to network with other agencies and to share knowledge, understanding, experience and best practice.*

It is not yet clear what impact membership has had on referral numbers to the support agencies. Some organisations have indicated an increase, whilst others state no impact, or that referrals have actually decreased. Further analysis of the referral process is

required. However, of significant importance, is that some agencies are seeing a small shift in the profiles of victims they are supporting, indicating that referrals from the VCU has enabled harder to reach groups to access support services. This has included male victims, victims of domestic and sexual abuse, and has also revealed higher rates of victimisation amongst people with physical and learning disabilities.

The majority of VCN organisations also indicated the benefits of attending the Networking Days, which help to facilitate partnership working, peer support and the sharing of values and commitment. One respondent highlighted how uplifting the Networking Days were, as it was good to see how much good work was being done. This demonstrates the important role of peer support and partnership working, particularly at a time when increasing competition for funding during the last decade has had a negative effect upon partnership working, due to agencies having to compete against each other for funding. The exchange of information, the topics covered by speakers and the updates on the VCU, the My VCU website and database training were all found to be very useful.

The next stage of the research will focus on gaining the views of other stakeholders of the VCU, including the police, but most importantly, through analysis of the VCU's own Victim Feedback Survey as well as through focus groups.

The final report, which will be completed by the end of 2016, will identify the strengths of the VCU, the areas for further improvement and provide broader recommendations for improving the services provided victims of crime across Devon and Cornwall.

3. Next steps

It is proposed that a further update is provided to the Police in Crime Panel in early 2017 following receipt of the Evaluation Report. The draft Police and Crime Plan report submitted to the Police and Crime Panel for consideration confirms the Commissioner's intention to support and enhance the current approach to victim care and to take forward the findings of the Evaluation Report.

Contact for further information

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Chief Executive

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**Police and Crime Panel Meeting
7 October 2016
Report of the Police and Crime Commissioner**

**OFFICE OF THE POLICE AND CRIME COMMISSIONER'S PERFORMANCE
REPORT**

1. Introduction

In response to the feedback from the Police & Crime Panel at the last meeting this Performance Report presents an update on a limited set of the performance measures set out in the previous Police and Crime Plan 2015/16.

It is focused on the data in relation to the priority "To make our area a safer place to live work and visit – reducing the likelihood that people will become victims of crime".

As previously it includes the baseline data against each headline measure, plus attainment data unless otherwise stated for the 12 months to end of February 2016. This is followed by a narrative description of the presented data including additional explanatory material. Finally the report sets out the OPCC's judgement on police performance against each measure – using a red/amber/green grading to illustrate how strong or at risk the OPCC considers force performance to be against each measure.

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

The OPCC's assessment of performance to-date against the headline measures for the performance year ended 31st August 2016 is contained in Appendix 1.

The latest Crime Survey for England & Wales indicated that total reported crime had reduced by 4% in Devon and Cornwall against a national position of 9% increase over the 12 months to end of March 2016. **Devon & Cornwall are one of only two forces in England & Wales to have reported a reduction in crime in this period.**¹ The Force has the second lowest rate of recorded crime which is now 45 offences per 1000 population.

The latest reported public confidence data indicates that the public of Devon & Cornwall has the highest rate of confidence in the police nationally.

The main driver of performance improvement is the continuing good performance across the spectrum of acquisitive crime, particularly in relation to serious acquisitive crime (burglary and vehicle offences).

¹ City of London Police have also reported a reduction although they are not included in the ranking tables due to the outlying nature of their data.

- Devon and Cornwall is ranked the 2nd lowest for both domestic burglary and vehicle crime.
- Overall the Force continues to have the 2nd lowest rate of theft nationally.
- Reductions in all other theft offences (13%), public order offences (7%), shoplifting (12%), and criminal damage (6%) have also contributed to the good performance.

There have been increases in violence against the person (10%) in Devon & Cornwall but these are considerably less than the rate of increase for England and Wales (20%)

- Violence with injury has increased by 8% in Devon and Cornwall compared with a national increase of 15%.
- A re-focus regarding the recording of offences under the Dangerous Dog Act (1991) has contributed to increases in violence with injury offences.
- Offending rates in both categories of violent crime remain below the national average in Devon and Cornwall. Appendix 1 attached indicates that although there have been increases in both violence with and without injury over the last 12 months, much of the increase is explained. In addition to the changes to the violence with injury category above, increases in violence without injury are accounted for by inclusion of online harassment offences.

For sexual offences, the number of recorded offences in Devon & Cornwall continue to increase (7%) although the rate of increase is less than that seen nationally (21%). For this crime type we are around the national average.

The two key performance challenges remain increasing the involvement of the public in the policing mission and improvements to the 101 Service. An update on the Citizens in Policing Strategy is provided under a separate item on this agenda.

3. 101 Performance

The Panel will recall that the previous Police and Crime Commissioner challenged the Chief Constable to deliver significant improvement in the length of time that the public wait to get through to someone who can help in relation to non-emergency issues. The Chief Constable was set three specific objectives:

1. A sustainable and long term improvement in the service offering for non-urgent calls to the police to be delivered within a year.
2. A short-term uplift in performance and evidence of enabling activity to support delivery of the first objective within six months.
3. A specific reduction in the proportion of callers waiting for more than ten minutes in response to the additional resources made available by the Commissioner.

a. Activity

In response the Chief Constable implemented a Gold Group to address the issue with the same focus and commitment that is applied to any potential major incident. The Gold Group developed an action plan to deliver against the three objectives set out above. The key areas of activity described in the action plan were:

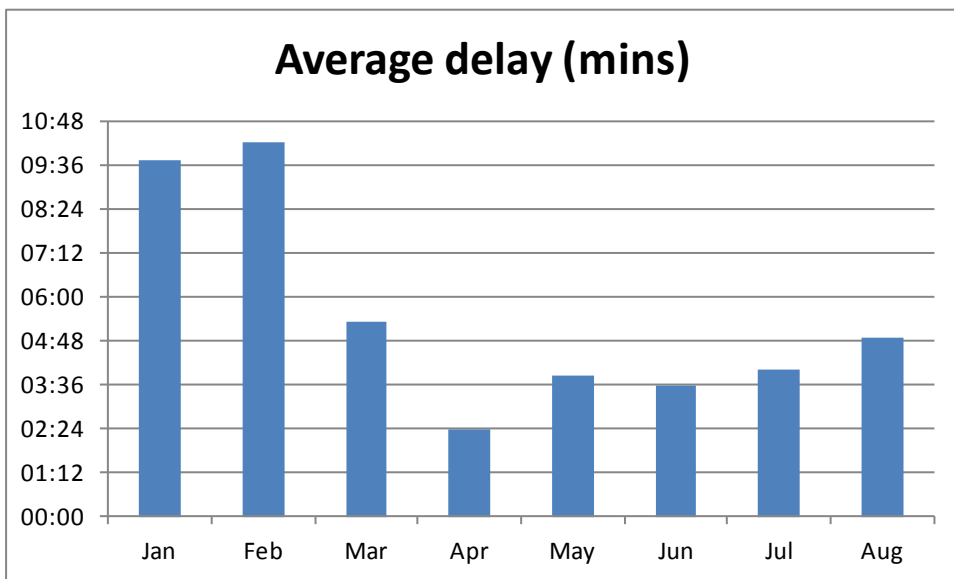
- Ensuring that appropriate performance management data is available to enable the Call Centre and the Commissioner to track performance. This includes the early introduction of call management and resourcing software

that will facilitate live-time resource management decisions within the Call Centre.

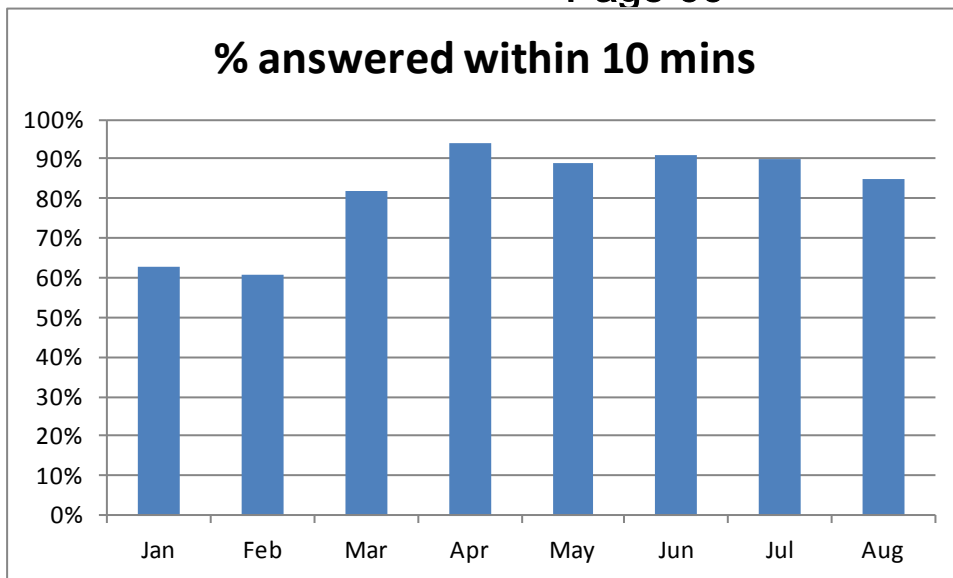
- Reducing the volume of calls into the Call Centre through the promotion of direct dial options for high volume business areas (Custody for example), supporting the use of different contact channel (e-mail and web-report) and the introduction of technology to support greater self service call direction.
- Reducing the duration of calls by strengthening the support provided by specialist officers in the Call Centre to deal with complex calls, shifting background research functions away from the Call Centre, moving internal crime recording processes out of the Call Centre and addressing ICT barriers.
- The implementation of a new telephony system to support additional functionality.
- Addressing staffing issues

b. Performance

The action plan began to deliver improvements in average waiting times in March 2016. The average answer delay for non-urgent 101 calls was over 8 minutes in the six months to end of February 2016. In the six months to end of August 2016 this improved to 4 minutes. During the three months between March and June average answer times were below four minutes, rising to between four and five minutes in the peak summer season, July and August.



Similar improvements have been observed in the percentage of callers waiting for longer than 10 minutes.



c. Future development

Ensuring that the police continue to deliver an acceptable level of performance to callers to the 101 service remains an imperative in the draft Police & Crime Plan. The Commissioner will continue to monitor performance in this area and ensure that standards are maintained.

Further system developments are underway. These will focus initially on the introduction of more effective workforce management systems that will allow resource to be better matched to demand, the introduction of webchat to divert further demand from the call centre and the introduction of IVR².

4. Future performance reporting

A new suite of performance measures are being developed to compliment the new Police and Crime Plan. Once agreed these will be reported to the Police and Crime Panel using the existing format. It is likely that the performance management framework will shift towards using more qualitative data with a stronger emphasis on the views of the public.

Contact for further information

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Report prepared 25 September 2016

² **Interactive Voice Response (IVR)** is an automated telephony system that interacts with callers, gathers information and routes calls to the appropriate recipient



**Police and Crime Panel Meeting
7 October 2016
Report of the Police and Crime Commissioner**

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

Since taking up office on 12th May 2016 the Commissioner has been working intensely with the OPCC Team, the Chief Constable and wider partners to develop my Police and Crime Plan 2016-2020 which will set out her priorities and focus for the term of office. A significant programme of consultation has taken place over the summer and a separate report to the Panel at this meeting sets out the Commissioner's planned revisions to the Police and Crime Plan as a result of that consultation process.

