



Devon and Cornwall Police and Crime Panel

c/o Plymouth City Council
Democratic Support
Floor 3, Ballard House
West Hoe Road
Plymouth PL1 3BJ

Please ask for Lynn Young
T 01752 304163
E democratic.support@plymouth.gov.uk
www.plymouth.gov.uk/democracy
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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 9 December 2016
10.30 am
Council House, Plymouth

Members:

Councillor Croad (Devon County Council), Chair.
Councillor Batters (Cornwall Council), Vice-Chair.
Councillors Barker (Teignbridge District Council), Geoff Brown (Cornwall Council), Boundy (Torrige District Council), Philippa Davey (Plymouth City Council), Downie (Plymouth City Council), Excell (Torbay Council), Martin (Cornwall Council), Mathews (North Devon District Council), Moulson (Isles of Scilly), 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

Agenda

Part I – Public meeting

1. Apologies

To receive apologies for non-attendance submitted by Members.

2. Minutes

(Pages 1 - 8)

To sign and confirm as a correct record the minutes of the meeting held on 7 October 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 9 - 72)

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

6. Workforce Strategy

The Panel will receive a presentation on the Workforce Strategy.

7. I01 Update

(Pages 73 - 76)

The Panel will receive an update on the I01 service.

8. Police and Crime Commissioner's Performance Report

(Pages 77 - 80)

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.

9. Police and Crime Commissioner's Update Report (Pages 81 - 86)

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

10. Report from the Office of the Police and Crime Commissioner in respect of any non-criminal complaints about the Police and Crime Commissioner (Pages 87 - 88)

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.

11. Police and Crime Panel Work Programme (Pages 89 - 90)

The Panel will consider options and issues for inclusion into their scrutiny work programme.

12. Future meeting dates

- 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 7 October 2016

PRESENT:

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Brown, Excell, Martin, Mathews, Penberthy (substitute for Councillor Philippa Davey), Saltern, Squires, Toms and Watson.

Independent Members: Yvonne Atkinson and Sarah Wakfer.

Apologies for absence: Councillors Barker, Boundy, Philippa Davey, Downie, Moulson, Sanders, Sutton and Wright.

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 12.43 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.

18. **Minutes**

Members reviewed the minutes of the meeting held on 1 July 2016 and it was highlighted by Andrew White (OPCC Chief Executive and Monitoring Officer) that

- minute 11(c) should read ‘. . . in relation to the PCC’s funding of them’;
- minute 12(i) should read ‘. . . and the appointment of a Head of the Fire & Rescue Service would commence next month’.

For clarity, Andrew White confirmed that the estates programme involved Dorset Police, Devon & Cornwall Police and Devon & Somerset Fire & Rescue Service.

Agreed that subject to the minutes being amended as above, the minutes of the meeting held on 1 July 2016 are confirmed as a correct record.

19. **Declarations of Interest**

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

20. **Public Questions**

Two questions had been received from one member of the public. Mr Alastair Warren did not attend the meeting to put his questions and Councillor Croad (Chair) responded as follows (a copy of the responses had been sent to the questioner in advance of the meeting) –

<p>Question by Mr Alastair Warren</p> <p>In my last Email to the PCC Panel of 4 February 2016 about IPCC Ref. 2015/053660 I referenced Tony Hogg's letter Ref. COM_COR_WARREN-A_1145_130905 of 5 September 2013 that stated that PCC's cannot get involved in operational policing.</p> <p>Given the newness of the PCC role and it involving public engagement and education to inform the public about the role, Commissioner Hernandez's experience as a police trainer and the PCC Panel Chair reminding a Panel member of their scrutiny role at the last PCC Panel, for the benefit of many please clarify whether Commissioner Hernandez and the Commissioner's OPCC can lawfully be involved in operational policing matters?</p>
<p>Response by Councillor Croad (Chair)</p> <p>The role of the Police and Crime Commissioner, under the terms of the Police Reform and Social Responsibility Act 2011, is to -</p> <ul style="list-style-type: none"> *secure an efficient and effective police for their area; *appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them; *set the police and crime objectives for their area through a police and crime plan; *set the force budget and determine the precept; *contribute to the national and international policing capabilities set out by the Home Secretary; and *bring together community safety and criminal justice partners, to make sure local priorities are joined up. <p>The Chief Constable is responsible for maintaining the Queen's Peace, and has direction and control over the force's officers and staff. The Chief Constable holds office under the Crown, but is appointed by the PCC. The Chief Constable is accountable to the law and the PCC for the delivery of policing in the police area but remains free to exercise the powers and duties of a constable without fear or favour.</p> <p>More information can be found in the Police Protocol Order 2011 https://www.gov.uk/government/publications/policing-protocol-order-2011-statutory-instrument</p>
<p>Question by Mr Alastair Warren</p> <p>At the last PCC Panel meeting, the Chair told Commissioner Hernandez that the PCC Panel had spent a considerable amount of time developing the existing police performance metric and not to throw the baby out with the bath water.</p> <p>Is Commissioner Hernandez's proposed new customer satisfaction police</p>