Alongside this important work, other activity continues. The Commissioner has continued to meet with a wide range of stakeholders and partners (with more planned over the coming months) and has held a number of public events to talk to the people of Devon and Cornwall about policing issues and seek their views.

This report draws your attention to a number of matters. The Commissioner would be happy to expand upon any of the issues covered if helpful to Panel members.

1. Policy developments

Collaboration with Fire

The Commissioner intends to work closely with local fire services to enable greater efficiency and effectiveness across all blue light services. Scoping work to identify opportunities is well advanced –led by Devon and Cornwall Police. The Commissioner has already had a number of positive discussions with fire colleagues across the peninsula and will be working closely with them through the South West Emergency Services Forum to drive progress over the next few months. The Commissioner is seeking deep operational integration with both local fire and rescue services and will consider all integration proposals that will help to keep our communities safe and to promote efficiency in policing services.

Victims Care Services

The Commissioner has recently approved a new 12 month pilot, with Young Devon, Young People Cornwall and Kooth to deliver enhanced victim care services for young victims of crime. The intention of the pilot, which will run from October 2016, is to test whether a specialist service for young victims of crime is the best approach for meeting their needs and helping young people to access additional services. It will particularly

focus on providing easy access to wide-ranging practical and emotional support that builds on the learning so far from Young Devon on the need for low level mental health interventions for young victims of crime. The overarching aims are to:

- ensure that all young victims of crime (aged 11 – 25) are able to access timely, child and young person centred support in ways that works for them
- Provide a consistent service to young victims of crime across both Devon and Cornwall.
- establish partnerships across county borders with youth organisations that improve the quality of service provision to victims of crime
- enable quick access to low level mental health support and referral to more intensive support if required
- Develop specific resources relevant for young victims of crime for use both on online and through existing participation work that will raise awareness of crime, support networks and prevention.
- Increase the knowledge and understanding of young victims of crime (especially through outcome measures that capture the ‘victims’ voice’) both reported and none reported. This will be shared to inform the learning of both statutory agencies and other victim care network providers.

Child Sexual Abuse

The Ministry of Justice’s Victim Care Grant for 2016/17 included £139,000 to provide additional practical and emotional support for child sexual exploitation and child sexual abuse. On 24th May the OPCC launched a call for grant bids locally and we received 14 bids with a total value exceeding £555,000. Following an initial evaluation of applications, the OPCC consulted commissioning partners to seek their views and ensure there was no duplication of effort in commissioning similar services. Eight local organisations were awarded new money through this process to help child victims of sexual abuse and exploitation – with a decision made to focus on applications which will help to reduce waiting times for trauma counselling and support services. The awards have been made to:

- Children’s Society
- Devon Rape Crisis
- North Devon Against Domestic Abuse
- Tor Support
- Victim Support
- Spiral Pathways (collaboration involving CLEAR, Women’s Rape and Sexual Abuse Centre, and Cornwall Rape and Sexual Abuse Centre)

Single Remand Court Pilot

Work to establish a Centralised Virtual Remand Court across Devon and Cornwall has continued and an extended 3 month pilot will go live in October 2016. The pilot has been developed by a multi-agency team, with the PCC as the Local Criminal Justice Board sponsor. The pilot is focused on delivering a single dedicated court sitting in a Magistrates Court in Devon and Cornwall hearing all remand hearings by video. This is part of our broader work to improve efficiency in the criminal justice system and access to justice. Defendants appearing by video will be held in police custody at a custody

centre and will appear via video-link at the daily designated remand court. The pilot will be fully evaluated before decisions on wider roll-out are made.

Police Estate

Following direction from the Commissioner upon taking up office May 2016, the OPCC has been engaged in discussions with a number of partners to ensure that the physical local policing presence is maintained or enhanced across the force area. The previous strategy of a significant reduction in locations has been placed on hold whilst a wider review is undertaken which will conclude before XXX. In the meantime, discussions have been taking place about the potential for co-location with partners in Looe, Ivybridge, Bideford and Launceston.

Local Policing in St Ives and Hayle

The Commissioner called a public meeting in St Ives on 1st September following a significant campaign from the residents of St Ives and Hayle opposing the removal of their long standing sergeant. The Deputy Chief Constable also attended the meeting. Following the public meeting and the receipt of the public petition organised by the campaign the Chief Constable agreed to provide an additional Police Constable for the locality (supported by a financial commitment from the Commissioner).

Police Funding Formula

The Police and Crime Panel will recall that significant work took place in 2015 on the Government's proposals for reforming the police funding formula. In September 2016 we have been informed by the new Policing Minister Brandon Lewis, MP that this work will recommence in the autumn with a view to issuing proposals for consultation in spring 2017. Significant engagement with Police and Crime Commissioner's at an early stage is planned by Home Office officials and initial discussions are already underway. The Commissioner made a clear promise in her election pledges to seek a fairer funding deal for Devon and Cornwall, in particular to reflect the impacts of reality and tourism and this is reflected in the proposed Police and Crime Plan which is set out in a separate report to this meeting. The Commissioner and the OPCC Team will be working closely over the coming months with other rural PCCs as well as MPs and local authorities to make the strongest case possible on police funding for Devon and Cornwall.

2. Legislative developments

Policing and Crime Bill

The Policing and Crime Bill has progressed to Committee Stage in the House of Lords which is expected to conclude in October 2016. Current expectations are that the Bill will receive Royal Assent by the end of the year, although this will be dependent on wider house business and on the scale of amendments made within the House of Lords.

The Bill includes a number of key policy developments, including fire collaboration, police complaints reform and volunteering and wider use of police powers. The Government has also announced its intention to introduce a series of amendments into

the House of Lords at Committee stage to implement commitments made in its Modern Crime Prevention Strategy earlier in 2016 on alcohol policy and licensing law.

These proposed amendments, which include reforms to the late night levy system as well as wider licensing law, will deliver into law some of the key reforms that PCCs have been pressing for nationally and is a clear recognition of the important contribution made by my predecessor and the OPCC Team who have driven the national alcohol agenda for PCCs over the past two years.

Investigatory Powers Bill

The Investigatory Powers Bill is now in Committee stage in the House of Lords, having completed its passage through the House of Commons. The Bill remains contentious in terms of civil liberties issues.

Online Safety Bill

This report previously provided an update on the Online Safety Bill. This Private Members Bill was introduced in the House of Lords in early 2016. It contained a number of provisions to promote online safety – including requiring information to be provided about online safety by internet service providers and mobile phone operators and to make provision for parents to be educated about online safety. This Private Members Bill was not progressed beyond Second Reading before the end of the 2015-2016 parliamentary session and is no longer under consideration by Parliament.

3. National Police Reform Programme

Work on the national programme of reform has been slower than expected but is expected to gather significant pace over the next few months with an interim report on specialist capabilities now due in October/November. This fundamental piece of work will shape policing structures nationally, locally and regionally is being led jointly by PCCs and Chief Constables through a newly established Police Reform and Transformation Board. The Board has been tasked with building a clear vision for policing services and will be supported in its work through the administration of a significant investment pot from the Home Office (the Police Transformation Fund).

An interim bidding round for the Police Transformation Fund was issued in July 2016 which closed at the start of September 2016. This bidding round relates to in-year spend with £21million available before the end of 2016/17 but PCCs were able to submit multi-year bids.

The Commissioner supported a number of bids, in line with the criteria for the fund, which relates to the transformation of policing services. This included two national bids: a modern slavery national resourcing bid and a bid to support the work of local resilience forums across the country. Five further bids were submitted – covering ICT investment, service re-design for command, control and public contact and the establishment of a new pilot scheme on better managing offenders at an early stage in the offending cycle. Decisions on the award of funds under the Police Transformation Fund are expected in October 2016.

4. HMIC Reports

There has been one HMIC Report issued since the last Police and Crime Panel meeting.

Devon and Cornwall – National Child Protection Inspection post-inspection review (July 2016)

As part of a rolling programme of child protection inspections of all police forces in England and Wales, HMIC published an initial report in July 2015, on the child protection work of Devon and Cornwall Police. This found that, despite a clear commitment to protecting children, there were areas of concern that meant children were not receiving the service they deserve.

HMIC carried out a post-inspection review in April 2016, and was pleased to find that the force has made some improvements in relation to how it recognises and responds to child sexual exploitation (CSE). It noted improvements in the force's referral and risk assessment processes and the implementation of a programme to provide additional vulnerability training to all frontline staff resulting in increased staff awareness of the link between those who regularly go missing from home and CSE.

However, inspectors were concerned to find unnecessary delays in some child protection investigations allocated to non-specialist teams. In some cases the risk of a child being sexually exploited was not always responded to quickly enough – some children were still being reported missing a considerable number of times before any meaningful intervention. Finally the force's arrangements for dealing with children in custody still requires improvement.

<http://www.justiceinspectorates.gov.uk/hmic/publications/devon-and-cornwall-national-child-protection-inspection-post-inspection-review/>

Contact for further information

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27 September 2016

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Devon and Cornwall

Police and Crime Commissioner

Annual Report 2015-2016

INDEX

Foreword from Police and Crime Commissioner	3
A. Delivery of Police and Crime Plan priorities 2015/2016	4
Priority 1 To make our area a safer place to live, work and visit – reducing the likelihood that people will become victims of crime	6
Priority 2 To reduce the crime and harm caused by the misuse of alcohol	13
Priority 3 To make every penny count in protecting policing for the long term.	15
Priority 4 To promote an effective Criminal justice system for our area, delivering a high quality service for victims, witnesses and society.	19
Priority 5 To deliver a high quality victim support service across our area.	23
Priority 6 To encourage and enable citizens and communities to play their part in tackling crime	26
B. Cross-cutting commitments	28
C. Police and crime commissioner’s commentary on HMIC reports issued in 2015/16	30
D. Public consultation and engagement	33
E. Additional responsibilities held by the Police and Crime Commissioner during 2015-2016	35
F. Finance and resources	36

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

As a newly elected Police and Crime Commissioner (PCC) I am privileged and honoured to represent the communities of Devon, Cornwall and the Isles of Scilly in this role and to present the Annual Report for 2015-16.

The report reflects on the last financial year and the work of my predecessor Tony Hogg and the Office of the Police and Crime Commissioner during that period.

I would like to take this opportunity to acknowledge Mr Hogg's service to the community and his achievement in pioneering the role of the Police and Crime Commissioner for Devon and Cornwall. I also wish to pay tribute to his work in setting up the Office of the Police and Crime Commissioner, which I now lead, as I take forward this important role of providing representation to residents and visitors on matters of policing and criminal justice across the peninsula.

The Devon and Cornwall policing area remains one of the safest places to live in England and Wales where overall crime continues to fall. The emphasis has been on ensuring that high standards are maintained whilst exploring new and innovative ways of continuing to deliver the best possible service in the future.

The communities of Devon, Cornwall and the Isles of Scilly should be in no doubt that the financial outlook for police funding remains a challenge but it is one which I am determined to take up on your behalf.

Thank you for taking the time to read this report. The next one produced will reflect my first year in office so please look out for it!

With kind regards,



Alison Hernandez

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

A. Delivery against the Police and Crime Plan priorities 2015-2016

The Police and Crime Commissioner (PCC) published his revised Police and Crime Plan (the Plan) in May 2015 following a period of consultation with the Chief Constable, partners, the public and the Police and Crime Panel (the Panel). The revised Plan contained a number of amendments to the previous plan to reflect the feedback received from consultations as well as new challenges and emerging issues. The PCC was supported in this role by the Office of Police and Crime Commissioner (OPCC).

The six priorities for 2015-16 were

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

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

PRIORITY 3. To make every penny count in protecting policing for the long term.

PRIORITY 4. To promote an effective Criminal justice system for our area, delivering a high quality service for victims, witnesses and society.

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

PRIORITY 6. To encourage and enable citizens and communities to play their part in tackling crime.

Review and scrutiny of the work of the PCC

The PCC reports regularly to the public and also to the Panel on the activities they are taking forward to deliver their priorities. The OPCC publish a wide range of information to enable people to hold the PCC to account, including quarterly highlight reports which are available on the OPCC website.

On a formal basis, the PCC and his staff appear before the Panel regularly. The Panel is required to scrutinise the actions and decisions of the PCC and make recommendations as necessary. The PCC is also required to present the Annual Reports to the Panel and appear before the Panel to answer questions.

In 2015-16 the PCC and the OPCC team attended hundreds of meetings, engagement events, talks and community shows in a range of settings throughout the year: answering the public's questions; providing information about policing and the work of the PCC; and looking into issues of concern raised by local people.

This Annual Report refers to reports published by Her Majesty's Inspectorate of Constabulary (HMIC) during the course of 2015-2016. HMIC do not inspect PCCs however PCCs are obliged to comment upon HMIC reports in relation to their own police force area.

Delivery mechanisms for the Police and Crime Plan

Delivery of the six priorities in the PCC's Plan were managed through strategic delivery boards which included representatives from the OPCC and the Devon and Cornwall Police as well as external members. This collaborative approach reflected the joint endeavour of the Plan. The Strategic Delivery Boards developed action plans to drive progress and were

tasked with reporting regularly to the PCC and the Chief Constable.

This annual report sets out progress against the Plan's six priorities and the wider activities of the OPCC, for example on communications and engagement. Clearly, in delivering such a wide-ranging and complex plan there were a number of activities that covered more than one of the priority areas.

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

The overriding objective was to keep crime levels low and to make Devon and Cornwall and the Isles of Scilly a safer place through effective crime and harm reduction strategies. To deliver against this priority we focussed on the areas identified in the Peninsula Strategic Assessment, alongside work with communities, businesses and partners to prevent lower level crimes and to stem emerging problems. The PCC committed to keep police officer numbers above 3,000 and to support neighbourhood policing.

Progress in delivering against Priority 1 was managed through the Performance and Accountability Board (PAB). Throughout the reporting period the PCC continued to support Community Safety Partnerships (CSPs) in their work, both financially and practically, and to work with Health and Wellbeing Boards (HWBs) across Devon, Cornwall and the Isles of Scilly on key shared objectives in areas such as mental health, substance misuse and sexual violence. The PCC carried out a review of the 101 service – in recognition of the high levels of public dissatisfaction with current service arrangements and has continued requiring the Force to make progress in this critical area.

Performance and Accountability Board

Achievements towards this priority were primarily tracked through the PAB. This board was the PCC's key mechanism for formally holding the Chief Constable to account. Each meeting was open to the public during which questions were put to the Chief Constable. The public meetings were also filmed and made available to view from via PCC TV on [YouTube](#).

The table below summarises the PCC's views on performance against the headline measured within Priority 1. These measures and associated reporting arrangements were discussed and agreed with the Panel during the course of the year.

Overall performance in Devon and Cornwall during 2015-16 was strong as total reported crime reduced by 5% compared to a national increase of 8%. Recently reported public confidence data indicated that the public of Devon and Cornwall had the highest rate of confidence in the police nationally. The Force had the third lowest rate of offending, during the reporting period, of 45 offences per 1000 population.

The main driver of reducing crime levels was the continuing good performance across the spectrum of acquisitive crime, particularly in relation to serious acquisitive crime (burglary and vehicle offences). Devon and Cornwall was ranked the second lowest for domestic burglary and ranked the third lowest for vehicle crime. Overall the Force continued to have the third lowest rate of theft nationally. There were increases in violence against the person in Devon and Cornwall but the rate of increase was considerably less than the rate of increase overall for England and Wales in this area.

The number of recorded sexual offences in Devon and Cornwall continued to increase although again the rate of increase in Devon and Cornwall was less than that seen nationally. For this crime type the Force was around the national average during the reporting period.

The two key performance challenges which remained during the year were increasing the involvement of the public in the policing mission and improving the 101 service. An update on the citizens in policing strategy is provided under a separate item on this agenda.

The 101 service review

The issue on which the OPCC received most public concern was undoubtedly the police non-emergency 101 telephone service. Concerns about waiting times were regularly brought to the PCC's attention by members of the public, local authorities and service providers. In response to these concerns, the PCC commissioned OPCC staff to work with the Force to review the 101 service and make recommendations. That review was published in December 2014 and identified

- That whilst calls were answered promptly at the switchboard, the average waiting time for this transfer was, on the whole unacceptable, with 20% of callers waiting for longer than 20 minutes.
- Fewer than 10% of calls were resolved at the first point of contact. Significant resource is devoted to the switchboard function which appeared to provide poor value for money.
- Shortcomings in some of the technology relied upon in the contact centre

Full report available from the OPCC website [here](#) .

A further review, 101, *One Year On*, was undertaken 12 months later to understand what, if any, improvements had been delivered. This identified that far from improving, the service standards had deteriorated further. [The report is available on the OPCC website.](#)

Following the second report, the PCC charged the Chief Constable to speed up work on 101 and deliver significant improvements in the service by the end of March 2016.

As a result, the 101 service began to deliver significant performance improvements in March 2016 with average call answer times for non-urgent 101 calls reduced from a peak of over 10 minutes in February 2016 to five minutes in March 2016. The percentage of calls answered within 10 minutes increased from 60% in January 2016 and February 2016 to more than 80% in March 2016. These improvements have continued to build into the new performance year. This was achieved through the realisation of changes initiated over a year ago as part of the response to the original 101 report as well as more recent interventions including:

- A significant recruitment programme to fill vacancies within the call centre;
- An increase in the effectiveness of call triage at the first point of contact;
- A focus on increasing the use of alternative channels of communication (e-mail for example);
- The transfer of a large part of the crime recording function from the call centre to other departments;
- Publication of direct dial contact numbers for frequently used departments on the website;
- A reduction in the amount of research undertaken by call handlers by handling calls;
- Reviews undertaken by Dorset Police and BT.

Finally a new resource management tool is to be introduced in the coming financial year that will allow resource requirement to be more closely matched to demand.

While good progress is now being made, performance remains fragile and further work is required to ensure that this performance standard can be sustained.









Commissioning

In 2015-16, the total partnership budget was £2.7m of which £1.7m was awarded in community safety grants to CSPs across Devon and Cornwall. This method of funding allowed the partnerships to support projects and schemes to meet local needs, as well as contributing to the delivery of the Plan. The majority of funding to CSPs was used for initiatives to assist the victims of domestic violence, to support drug and alcohol treatment programmes for offenders and work with young people in the community to divert them away from crime. A further £210,000 was given to the three Sexual Abuse Referral Centres (SARCs), to ensure victims of serious sexual assaults have appropriate forensic examination and care services to help recovery from the impact of the crime.

Additional grants totalling £524,000 were made to Youth Offending Team Management Boards to contribute to work with young people committing crime within local communities, to rehabilitate them and to support restorative scheme which acknowledge the harm caused to victims.

Contributions were made to the costs of the children's and adults safeguarding boards across Devon and Cornwall as part of the multi agency oversight of the effectiveness of local safeguarding arrangements (£145,000 in total). Additionally £100,000 was given to assist street triage in order to ensure specialist mental health support and advice to police on the front line.

The PCC'S annual assessment of performance against priority 1

Headline Measure	Aim	Baseline	Rolling 12 months to 31/03/2016	%age change	Narrative	PCC Judgement
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*	54626	-15.3%	Trends in victim-based crime have been reducing steadily since August 2013. Performance over the 12 months to end of March 2016 is showing a reduction of 15% compared to the baseline three year average. Principle offence categories driving this are the acquisitive offences: burglary dwelling -15%, n=2372, burglary non-dwelling -11%, n=3339, vehicle offences -10%, n=4480, shoplifting -13%, n=6636, other theft -13%, n=10648 and criminal damage -6%, n=12763. 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 2nd best nationally.	
Number of recorded domestic abuse crimes and non-crime incidents	Increased public confidence to report	27447*	28196	2.7%	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 March compared to the previous 12 months. Additional measures are being developed that will increase explanatory power against this headline attainment requirement.	
Number of recorded rape and sexual assault offences	Increased public confidence to report	1976*	2757	39.5%	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. Increases in Devon & Cornwall have been less than experienced elsewhere nationally.	
Number of recorded hate crimes (and incidents?)	Increased public confidence to report	1116*	1074	-3.8%	Hate crime and incidents for the year reduced by 17% (n=220) as compared to the previous 12 months. Recorded hate crime has reduced by 9%, 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.	
Average time taken to answer FEC calls	Transformation of performance is required		5 mins 20 secs		The detailed review of the service provided in response to non-urgent matters brought to police attention via 101 highlighted some shortcomings in the data being used to assess performance in this area. Although progress has been slower than hoped for there are clear signs of change.	
%age of 999 calls answered in target	Current good performance of 87% of 999 calls answered in target should be maintained	87%†	88.10%	1.10%	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%†	72%	3%	Currently being attained	
Police officer establishment (above 3000)	Minimum 3,000 officers required at least until May 2016	3000‡	3037.1	37.1	Currently being attained	

Key to judgements:



Currently achieving expected attainment level



Achievement of expected attainment at risk






Not achieving expected attainment level

* = Baseline taken from 3 year average

† = Baseline taken from 12 month average

‡ = Target

The PCC'S annual assessment of performance against priority 2

Headline Measure	Aim	Baseline	Rolling 12 months to 31/03/2016	%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*	4.6	4.5%	Current trends against the 3 year baseline continue to suggest that violence with injury is at a stable level (n=7758 in the last 12 months). This compares to national trends that are showing an increase of 16%. Nonetheless the trend in this measure is currently showing an increase against an expectation that it should reduce. Much of this increase is attributed to the addition of offences involving dogs to this category of crimes.	
Number of most serious violence with injury offences per 1000 popn (excluding DA)‡	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.	
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*	4.7	46.9%	Violence without injury remains a challenge to performance in Devon & Cornwall. The increase in violence without injury since April 2015 is attributed to the inclusion of new offence types including online harassment offences.	
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†	2.5	-7.4%	Alcohol is currently recorded as a factor in 27% 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.	