performance metric the same as that created by PCC Katy Bourne in Sussex?

Response by Councillor Croad (Chair)

On behalf of the questioner the Chair will ask the Police and Crime Commissioner to provide a comment regarding the matter during the relevant item on the agenda.
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21. **Police and Crime Plan**

The Panel received a report from the PCC entitled 'Development of the Police and Crime Plan 2016-2010', which was presented in conjunction with 'Appendix I – Copy of the July Consultation on the Plan' and the 'Consultation Survey Devon & Cornwall PCC'.

Highlights of the report included -

- (a) the consultation process ran from 1 July – 9 September 2016;
- (b) the consultation consisted of an online survey, consultation events and focus groups;
- (c) the online survey generated in excess of 1300 responses, 18 responses had been received from partners and key stakeholders, 24 consultation events had been held in a range of locations across Devon and Cornwall along with six focus groups;
- (d) the OPCC team were working closely with the Chief Constable to further develop the Plan;
- (e) the PCC planned to publish the final version of the Police and Crime Plan in late November 2016.

In response to questions, members were advised that -

- (f) Young Devon and Young Cornwall had been commissioned to investigate ways to better communicate with young people;
- (g) rural policing remained a challenge;
- (h) the PCC sought the help and engagement of local Councillors to improve policing in the peninsula;
- (i) it was important to ensure that members of the public were able to contact the Police by telephone or e-mail;
- (j) there was a difference in 999 response times in urban and rural areas;
- (k) a bid for £3/4m had been submitted to the Police Transformation Fund for Offender Management, if this bid was successful some work could commence on this issue;

- (l) a report on the Strategic Alliance would be presented at a later meeting.

The Panel noted the report.

Agreed that the Police and Crime Plan and the Workforce Plan are added to the work programme for December 2016.

22. **Citizens in Policing Update**

The Panel received a report from Andrew White (OPCC Chief Executive and Monitoring Officer).

Members were advised that –

- (a) the Citizens in Policing Strategy had previously been presented to the Panel in April 2016;
- (b) an ex Chief Superintendent (Emma Webber) had now been appointed to lead on this project;
- (c) a future update report would be presented to the Panel in early 2017;
- (d) it was acknowledged that the work on this project had not progressed as quickly as anticipated;
- (e) a budget had been allocated for the work.

The Panel noted the report.

23. **101 Update**

The Chair expressed his disappointment at the absence of an update on the 101 service, as he had expected to see a full report as opposed to a couple of paragraphs contained in the PCC's Performance Report.

Andrew White (OPCC Chief Executive and Monitoring Officer) advised that the OPCC had attempted to provide the requested information and this was contained in the PCC's Performance Report.

24. **Implementation of Victim Services**

The Panel received a report from the PCC entitled 'Update Report on Victim Care Services'.

Members were advised that –

- (a) this report was a brief update – interim findings – and a more comprehensive report would be provided in early 2017 around the full evaluation of the Victim Care Unit and the Victim Care Network;

- (b) Victim Services were now starting to make a difference;
- (c) the PCC were now aware how things could be improved.

For clarity, Andrew White (OPCC Chief Executive and Monitoring Officer) confirmed that Dr Tapley is from the University of Portsmouth – not the University of Plymouth as stated in the report.

The Panel noted the report.

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

The PCC presented the 'Police and Crime Commissioner's Performance Report'.

Members were advised that –

- (a) considerable work had been undertaken to improve the 101 service, and it was now beginning to stabilise;
- (b) the waiting time for a non-urgent 101 call had decreased from over eight minutes in the six months to the end of February 2016, to four minutes in the six months to the end of August 2016;
- (c) during the three months between March and June 2016 the average waiting time was below four minutes, and during the peak summer season of July and August 2016 this had increased to between four and five minutes;
- (d) the Chief Constable took this issue very seriously and the Gold Group which had been tasked to deal with this issue addressed it with the same focus and commitment applied to any potential major incident.