Key to judgements:



Currently achieving expected attainment level



Achievement of expected attainment at risk




Not achieving expected attainment level

* = Baseline taken from 3 year average

† = Baseline taken from 12 month average

‡ = Target

The PCC'S annual assessment of performance against priority 3

Headline Measure	Aim	Baseline	Rolling 12 months to 31/03/2015	%age change	Narrative	PCC Judgement
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					

Key to judgements:



Currently achieving expected attainment level



Achievement of expected attainment at risk




Not achieving expected attainment level

* = Baseline taken from 3 year average

† = Baseline taken from 12 month average

‡ = Target

The PCC'S annual assessment of performance against priority 4

Headline Measure	Aim	Baseline	Rolling 12 months to 29/02/2016	%age change	Narrative	PCC Judgement
Number of vulnerable adults and children held in police cells per month 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†	10	-83.8%	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 7 detentions per month during the last 6 months.	
Focused police activity to improve file quality	Transformation in performance is expected	60%	80%	33.3%	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%.	

Key to judgements:



Currently achieving expected attainment level



Achievement of expected attainment at risk



Not achieving expected attainment level

* = Baseline taken from 3 year average

† = Baseline taken from 12 month average

‡ = Target

The PCC'S annual assessment of performance against priority 5

Headline Measure	Aim	Baseline	Rolling 6 months to 31/12/2015	%age change	Narrative	PCC Judgement
Number of victims with needs being supported	Transformation of performance is required		793		Baselines are still being developed in this area following the introduction of new victim care arrangements in July 2015.	
Number of victims being referred to appropriate support agencies	Transformation of performance is required - subject to baseline development by end September 2015		1224			

Key to judgements:



Currently achieving expected attainment level



Achievement of expected attainment at risk





Not achieving expected attainment level

* = Baseline taken from 3 year average

† = Baseline taken from 12 month average

‡ = Target

The PCC’S annual assessment of performance against priority 6

Headline Measure	Aim	Baseline	Rolling 12 months to 31/12/2015	%age change	Narrative	PCC Judgement
Number of hours of service provided by special constables	Minimum of 150,000 hours required	150,000‡	124,631	-16.9%	Although the latest data suggests some improvement in the numbers of hours of service provided by Special Constables 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.	
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	12,125	-13.7%		

Key to judgements:



Currently achieving expected attainment level



Achievement of expected attainment at risk



Not achieving expected attainment level

* = Baseline taken from 3 year average

† = Baseline taken from 12 month average

‡ = Target

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

The PCC was particularly concerned about the role that alcohol played in causing crime and in making individuals more vulnerable to becoming a victim. Alcohol contributes to a wide range of offences including, sexual violence, domestic abuse, hate crime and violence in public places and places significant strain on our emergency services and on communities. A significant programme of work was put in place to address the problems of alcohol harm and to improve the safety of our communities.

The Alcohol Joint Strategic Board was set up in May 2014 to oversee work under this priority. This work continued through 2015-16, driven forward by an action plan and in consultation with key partners in Devon and Cornwall, working through the Peninsula Drug and Alcohol Group (PDAG).

Good progress was made in a number of areas, and progress reported on a quarterly basis in the Plan update reports. Key areas have included:

Drinkaware Club Hosts pilot in Torbay

During the 2015, the OPCC worked in conjunction with the national charity Drinkaware, local authorities and the licensed trade to launch an innovative pilot across Devon and Cornwall to support vulnerable people in the night time economy. See [here](#) for further information.

The pilot was launched in autumn 2015 and ran in Torbay, Truro, Exeter and Plymouth for six months. The scheme involved club hosts operating in at five venues across the towns to help safeguard people made vulnerable by excessive consumption of alcohol. The pilot is being externally evaluated by the University of Exeter and is due to report late in 2016. The pilot is being mainstreamed in several venues including the University of Plymouth Student Union.

#RU2Drunk

The #RU2Drunk breathalyser programme was rolled out across a series of areas in Devon and Cornwall throughout 2015-16, commencing in Torquay prior to being adopted in several key towns including Truro and Newquay across the area for summer and autumn. The breathalysers were utilised by licensed premises to establish alcohol consumption.

Customers who had clearly consumed more than an acceptable amount, stipulated by the venue, were not given entry. The initiative's aims were to change behaviour and discourage preloading. The use of breathalysers does not operate in isolation but sits as part of a wider set of initiatives and measures within towns and cities to help tackle these issues.

National PCC alcohol working group

During 2015-16, the PCC was the chair of the National PCC Alcohol Working Group. As such the PCC continued to press government for legislative progress in a range of areas to help tackle alcohol related crime and harm. This included campaigning for amendments to licensing laws, reforming of the late night levy, and changes to better equip the police with

the tools needed to tackle irresponsible drinkers as well as those licensed premises which operate irresponsibly. This work continued throughout the year as the OPCC engaged with new Ministers.

The PCC also worked with other PCCs, through the national working group to commission research with Alcohol Concern to develop best practice guidance on dealing with street drinkers. This best practice guidance will be finalised in late 2016 and regional events will be held to roll out the best practice.

Alongside this work the group supported research being carried out by The Institute of Alcohol Studies to explore the true impact of alcohol on blue light services. Additionally work was undertaken with the Home Office to seek to improve national data accuracy on alcohol related crime resulting in changes to national recording practices.

The Government published its Modern Crime Prevention Strategy in March 2016 which acknowledged alcohol as one of the key drivers of crime and set out a range of actions for the coming years. The alcohol section of the Modern Crime Prevention Strategy included a number of key changes which had been the focal point of the PCC's national campaigning, in particular to reform the late night levy to make it a more workable tool for tackling issues at a local level. The Government has also signalled their intent to make a number of changes to licensing laws to make the system more effective, including changes to how cumulative impact zones work.

Other schemes

The OPCC worked with local evening and night time economy (ENTE) support schemes in order to offer help where possible. It also engaged with the Portman Group to explore joint working in Devon and Cornwall to help tackle alcohol related harm and crime in our communities. The PCC's office also played a role in launching Torquay's new Best Bar None scheme and supporting the growth of the new Best Bar None in Exeter.

PRIORITY 3: To make every penny count in protecting policing for the long term

The financial pressure placed on all public services over recent years has been intense. While significant efficiency savings had already been achieved the Plan reflected the continued need to deliver further cost reductions to balance the books and sustain policing in the long term. The Plan launched a major project to consider how this could be achieved and to create a joint financial roadmap between the PCC and the chief constable which set out the scope for further financial savings. The PCC continued to drive for further efficiency and to secure more central funding during 2015/16.

Throughout the reporting period the PCC sought to draw attention to the disadvantage suffered by the Force as a result of the formula which is used to allocate funding to police services across England.

The PCC worked with local MPs, to bring the issue to the attention of HM Treasury, the Home Office and the Prime Minister – launching a campaign across Devon and Cornwall which led to the submission to 10 Downing Street of a petition signed by over 9,000 people calling for a fair funding deal in a bid to urge action to deliver a fairer funding allocation for Devon and Cornwall. Under the original funding formula the Force received just £104 funding per head of population, two and half times less than that paid to London and almost half of that paid to Merseyside.

Fair Funding campaign

Following the general election in May 2015 the PCC launched a joint campaign with regional daily paper the Western Morning News to draw attention to this critical issue in order to gather public support and lobby ministers to address these issues in the new Parliament. This was by far the largest ever single subject consultation undertaken concerning a police issue in Devon and Cornwall as well as the largest taken by a PCC anywhere in the country at the time.

The campaign was promoted widely by

- 13 petition signing events in key locations across Devon and Cornwall
- Extensive use of social media which reached over 200,000 people
- Over 3,000 information packs being sent out to partner organisations and those on OPCC mailing database
- The Western Morning News jointly promoting the campaign including regular front page coverage
- Publicity in all the major weekly newspapers across Devon and Cornwall
- Radio 4's PM programme which carried an extensive piece about the campaign
- BBC Spotlight and TV West Country News carrying regular updates
- Weekly promotion on the Devon and Cornwall Police intranet

Almost 9,000 people signed a petition calling on the Home Secretary to ensure that Devon and Cornwall Police received a fair share of police funding.

A breakdown of the figures showed that:

- 2,026 people signed the petition through Facebook
- 1,801 people signed up through other digital means
- 5,452 people signed either at face to face events or by post

The fair funding petition was only one part of the fair funding campaign but it served as a focal point to engage the people of Devon and Cornwall, MPs and local councillors in the campaign. Meanwhile the OPCC under the PCC's leadership worked on a detailed response to a Home Office consultation on reform to police funding which was issued in July 2015.

Home Office consultation on police funding reform

The former PCC was disappointed with the proposals put forward by the Home Office as part of its consultation on police funding reform. He considered it had failed to address the challenges posed by tourism and policing in rural areas. The OPCC carried out extensive work over the summer of 2015 to inform the PCC's response to the consultation. In doing so the PCC worked closely with local MPs, other PCCs and the Force.

The OPCC's detailed analysis included a full assessment of the likely impact of the proposals on Devon and Cornwall (and on every force in England and Wales) as indicative figures had not been included within the consultation proposals. The OPCC's analysis suggested that the new proposals maintained a metropolitan bias at the expense of forces like Devon and Cornwall and significantly disadvantages large forces such as Devon and Cornwall with a risk that Devon and Cornwall's funding could have reduced by as much as £24 million per annum as a result of the proposed formula.

The OPCC prepared a detailed briefing for local partners, including MPs and Panel at the beginning of September, to appraise them of the impact of the proposed change and to identify alternative measures that would be less urban-centric. The work carried out by the OPCC to highlight the potential weaknesses in the funding formula consultation was used by other PCCs and forces to assess how it would affect their policing areas.

The joint response from the PCC and the chief constable to the consultation was published and shared with partners. The Home Office (HO) received over 1,700 responses to the consultation. Following its summer 2015 consultation, the Home Office published revised proposals in September 2015 which generated another tranche of significant work from the OPCC. The OPCC also contributed actively to the Home Affairs Select Committee inquiry into the funding formula with the PCC appearing before the Committee in October 2015. In November 2015, the Home Office halted their plans to change the funding formula as a direct result of work by the PCC and his team which identified errors in the Home Office calculations. It is anticipated the Home Office will start work on a revised formula in the 2016-2017 financial year.

Financial roadmap. The PCC's financial roadmap to 2018/19 was published in early 2015 and [is available on the OPCC website](#).

The roadmap set out the savings identified, the remaining challenge and how the OPCC could take forward wider work to address the remaining gap. This additional work includes specific projects on commercialisation of the police estate and the development of a fundraising strategy.

Work in this area was overseen by the every penny counts strategic delivery board which was established in June 2014. The main focus of the board was to quantify and identify the required savings target to support the four years of the medium term financial plan. The Board's work was organised across six work packages. They were income generation, collaboration with Dorset Police and Dorset OPCC, review of the estate, improving efficiency, value for money in the PCC's Office, and improving council tax collection. Opportunities and plans in these areas were co-ordinated into a Financial Roadmap which was published in March 2015 and implemented during 2015-16.

Every penny counts delivery board: Following an end of year review, a decision was taken to disband the overarching delivery board for 2015-2016 in light of delivery of the Financial Roadmap. The roadmap had identified £10.6 m in savings through service reviews and £8.6m through the strategic alliance. The remaining £9.8m savings requirement was tasked to the workforce planning exercise. It was therefore considered that having identified savings of £29m the work of the board was complete and it was therefore disbanded.

Whilst the board was disbanded, work continued on the projects. An update on some of the key areas of work is set out below:

- ❖ Future funding arrangements remained a major threat and work continued to focus on this, including contributing to national inputs on the comprehensive spending review (CSR) 2015 and the OPCC response to the government's proposals for police funding;
- ❖ In July 2015 the Joint Management Board agreed to move forward with its plans to develop its own estate to maximise receipts for policing. This work was driven forward by the Head of Estate and overseen directly by the OPCC;

Strategic Alliance: During the year the PCC continued to explore the scope for savings through greater collaboration to help deliver real financial savings for all parties. A formal section 22a collaboration agreement was signed between the Police and Crime Commissioners and Chief Constables of Devon and Cornwall and Dorset signalling the formal launch of a strategic alliance. By the end of 2015-2016, 21 business cases had been approved. The first business area (Alliance Operations Command) went live in November 2015. A decision has also been taken to develop a joint internal audit team, adopt a single set of external auditors and to combine joint audit committees

Estate programme: In July 2015, a new Estates Strategy was published, see [link](#). This included an overview of the estates portfolio, the overall strategic objectives for 2015-2021 and rationalisation targets. The PCC also set out in this plan his intentions for future partnership work to explore projects with fire, ambulance, town and parish councils, ports and airports.

In November 2015 the Force property services department transferred to the OPCC. The department's role is to support the delivery of the estate strategy 2015-2021 and to support an extended commercial approach to disposal and subsequent development of property. The OPCC provided a lead in the areas of collaboration and new partnership approaches especially with local government, fire and health stakeholders.

The PCC approved the move of the OPCC office from Endeavour House to Force HQ at Middlemoor. It was arranged for the OPCC to move from existing leased premises into space that could be occupied for no ongoing cost – as required by the agreed estate rationalisation strategy. Work was required to make the space suitable for office working and a contract was signed with the successful contractor after a tender process and which was for less than the original budget.

- ❖ In August 2015 a formal fundraising strategy was signed off by the Joint Management Board which involved a phased approach over three years with an initial focus on improving the ability to generate income through grants and trusts. Over time we expect to develop our fundraising capabilities to include public giving and commercial sponsorship. Considerable work continued underway to develop the required mechanisms and structures to support this new activity;

Priority 4: To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society.

It is essential that all parts of the criminal justice system function well and that key agencies work together in an efficient and effective way. The PCC's Plan focused on ensuring the needs of victims and witnesses were properly understood and that we provided high quality services to meet their needs. The Plan sets out a range of actions to improve the efficiency of the existing system, including services to victims and witnesses, for example, through access to a range of restorative justice solutions. The PCC and OPCC worked with organisations to deliver improvements by focusing on vulnerable groups that are less well served by previous systems.

The focus of the CJS Strategic Delivery Board was to support efforts to ensure that agencies within the criminal justice system worked effectively and efficiently together to achieve successful outcomes for victims and witnesses and society as a whole.

The Board did not develop its own action plan as the majority of the activities and levers sat elsewhere or were already being addressed through mechanisms such as the local criminal justice board (LCJB). As such, the Board's role was to provide a strategic overview and challenge function.

Developments in a number of key areas during the reporting period are set out below:

Transforming rehabilitation

As a result of the Offender Rehabilitation Act 2014, the newly established Community Rehabilitation Company (CRC) operated by Working Links became responsible for delivering a 'through the gate' service to all offenders sentenced to a short term custodial sentence (Exeter) and those serving longer sentences who return to a local resettlement prison (Channings Wood).

LCJB partners played an active role in preparations for these changes in particular working together to identify and quantify challenges and risks and to seek to ensure that the new systems addressed them. Following implementation at the end of the 2015-16 financial year, the OPCC will work closely with the CRC and other partners to ensure we get the best possible service.

Central virtual remand court

Work on delivering a virtual remand court for Devon and Cornwall commenced at the start of 2016 progressed well with LCJB partners throughout the year and is due to be implemented in late 2016. The PCC led this project which delivers a more effective way of presenting defendants for remand hearings without the need to physically transport them from police custody centres into a court building for a hearing. A go-live date of October 2016 was set for virtual courts in Devon and Cornwall.

Mental health

The street triage scheme funded jointly between the PCC and the Devon Clinical Commissioning Groups (CCGs) operated from the Force's two control rooms. Street triage was embedded into response policing within Devon; it enabled immediate access to medical records via street triage clinicians working within the control room setting. This meant that police officers responding to a report of a person in crisis received the best possible information to help the individual. Negotiations continued with NHS Kernow CCG, beyond April 2015-2016, about the possibility of the scheme being extended to cover Cornwall.

The PCC supported the continuation of liaison and diversion team of custody centre based mental health practitioners continued to operate well, offering immediate support to detainees who disclosed a mental illness or who displayed signs of mental illness whilst in custody. Care was taken to assess the needs of detainees throughout their detention and a release plan took mental ill health and any known suicidal tendencies into account with referrals being made where necessary.

The PCC continued to be a member of the NHS led crisis care concordat mental health groups which operate in both Devon and Cornwall. The PCC worked alongside the Force and other key partners to deliver change in the area of mental health crisis and emergency care. Throughout the year, several highly publicised cases of individuals (including young people) being held in a police cell due to the lack of a suitable bed anywhere in the country led to close scrutiny of the NHS escalation process. Lengthy delays in accessing timely and appropriate mental health support for individuals in crisis began to receive sharp focus from all agencies concerned and as a result the situation began to improve.

Detention in a police cell under Section 136 of the Mental Health Act 1983 during the reporting period fell significantly. As a result, Section 136 detentions have fallen significantly. In 2014-2015 there were 669 Section 136 detentions made in 2014–2015 dropping to 126 in 2015-2016.

Urgent activity to increase the number of beds in non-police places of safety across the Health estate was put underway and will be continued into the 2016–2017 financial year. Good progress was made on specific arrangements for young people under 18, with facilities provided in Plymouth (for Devon) and an assessment suite in Cornwall. Resorting to custody for young people has already become a rare event except, for example in cases of exceptional violence. This area of crisis care remains a priority for the PCC and the PCC's office.

Out of court disposals

Work throughout the year led to the establishment of a new out of court disposal scrutiny panel. The aim of the panel was to increase understanding, transparency and confidence in the use of out of court disposals such as cautions and penalty notices for disorder (PNDs) by independently reviewing a selection of anonymised cases resolved by the use of an out of court disposal within Devon and Cornwall. Feedback was then provided to the Force about whether the use of out of court disposals was consistent and appropriate to assist the Force's consideration on whether policy changes, further guidance or officer training was required to improve the use of out of court disposals generally and individual decision making.

The panel included external members, including the magistracy, and the scrutiny process focused on a sample of cases randomly selected as well as detailed dip-samples by the OPCC the results of which were reported to the Force.

Restorative justice

Progress on the establishment of a fully functioning Restorative Justice (RJ) process in Devon and Cornwall has been limited. While external systems and processes were not in place via external RJ co-ordinator, supported by Ministry of Justice funding the throughput of referrals from Devon and Cornwall Police has been irregular.

The delivery of RJ differs across Devon and Cornwall, with Cornwall and Torbay particularly seeing larger numbers of referrals and interest. A key factor in Cornwall has been a Truro Crown Court pilot. It is anticipated others areas will be looking to replicate the same model within the other court services.

As a result, a review of RJ processes will now be undertaken by the Devon and Cornwall Police and is due to report in the year 2016 –2017.

Sexual Assault Referral Centres (SARCs)

The OPCC continued to work in partnership with NHS England to jointly commission SARC services across Exeter, Plymouth and Truro. All three locations reported an increase in referrals when compared to the previous 12 months the majority of these being historic cases.

Work continued between the OPCC and Skoodhya, which manages the Cornwall SARC, on piloting the use of Enhanced Crisis Workers (ECWs) to undertake the role of Police Sexual Offence Liaison Officers (SOLOs) who will work with forensic medical examiners to conduct the forensic examination. This is the first initiative of its kind in the country, and services across the country are expected to watch with interest as the pilot continues to develop. Benefits identified included:

- Potential for enhanced victim disclosure;
- Potential for earlier forensic recovery as CWs local to SARC (within 20 minutes);
- Potential to provide a better overall experience for the victim with a more holistic acute service to the victim;
- Potential to release SOLOs to focus on investigation and interviews of suspects.

The pilot is due to be completed by March 2017. An evaluation will be conducted to assess levels of success.

Domestic abuse

The provision of advocacy services for victims of domestic abuse remained a priority area for the OPCC, with joint investment in services across Devon and Cornwall by the OPCC and local authorities. Other areas of joint investment included the delivery of Healthy Relationships programmes in schools using a wide range of media and creative influences to engage young people in violence prevention helping them to recognise domestic abuse and sexual violence and stop themselves becoming victims of such crimes.

The OPCC also contributed funding to support CSPs undertaking domestic homicide reviews. These reviews occur in circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by:

(a) a person to whom he was related or with whom he was or had been in an intimate personal relationship, or

(b) a member of the same household as himself, held with a view to identifying the lessons to be learnt from the death.

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

The rights and entitlements of victims were at the heart of the PCC's Plan. In April 2015 the PCC took on direct responsibility for victims services through the establishment of a brand new Victims Care Unit (VCU) covering Devon and Cornwall. This was a landmark moment in victim services and represented a truly collaborative endeavour between the OPCC, the police, partner agencies, community groups and the third sector.

The victim care arrangements went live on 1 April 2015. This was an innovative new approach that was designed to provide choice and tailored support for victims of crime; in recognition of the different support that victims can require. The VCU was established within the force to make contact with all victims of crime and to refer across a network of victim care providers. The victim care network (VCN) recruited nearly 70 providers to offer support to help people cope and recover from the impact of crime.

The VCU is based at Hawkins House in Exeter. It has one manager, 10 victim care officers (VCU officers) and four specialist victim care advocates (VCA) that provide outreach intensive support for the most complex cases.

The VCU includes a seconded mental health senior practitioner from Devon Partnership Trust. They have access to mental health records across the peninsula and can support those with existing mental health issues or undertake assessments for those with emerging mental health issues related to the impact of crime.

VCU staff are trained in guidance skills and review all the victim needs assessment's (VNAS) completed by the attending police officer or staff in the contact management and control unit (CMCU). Contact is made with victims of crime. There is the option to refer victims securely to the appropriate provider within the network. This is only completed with the victims consent.

The VCN brings together a range of local organisations that can cover a range of specialist crime areas and protected characteristics. Their profile in the community means that victims can have other needs met that impact on their ability to cope and recover. In 2015 [a new website was designed and launched for use by all victims](#) and those supporting them.

Victims can search the site by need, crime type, group type or geography. Some victims prefer not to engage with the criminal justice system. They can access support from any of the network providers that as gateways for non reported crime. In addition, the former PCC Tony Hogg contracted Victim Support to provide an independent help line to help victims of non-reported crime. Victim Support also refers victims to other specialist network members for assistance.

The visit from the Victims' Commissioner

In September 2015, Baroness Newlove, the Victims' Commissioner visited the VCU and met many of the organisations offering support. She was impressed by the approach and stated:

"As victims' commissioner I travel around the country supporting the police and crime commissioners and seeing what services they are setting up for victims," she said.