In response to questions, Members were advised that –

- (e) the sum of £250K was made available to deal with the 101 issue, although the actual spend was only £50K;
- (f) the backlog of crime recording was transferred from the call centre to other departments to clear;
- (g) further work on the 101 service was needed to ensure that the current performance standard could be sustained;
- (h) the PCC was happy to work with all health partners to deal with the issue of mentally unwell people who entered custody and needed a mental health assessment. It was vital to ensure there were sufficient medical staff to conduct these assessments;
- (i) the OPCC Diversity Team and officers had been involved in successful outreach work in the peninsula;

- (j) Victim Support and Crimestoppers were alternative methods that could be used to report a crime if victims did not want to contact the police direct;

The Chair commended the Chief Constable for reducing the 101 waiting time to four minutes.

The Panel noted the report.

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

The PCC presented the 'Police and Crime Commissioner's Update Report'.

Members were advised that –

- (a) the PCC wanted to work more collaboratively with the emergency services, and had already participated in a number of positive discussions with colleagues from Cornwall Fire and Rescue Service along with Devon and Somerset Fire and Rescue Service;
- (b) the single remand court pilot has been an interesting challenge – resourcing for this was intense and the pilot would be fully evaluated before a decision was made on a wider roll-out;
- (c) the wider review of the police estate would conclude before January 2017;
- (d) a campaign by the residents of St Ives and Hayle had resulted in the Chief Constable agreeing to provide an additional constable for the locality;
- (e) work on reforming the police funding formula would commence shortly and the OPCC team were ready to assist with the process, challenging or helping as necessary;
- (f) the Annual Report was an 'end of term' report for the departing PCC;
- (g) victim based crime (over the period of the report) reduced by over 15% in advance of national trends;
- (h) the increase of 4.5% in recorded violence with injury offences was against a reported increase averaging 20% across the rest of the country;
- (i) the victim care network had been a significant success;
- (k) it was important to ensure that the process of the funding formula progressed better than last year.

In response to questions, Members were advised that –

- (l) work had now been commissioned to investigate a bi or tri-service location at Liskeard;

- (m) the OPCC were fully engaged with, and represented on, the Cornwall One Public Estate Forum and also engaged with the 'blue light' version of the Forum;
- (n) a violent act did not necessarily involve physical contact – it could be a verbal threat or abuse, and included online harassment.

The Chair praised the Chief Executive for the quality of his report.

The Panel noted the report.

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

The Panel noted that no complaints had been received during the period 16 June 2016 – 26 September 2016.

28. **Future meeting dates**

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

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

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Police and Crime Panel Meeting
9 December 2016
Report of the Police and Crime Commissioner

DEVELOPMENT OF THE POLICE AND CRIME PLAN 2017-2020

Introduction

This paper submits the draft Police and Crime Plan for 2017-2020 (the Plan) to the Police and Crime Panel for their views. 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.

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. In October 2016, the Commissioner reported to the Panel her progress on developing the Plan – in particular on the responses to the consultation and the changes that the Commissioner was intending to make to the Plan as a result of the consultation feedback.

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.

As a result of the consultation the Commissioner proposed to make some notable changes to her original draft Police and Crime Plan. The most significant change was to make 'connection' between the police and communities the central tenet of the Plan. Alongside this the Commissioner proposed to retain a strong focus on: preventing and deterring crime, protecting people who are at risk of abuse or who may be vulnerable, supporting victims and witnesses throughout the criminal justice process and on making sure that we get the best out of Devon and Cornwall Police.

The final draft Police and Crime Plan

The final draft of the Commissioner's Police and Crime Plan 2017-2020 is attached to this report at Annex 1. The draft sets out the Commissioner's vision for policing in Devon,

Cornwall and the Isles of Scilly and the priorities for action over her term of office. The draft Plan has been co-produced with the Chief Constable.

Safe, Resilient and Connected Communities

Priority 1: Connecting Communities and Policing

*A Local Policing Promise - that policing is
Accessible, Responsive, Informative, Supportive*

Priority 2: Preventing
and deterring crime

Priority 3: Protecting
people at risk of
abuse and those who
are vulnerable

Priority 4: Supporting
victims and witnesses
and helping them to
get justice

Priority 5: Getting the
best out of the police

Financial arrangements

The Commissioner's Police and Crime Plan 2017-2020 will drive the budgetary approach for policing over the coming years.