"This is my first visit here, they speak about victims' services in a way that's quite warm and the focus is on the victim and their needs, not what the criminal justice system says they have to have.

The baroness said that a major benefit of the unit was the way it pulled together local services and that when a victim is referred to an agency, checks are made to ensure that contact was made and help has been given.

"To have this crutch it helps victims to go through a system which is very clinical and very brutal at times but if we can help victims to get out of bed and feel healthier the next day it shows that the work of this unit is very important," she said.

"It's early days and police and crime commissioners have a huge remit, it's not an easy job to do, and I am very positive to hear that (in Devon and Cornwall) victims are getting the services that they deserve,".

The revised victims' code of practice (2015)

The victims' code of practice makes clear its requirements from criminal justice agencies in relation to victims. In November 2015, it was revised to clarify:

- that entitlements now apply to all victims of a criminal offence not just those recorded under the national crime recording standards (NCRS);
- the number of organisations required to comply with the code was extended
- the written information which should be sent to victims.

All required changes were accommodated within Devon and Cornwall Police and the VCU.

Additionally a victim outcome survey was reviewed in order to make access easier and the wording clearer; with the aim of increasing the number completed. The OPCC added the survey to Snap Link which provides direct and easy access for victims to feedback their comments and surveys securely via the facility.

Operational police officers and staff were all made fully aware of the new victims arrangements and of their responsibilities under the victims' code and the EU Directive to complete victim needs assessments (VNA's) for all victims of crime.

In addition, a new *Information for victims of crime* leaflet was developed and made available in standard English, Polish and as an easy-read version. The victims' code of practice expanded the requirements for support to volume crime and business crime.

Business victims can access help via the Victim Care Network and be referred to a dedicated support arrangement provided through the Devon and Cornwall Business Council that can offer a range of services through its membership including help with cyber security.

Fraud victims

To address an identified gap in support services due to the process of reporting to Action Fraud, the OPCC recruited a number of specialist fraud volunteers that work alongside the specialist fraud victim care advocate in the VCU. The recruitment process resulted in 22 volunteers being selected for further training in January to March 2016. This included volunteers with a specialism in supporting victims of fraud and cyber crime.

Volunteers across Devon and Cornwall continued to support those affected by fraud and have recently extended their remit to undertake visits to victims of all crime.

Networking days

The OPCC held three networking days in 2015-2016. These days were well attended and provided an opportunity to share information between agencies, and develop multi-agency approaches to victim care

[A new website was designed and launched for use by all victims](#) which allows Victims to search the site by need, crime type or geography. The PCC also contracted with Victim Support to provide an independent help line to help victims of crime who do not want to engage with the criminal justice system. In appropriate cases, Victim Support also refers victims to network member(s) for assistance.

Operational police officers and staff were all made fully aware of the new arrangements and of their responsibilities under the Victims' Code and the EU Directive to complete victim needs assessments (VNA's) for all victims of crime.

Arrangements were put in place for victims to access restorative justice services across Devon and Cornwall. The services are co-ordinated through four area forums (Cornwall, Devon, Plymouth and Torbay) although as identified in the report on Priority 4, a review will be carried out in the coming financial year to address any potential blockages in the system.

A recruitment process was held in the autumn of 2015 to find volunteers to work with the VCU and to provide specialist support. 22 volunteers were selected and commenced training in January 2016. This included volunteers with a specialism in supporting victims of fraud and cyber crime.

Progress of volunteers

Volunteers across Devon and Cornwall continued to support those affected by fraud, and have recently extended their remit to undertake visits to victims of all crime. As outlined above Santander bank have agreed to support their staff wishing to undertake volunteering opportunities to support those affected by fraud and these are currently being progressed.

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

The Plan placed a focus on encouraging the residents of Devon and Cornwall to support community safety by becoming actively engaged with policing. The PCC considered that closer engagement between the public and police would help foster greater understanding and boost confidence in the police.

Progress against this priority in 2014-15 was not as quick as expected but significant progress was made in 2015-16 with the agreement of a new Citizens in Policing (CiP) strategy for from the Chief Constable. The new CiP strategy for 2016-19 focused upon a twin-track approach to both the internal management of volunteers, and the external working with volunteers – *connecting communities to policing, and policing to communities*.

The intention of the strategy is to deliver an innovative, transformational approach to volunteering across the Force, including developing new ways for volunteers can benefit from, and contribute to, the aims of policing. There will be an open door policy in that volunteering will need to be actively considered and encouraged in every part of the organisation unless there is a clear rationale against.

The strategy seeks to build on the great success volunteers have already achieved, and aims to make volunteering for the Force a most rewarding, challenging and positive experience, and working as part of team committed to making a difference. The success of this approach will be judged by the value-added to policing through greater citizen involvement as much as by an increase in the numbers of volunteers directly controlled by the Force.

In particular, the strategy has identified five key areas where primary effort would be focused;

- Community resilience
- Community engagement
- Victim care and supporting the vulnerable
- Crime Prevention and Investigation
- Public safety

The strategy identified six key strategic aims, namely;

Citizens within policing

- All force volunteers are embedded as an integral part of the team
- Feel valued and that their contribution to serving local communities is recognised
- Are representative of the communities we serve, and bring new depth and opportunities to delivering improved service

Voluntary activity that supports policing

- Add value policing services in line with the Force Mission and priorities
- Support engagement with communities through active citizenship and involvement, increasing social responsibility and inspiring others
- Increase the capacity, capability, consistency and connectivity of volunteers working with the Force

The strategy outlined five key outcomes:

- A progressive culture that encourages innovation and improvement;
- Volunteers are effectively recruited, led, and supported;
- Skills and knowledge are recognised, utilized and enhanced;
- Duty planning, tasking and deployment is effective;
- Increased connection with the voluntary sector partners is achieved that increases support to policing, and reduces demand.

Implementation

A significant investment of £450k for 2016-17, was set aside to support the first year of the citizens in policing plan. This will see a significant redesign of the internal infrastructure, policies and processes to support volunteers in Devon and Cornwall, including the recruitment of further specialist posts. This will provide a sound foundation for the future development of the citizens in policing programme in the forthcoming years. Additional investment for 2017-18 and 2018-19 was identified to support delivery.

B. Cross-cutting commitments

In addition to the six priorities above, the Plan set out the PCC's commitment to the following five themes; common to all areas of OPCC work. Commentary is provided to illustrate the work undertaken to take forward these areas.

1. Maintaining an ongoing discussion with the public – through active and open dialogue and debate - to ensure that the public's views on the issues we face are understood and to improve understanding between the police and the public.

During the period 2015-2016 the OPCC engaged both directly with the public and by increasing its social media presence.

Digital engagement

In the 2015 the OPCC tested the effectiveness of investing budget into social media.

As well as increasing followers on Facebook (likes) by over 100% and Twitter by around 50%, the Fair Funding petition proved that the use of paid-for promotion via social media, to support a call to action, is cost effective.

The engagement team created new platforms by which to engage communities and, having recruited a social media and events officer, ensured that digital expertise could be delivered in-house.

An increased online presence, using sensible budget investment, helped the PCC to build engaged communities across Devon and Cornwall including residents, partners and businesses.

It ensured:

- People were kept up to date with news, events and achievements of the PCC;
- Encouraged and inspired conversations about policing and safety issues across the counties;
- Encouraged attendance at meetings and involvement with PCC projects;
- Improved the public impact on PCC actions.

Face to face engagement

The OPCC built on previous learning about effective public engagement in order to bring added value to future public engagement plans.

Previously, attendance at major community engagement events, had been looked upon as a chance to 'consult' with the public – rather than networking and raising awareness of the PCC's work.

During the period 2015 – 2016 the engagement team further developed an effective mixture of external engagement which made best use of time and resource – and was supported by its investment in digital media.

2. Tough and continual scrutiny of performance and efficiency measures within the police; challenging under-performance and praising success; and by involving the public in scrutiny through open debate not just of the police but of the work of partners as well as of the PCC and his office.

The PCC continued to hold regular PAB meetings to hold the chief constable to account for the performance of the Force. The public meetings were held at venues throughout Devon and Cornwall; [they were also filmed and available to view on the OPCC website.](#)

3. Making decisions based on evidence and informed by strong and wide-ranging engagement to ensure that public views are well understood, especially the views of diverse community groups.

Key decisions were taken by the PCC following thorough consideration of a range of options and with advice from the chief constable, his police officers and OPCC and police staff where appropriate. Members of the OPCC maintained contact with a wide range of community groups, partners and stakeholders in order to reflect views across different communities.

Proposals from the Force were provided to the PCC by way of a full business case and in consultation with the Chief Executive, Treasurer and Chief Constable as appropriate. Key decisions are recorded and published on the OPCC website.

4. Keeping the Plan under regular review. Remaining alert to emerging threats and issues and being responsive – adapting our approach and priorities as needed.

The Plan was refreshed in March 2015, the PCC had concluded in light of the PSA that his original six priorities remained appropriate and reflected the required policing priorities for the area, subject to a number of small adjustments. These adjustments did not materially alter the direction but sharpened some areas for clarity and emphasised the importance of additional action in the areas of child sexual exploitation and cyber crime.

The PCC came to the view that with election of a new PCC pending in May 2016 that it was not necessary to refresh the plan again in 2015-2016.

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

As part of his duty to hold the Chief Constable to account the PCC and the OPCC undertook a series of scrutiny events including regularly dip-sampling complaints against the police, working in conjunction with the Force's professional standards department. The PCC also supported the instigation of the Force Ethics Committee which was created to support and advise the officers and staff on ethical matters affecting policing. The PCC's special adviser Lady Jan Stanhope and a deputy from the OPCC attended the initial training provided by Bath Spa University and represented the PCC at Ethics Committee meetings.

C. PCC's commentary on HMIC reports issued in 2015-2016

Her Majesty's Inspectorate of Constabulary (HMIC) is the independent body which assesses police forces and policing. Each year it undertakes a series of themed inspections although not every force is the subject of every inspection. The information below highlights inspections made during 2015-2016 with reference where applicable to the implications for the Force

March 2015. Stop and search powers 2: are the police using them effectively and fairly?

- ❖ The report reviewed progress made against the recommendations of an earlier report published in 2013 and also considers police use of powers under the Road Traffic Act and Police Reform Act.
- ❖ The Force was not among those forces inspected during the review although they did complete a self-assessment exercise that informed the results.
- ❖ The report made a number of specific recommendations to chief constables largely focusing on ensuring that data capture mechanisms were sufficiently robust to support effective performance management.

September 2015. National child protection inspection (Devon and Cornwall report)

This inspection examined child protection in Devon and Cornwall in May 2015 as part of a rolling programme of inspections of all forces. [The full report is available on the HMIC website.](#)

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

This inspection sets out the findings of a national review of the quality of criminal case files. It examined how effective the police were 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 were met. [The full report is available on the HMIC website.](#)

October 2015 – PEEL: Police efficiency 2015

As part of a new annual inspection of police forces in England and Wales, HMIC published a thematic and individual force reports on the findings of inspections of policing efficiency. The reports were concerned with the question: How efficient are the police at keeping people safe and reducing crime? This inspection looked at how well forces understood the demand for their service and how well they match their resources to that demand and provided 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 and Cornwall was 'good'. [See report.](#)

December 2015 – Increasingly everyone's business: A progress report on the police response to domestic abuse

In March 2014, HMIC published *Everyone's business: Improving the police response to domestic abuse*. This report found significant weaknesses nationally in the service provided to victims of domestic abuse, and made a series of recommendations aimed at helping forces to improve.

Between June and August 2015, as part of its police effectiveness, efficiency and legitimacy (PEEL) programme, HMIC visited every police force in England and Wales to assess the progress they had made in responding to and protecting victims of domestic abuse since *Everyone's business* came out.

The findings from the 2015 inspection are published in the national thematic report, *Increasingly everyone's business*. This shows that the police service has acted on the messages of *Everyone's business* and now sees tackling domestic abuse as an important priority. This is resulting in better support for and protection of victims. However, HMIC found there are still a number of areas for improvement in the way the police respond to, support and protect domestic abuse victims. [See report.](#)

Police effectiveness, efficiency and legitimacy (PEEL) (March 2016)

Devon and Cornwall Police is subject to inspections from HM Inspectorate of Constabulary. In 2015 the HMIC launched a new inspection framework – PEEL (police effectiveness, efficiency and legitimacy).

PEEL is an annual assessment of police forces in England and Wales, where police forces are judged as outstanding, good, requires improvement or inadequate based on inspection findings, analysis and HM's Inspectors professional judgement across the year.

The three pillars of PEEL each comprise three or four questions that focus on key areas of work within the police. At the end of the PEEL year (in February), the judgments made throughout the year are brought together with other information to produce a rounded annual assessment of each force. [The Force received a good rating for each of the three pillars for 2015.](#)

Effectiveness (overall GOOD): [Read the report](#)

- How effective is the force at preventing crime and anti-social behaviour, and keeping people safe? GOOD
- How effective is the force at investigating crime and managing offenders? GOOD
- How effective is the force at protecting from harm those who are vulnerable, and supporting victims? REQUIRES IMPROVEMENT
- How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities? GOOD

Legitimacy (overall: GOOD): [Read the report](#)

- To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture? GOOD
- How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? GOOD
- To what extent are decisions taken on the use of stop and search and Taser fair and appropriate? GOOD

Efficiency (overall: GOOD): [Read the report](#)

- How well does the Force use its resources to meet its demand: GOOD
- How sustainable and affordable is the operating model: REQUIRES IMPROVEMENT
- How sustainable is the Forces financial position for the short and long term: GOOD

Missing children: who cares? - The police response to missing and absent children (March 2016)

As part of HMIC's [annual assessment of police effectiveness, efficiency and legitimacy in 2015](#), they assessed all forces' preparedness to tackle child sexual exploitation, because children who go missing are at greater risk of becoming a victim of this kind of offending. [This report sets out the results of this inspection, with additional evidence from other child protection inspections HMIC carried out from 2014 to 2016.](#)

The following inspections were also carried out by HMIC in the reporting period:

[September 2015. National report into firearms licensing](#)

[July 2015. Border Force – joint inspection of police custody \(national report\)](#)

[July 2015. Online and on the edge – inspection on tackling online CSE \(national report\)](#)

D. Public consultation and engagement.

Public engagement

In 2015 the engagement team found new ways to speak to the people of Devon and Cornwall, by both face to face and online methods and this multi-layered approach to engagement was thoroughly tested as part of the petition for Fair Funding held in the late summer.

For six weeks the OPCC organised a series of face to face events to collect signatures as well as sending out a significant number of petitions via mail to partners and stakeholders.

This was the largest ever single-subject public consultation into a policing matter ever held in Devon and Cornwall and the largest held by a Police and Crime Commissioner anywhere in the country.

The campaign saw the team meet many thousands of people but because of a focused and improved use of social media, supported by focused exposure through mainstream media, the office engaged with hundreds of thousands of people.

Not only did this result in almost 9,000 signatures, it also provided large amounts of data about which are the most cost effective ways to engage with communities and this data is used to inform the OPCCs future public engagement strategy.

Digital engagement – how the OPCC has developed its approach

As well as increasing followers on Facebook (likes) by over 100% and Twitter by around 50%, the Fair Funding petition proved without doubt that use of paid-for promotion via social media, to support a call to action, was cost effective. The test for paid promotion is simple - is this message issued in the public's interest or is it simply promotion for the office.

Newsletter

The PCC's digital newsletter increased in frequency during 2015, from quarterly to monthly. It now has a distribution list in excess of 3,000.

Face to face engagement

The OPCC has learned much about effective public engagement over the past four years.

Previously, attendance at major community engagement events, has been looked upon as a chance to 'consult' with the public – rather than networking and raising awareness of the PCC's work.

This has resulted in questions been asked and information gathered, though it is questionable whether adequate use has been made of that data given the investment in time and effort.

However, during 2015 the engagement team has developed an effective mixture of external engagement which makes best use of time and resource and focuses largely on raising awareness and profile – other than where a more formal consultation is happening.

Number of events attended

2012 (last year of Police Authority)	34
2013	65
2014	56
2015	58

It is very difficult to identify the total number of people engaged with at events. Some public meetings which deal with scrutiny and performance have relatively few attendees, but other events, such as joint meetings with partners in Torbay and St Dennis are very well attended.

Attendance at events such as Pride, Respect and Blue Light Days is always popular.

Below is a description of each type of external engagement held in 2015-2016.

Meet your PCC

The PCC, supported by a member of the engagement team – will spend two hours meeting members of the public. These events will be held in venues of high footfall – shopping centres/supermarkets.

Community meeting

The PCC will join senior officers (either COG or geographic depending on need and, or, sensitivity), and partners to discuss key issues in particular areas. Venues will be chosen where key issues have been identified.

Community days

The PCC will visit businesses, groups and organisations in a locality to talk about their work. These visits will usually have a victim focus.

OPCC talks

The PCC is invited to deliver talks to many groups (Rotary/WI/Round Table etc). A decision about attendance will be made on an invitation by invitation basis.

E. Additional responsibilities held by the police and crime commissioner during 2015 - 2016

In 2015-2016 the PCC held the following appointments

Member of the Association of Police and Crime Commissioners' standing group on resources efficiency and strategic finance

This group leads for the APCC on finance and efficiency matters.

Member of the Association of Police and Crime Commissioners' standing group on working in partnership to reduce harm

This group leads on key issues such as mental health, alcohol and road safety.

Member of the Association of Police and Crime Commissioners' standing group on criminal justice

This group leads on all criminal justice issues and in pursuance of this role the PCC sits on the Criminal Justice Council for England and Wales on behalf of all PCCs. The Council brings together key stakeholders from the Criminal justice system including the judiciary and defence.

Chair of PCC working group on alcohol harm reduction

This group is leading a range of activities on behalf of the APCC regarding alcohol matters.

Executive Board member of the National Rural Crime Network

The National Rural Crime Network is working to see greater recognition and understanding of the problems and impact of crime in rural areas so more can be done to keep people safer. The NCRN comprises police and crime commissioners, police and community safety representatives working collectively to improve the response to rural crime matters across England and Wales.

Member of the Home Office Alcohol and Enforcement Forum

This group is the main engagement forum for Home Office and Department of Health with enforcement and health practitioners.

Member of Public Health England (PHE) National Alcohol Leadership Board

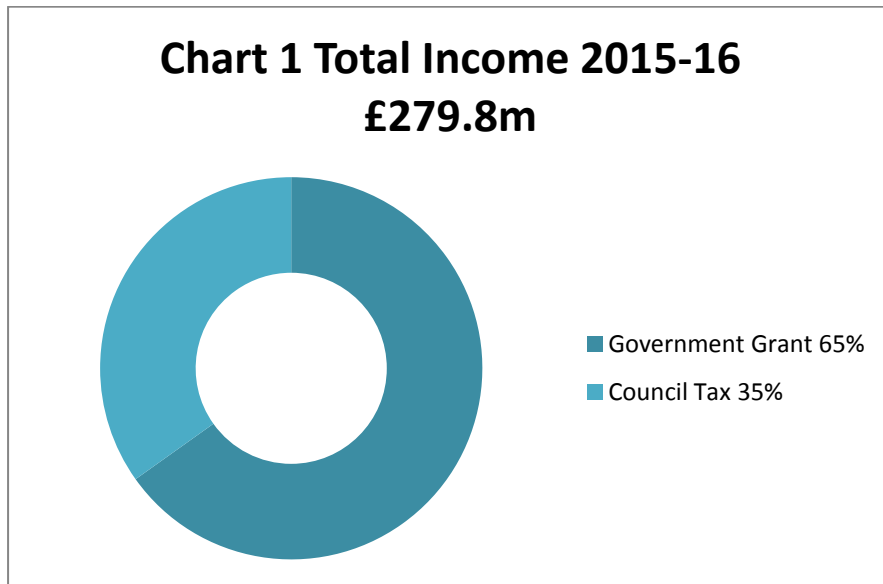
The Board is responsible for driving forward PHE's strategic work on tackling alcohol harm.

F. Finance and Resources

Introduction

This section of the annual report provides the draft income and expenditure for the year and the draft balance sheet for the financial year ended 31 March 2016. It also provides a general guide to the financial situation of the PCC as at 31 March 2016, full details are provided in the draft Statement of Accounts 2015-16.

Where the money came from



Central Government formula grant was £9m or 5.1% lower than in 2014-15. In addition to the police formula grant, the government made available a grant equal to a 1% increase in council tax, to

allow Police and Crime Commissioner's to freeze their council tax. The Commissioner in consultation with the Police and Crime Panel decided to increase the council tax by 1.99% rather than take the grant. This decision not only increased the income available in 2015-16; it protected the funding base for future years. Specifically it means that budgeted officer numbers are higher than they would have been if the grant had been accepted.