At its meeting in February 2017, the Police and Crime Panel will receive a report on the budget and the Commissioner's intentions with regard to the policing precept. At the time of writing this report the OPCC Treasurer and the financial team within Devon and Cornwall Police are continuing to develop the policing budget for 2017-18 and the future Medium Term Financial Statement. We await the final police grant settlement for 2017/18 and beyond in December. The Commissioner remains in discussion with the Chief Constable regarding the available funds to support the delivery of the Plan - in particular additional resources to support connectivity between local communities and the police service. The Police and Crime Panel will receive a full report on the budget at its February 2017 meeting.

The Commissioner has set out her intentions with regard to the commissioning of services from partner organisations in the final draft Commissioning Intentions Plan 2016-2020 which is set out in Annex 2. The Commissioning Intentions Plan aligns with the Commissioner's draft Police and Crime Plan and has been developed in consultation and discussion with partner agencies from across Devon, Cornwall and the Isles of Scilly.

Measuring success under the Plan

The Commissioner has set a number of strategic measures and indicators to guide the work under this Plan. These are not performance targets – but will enable the Commissioner and the public to consider and assess the extent to which the overarching objectives of the Plan are being achieved and to direct future activity. Many of the measures are qualitative in nature and will be assessed through surveying – as they are

designed to assess how the levels of connection between communities and policing, prevention of future crime and the experience of victims in Devon, Cornwall and the Isles of Scilly.

The Commissioner recognises that the provision of clear and transparent information on the performance of the police is important to the public and to partners. It builds confidence and improves awareness - helping them to understand the nature of crime and the work of the police and to raise issues and concerns. In pursuance of the commitment in the Local Policing Promise to ensure policing is 'informative' we will be ensuring that clear information on crime levels, surveys and performance against published service standards in areas such as 101 will be made available to the public.

The Commissioner will also publish an update report every 6 months reporting on progress against the achievement of the actions set out in this Plan – which are collated in Section 4. Alongside these measures the PCC will also take particular regard of HM Inspectors of Constabulary findings and reports on Devon and Cornwall Police.

Next steps and publications

The Commissioner submits her draft Police and Crime Plan 2017-2020 to the Police and Crime Panel for their consideration. The Commissioner intends to publish her final plan in January 2017. Alongside the full Plan document the Commissioner will provide a summary document for the public. The OPCC will also provide accessible versions of the Police and Crime Plan.

Contact for further information

Andrew White, Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

23 November 2016

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Safe, Resilient and Connected Communities

**The Police and Crime Plan 2017-
2020 for Devon, Cornwall and the
Isles of Scilly**

Foreword by the PCC

It is a privilege to have been elected by the people of Devon, Cornwall and the Isles of Scilly to serve as their Police and Crime Commissioner. I promise to serve you well by listening to your views on what does and doesn't work well with policing in our community – and will utilise evidence to help inform me about the challenges we face in our area. I will do everything that I can to make sure we have the best police service in the country and to keep you safe.

This Police and Crime Plan sets out our strategic priorities for policing in Devon, Cornwall and the Isles of Scilly for the next three and a half years. It has been informed by extensive consultation with the public and with partners over the past few months and by the Peninsula Strategic Assessment. My aim is to have excellent policing, co-ordinated wider public services and resilient self-supporting communities. In that way all of us can play their part in keeping each other safe.

The Chief Constable and I have worked together to co-produce this Plan and are committed to delivering the Priorities set out within it. We intend to work closely with our wide range of local partners, including Community Safety Partnerships, Local Authorities, businesses and the voluntary and charitable sectors to achieve this Plan. The Chief Constable and I are working together, including through our co-location at Headquarters, to deliver better policing and safety, and we need your help to do the same.

Crime is changing. People are more likely to be a victim of a crime within the home or online than out on the streets where they live. This means traditional approaches to delivering policing needs to change. Transformation is required to fundamentally create a more resilient, sustainable and effective police force. We have started this journey through our alliance with Dorset Police but this is only the beginning. As we transform and work together to keep people safe – we must ensure that policing remains at the heart of our communities.