Where the money was spent

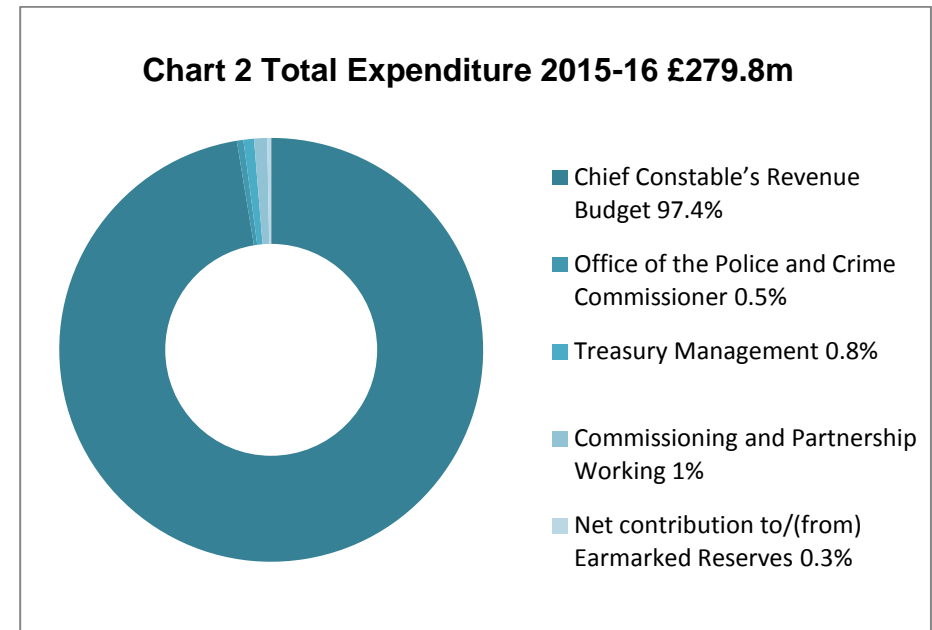
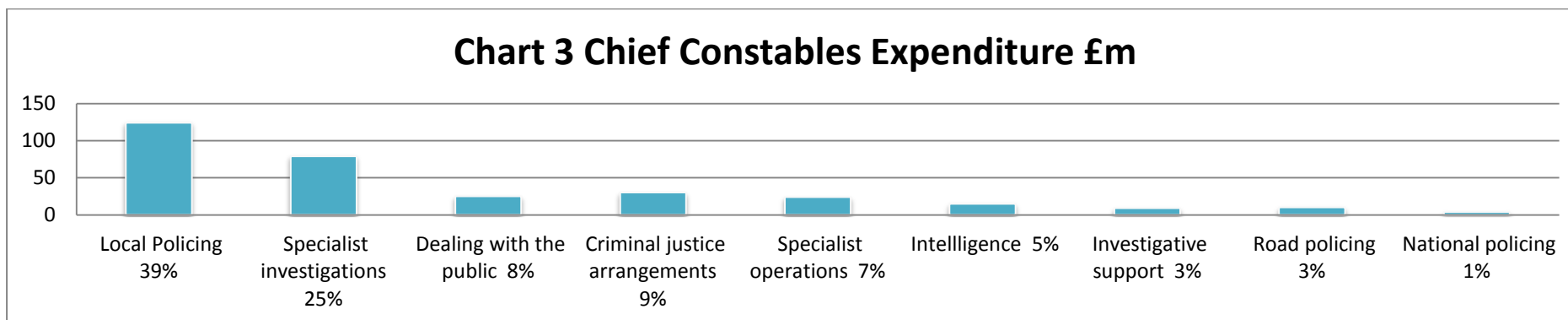


Chart 2 above, shows that 97.4% of the expenditure of the PCC goes towards operational policing, this part of the budget is managed by the Chief Constable and Chart 3 shows how the Chief Constable spends this money across policing activities.



Actual Expenditure Compared Budget for the Year

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

	Budgeted Expenditure and Income £000	Actual Expenditure and Income £000	Variation £000
Chief Constable's Revenue Budget	273,581	272,595	(986)
Office of the Police and Crime Commissioner	1,568	1,427	(141)
Treasury Management	2,583	2,355	(228)
Commissioning and Partnership Working	2,915	2,900	(15)
Net Contribution to/from Earmarked Reserves	(865)	505	1,370
Net Spending	279,782	279,782	0
Government Formula Grant	182,261	182,261	0
Council Tax	97,521	97,521	0
	279,782	279,782	0

Table 1 above shows that all the main budget lines other than net contributions to/from reserves under-spent in 2015-16, however, the overall level of under-spending (£1.370m) was low in relation to the overall budget (less than 0.5%).

The most significant features of the revenue outturn position are;

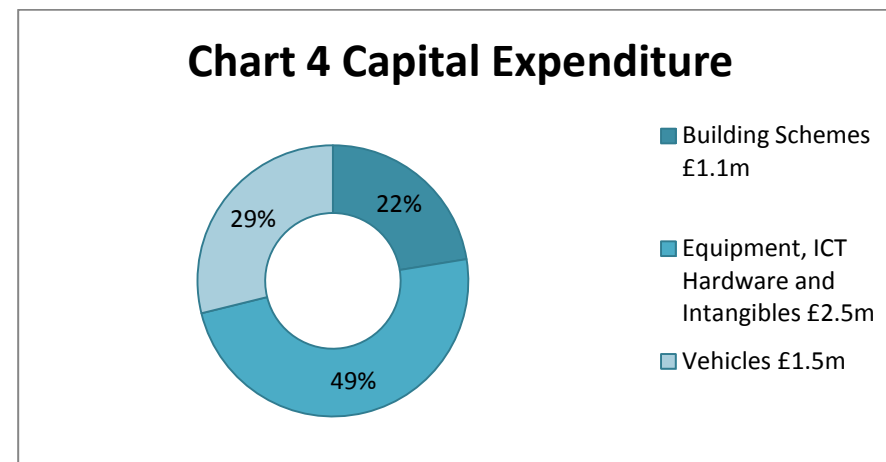
- that under-spending on the budgets for police officer costs and treasury management were matched by over spending on other budget lines;
- a number of budgets under-spent due to timing delays and carry-forward requests of £0.930m were approved so that projects could be completed.

The most important factor in terms of implications for 2016-17 and future years is the under-spending on police officer costs. There is a need for careful management of staffing and recruitment to ensure that the optimum police officer and police staff numbers are achieved within the budget available.

Because all of the 2015-16 under-spending has been matched by additional contributions to reserves, there is no movement on the Police and Crime Commissioner’s General Fund.

Capital Expenditure 2015-16

Investment expenditure which includes work to existing and new buildings was £5m which is analysed in Chart 4.



Staffing Resources

Staff costs make up almost 80% of the budget, staff numbers at the beginning and end of the period were:

Table 2 Staff Numbers

	As at 31 March 2015	As at 31 March 2016
Police Officers	3,045	2,959
Police Community Support Officers (PCSOs)	351	347
Police Staff - Chief Constable	1,624	1,636
Police Staff – Office of the PCC	29	27

Main Asset and Liabilities

Assets - The PCC owns approximately 118 buildings and associated land across Devon, Cornwall and the Isles of Scilly with a net book value of £141m. A rationalisation programme is underway aimed at reducing the cost of the estate whilst maintaining a presence across the peninsula. The remaining fixed assets include surplus land, vehicles, plant, ICT hardware and software and Equipment with a total net book value of £22m. In addition the PCC has cash and investments of £59m.

Pensions Liabilities – The PCC's has a long term obligation to pay pensions to current and former staff according to the pension scheme regulations applying to those staff. The value of this obligation is calculated by independent actuaries and can vary significantly year on year due to changes in the assumptions of the actuaries about long term interest rates, inflation and other factors. Changes to the pension schemes and variations in actuarial assumptions are largely outside of the control of the PCC who is not able to control the changes in these liabilities. The summary balance sheet below focuses on the balances within the control of the PCC. More information on pension liabilities is provided in the PCC's Statement of Accounts on page 71.

Other Liabilities – The PCC is able to borrow funds to finance capital spending and at 31 March 2016 this totalled £35m including an estimate for interest payable.

Summary Balance Sheet

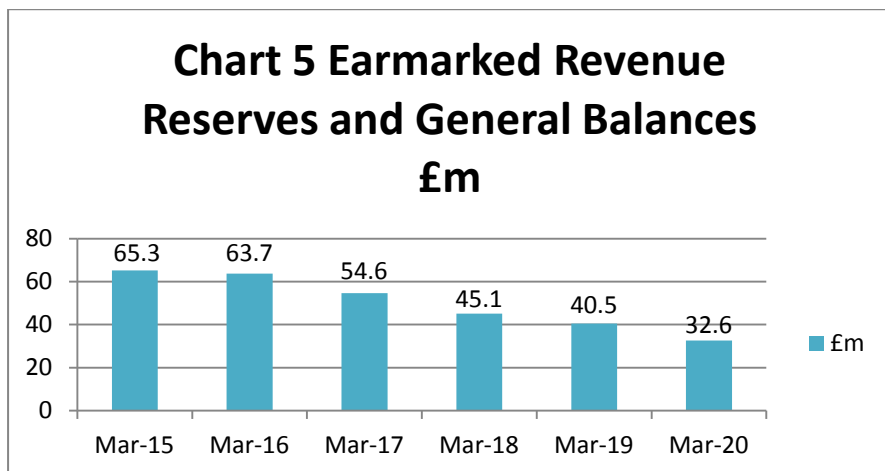
A summary balance sheet, which excludes the pensions liabilities described above and unusable reserves which are held for accounting purposes only, is provided in table 3.

Table 3 Summary Balance Sheet at 31 March 2016

	£m	£m
Long Term Assets		
Property Plant and Equipment	163	
Other long term assets	2	
		165
Current Assets		
Short Term Investments and Cash and Cash equivalents	59	
Other current assets	27	
		86
Current Liabilities		
Short term borrowing	(1)	
Other current liabilities	(26)	
		(27)
Long Term Liabilities		
Long term borrowing	(35)	
Other long term liabilities	(2)	
		(37)
Net assets excluding pensions liabilities		187
Revenue Reserves		
General Reserves	6	
Earmarked Reserves	58	
Total Revenue Reserves		64
Usable Capital Reserves		5
		39

Reserves and Balances

Reserves and balances (including earmarked capital reserves) have decreased by £1.5m in 2015-16 from £70.0m to £68.5m. Chart 5 shows revenue reserves; the reserves are planned to reduce over the next four years as they are used to support the revenue budget and also to finance capital expenditure.



Managing Financial Risks and Opportunities

Based on the current information available, the Police and Crime Commissioner needs to make savings of £12.8m by 2020-21. The main challenge for the Police and Crime Commissioner is to reduce spending whilst at the same time ensuring that investment in staffing and other assets is sufficient to maintain the Force's capacity and capability to deal with the anticipated demand for services. The Police and Crime Commissioner and the Chief

Constable have a number of programmes in place that aim to improve the efficiency of the Force and hence meet this challenge they include:

- The Strategic Alliance with Dorset – the aim of the Alliance is to improve the efficiency of both Forces by working together. Integrating ICT systems is a significant and high risk element of this project.
- Regional collaboration – the Force has been collaborating with other South West Forces for a number of years with the aim of improving operational efficiency.
- Review of the workforce plan – the Chief Constable is working on a workforce plan that aims to ensure that the Force has the correct workforce mix to meet current demands.



**Police and Crime Panel Meeting
7th October 2016**

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. The number of complaints received and handled since the PCC's election on 12th May 2016 are shown below at Table 1.
2. No formal complaints against the Police and Crime Commissioner were received during the period of 12th May – 26th September 2016.
3. Issues related to election expenses for the 2015 General Election have been referred to the Independent Police Complaints Commission (IPCC) as a 'serious conduct matter' not a 'complaint'. At its meeting on 1st July the Police and Crime Panel received an update on this matter and regular public updates are provided by the OPCC Chief Executive on the OPCC website. The most recent update was published on 26 August 2016 and is available at: <http://www.devonandcornwall-pcc.gov.uk/news-and-blog/devonandcornwall-pcc-news-blog/2016/07/update-on-ipcc-investigation-into-election-law-breach/>
4. The investigation is being carried out by West Mercia Police on behalf of the IPCC. It is envisaged that this investigation will conclude by the end of November 2016.

Table 1

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IPCC by the OPCC
12 May – 15 June 2016	0	0	0	0	0
16 June 16 – 26 th September 2016	0	0	0	0	0
Grand total				0	0

Andrew White

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

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Report updated: 26th September 2016

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