Through this Plan we will focus on:

- **Connecting our communities and the police – through a new Local Policing Promise to ensure policing in the local area is 'Accessible, Responsive, Informative and Supportive'**
- **Preventing and deterring crime – so we can stop people becoming victims of crime and move people**
- **Protecting people at risk of abuse and those who are vulnerable – safeguarding the vulnerable and keeping them safe from harm**
- **Providing high quality and timely support to victims of crime to help them recover and helping them to get justice by improving the criminal justice system**

- **Getting the best out of the police – making best use of our resources, supporting and developing our workforce and working well in partnership with others**

In developing this Plan I have consulted widely with the public and partners and have worked closely with the Chief Constable to shape these priorities and the detailed commitments set out here. I believe we are well-placed to ensure that we have a common focus of working together to achieve safer, resilient and connected communities.

Devon, Cornwall and the Isles of Scilly are fantastic places. My goal is to ensure that we are all enabled to play our part in ensuring that the peninsula remains the envy of the rest of the country.

Alison Hernandez

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

The PCC's strategic intent

The Police are here to help keep us safe. In particular, they are here to come to our assistance when someone or something threatens our safety. To do this well the police need to be efficient and effective and most importantly they need to be well connected to their communities. We must also work closely and supportively with partners, including Community Safety Partnerships, Health and Wellbeing Boards, and Safeguarding Boards who play vital roles within our communities.

Devon, Cornwall and the Isles of Scilly are some of the safest places in the country. A number of things contribute to this:

- Effective policing approaches and a dedicated and well trained workforce
- Co-ordinated and focused activity across public and voluntary sector organisations
- The strong sense of community that is greater in Devon, Cornwall and the Isles of Scilly than elsewhere in the country

This Plan provides strategic direction to improve, support and enable all the key elements that keep Cornwall, Devon and the Isles of Scilly safe by supporting safe, resilient and connected communities. In keeping everyone safe the PCC wants to focus on everyone but especially those that are most vulnerable. People can be more vulnerable because of their ethnicity, age, a disability, where they live (for example by living in a rural or isolated location), circumstances or for a range of other personal reasons or external factors. We need to ensure we think about vulnerability broadly – recognising that people may move in and out of being vulnerable for a range of reasons and that people will not always self identify as being vulnerable.

Keeping Devon, Cornwall and the Isles of Scilly safe can be extremely challenging. Our beautiful rural landscape and our coastal setting mean that getting around the largest policing area in England takes time – with some policing sectors and neighbourhood beats covering vast areas. The spread of resources over such a large area inevitably affects the public's perception of 'local' policing and the reality is that the police cannot always get there as quickly as the public might expect. This challenge exists all year round but is further exacerbated when 10 million visitors arrive every summer to enjoy our beautiful counties and who also need our help to stay safe.

Devon and Cornwall Police work hard with their communities and other partners – to keep them safe and to support their communities. They do an incredibly difficult job and the PCC is proud of the work they do. Their work goes far beyond what people often perceive as 'policing' – i.e. crime. The police help and support their communities in a wide range of ways – from dealing with road traffic accidents and emergencies such as flooding to responding to concerns about welfare if a person goes missing. However, the PCC recognises that sometimes partners and members of the public do not feel that the police are always well engaged with the things that concern them. Similarly – some of those partners, in particular local councillors and community representatives are not

always aware of how they can assist the police in resolving difficult problems and issues. The first section of this Plan is about achieving excellent connection between the police and the community.

The PCC's ambition through this Plan is to reinforce the link between the police and local communities. In particular to help the police to better understand their communities through the embedding of clear, easily understood two-way communication channels between communities and their local policing teams. Current practice is good in many places but in other local areas the practice is mixed. This Plan proposes a range of measures that will provide service standards that the public and their elected representatives can rely upon. Better understanding of community requirements will allow the police to focus on local policing requirements.

Through this Plan the PCC and Chief Constable will set a **Local Policing Promise** to ensure that policing is Accessible, Responsive, Informative and Supportive – at the local level. In delivering this Local Policing Promise they will work together to make it easier for you to contact the police in your local area, to ensure a good quality of service on 101, to increase resources available to respond to emergency calls and carry out prevention activity and will work closely with partners on a wide range of community issues.

As the owner of the police estate the PCC strongly supports the concept that policing should be based in their localities. To this end, the PCC is committed to ensure that a police presence should be maintained in all current localities but that the Chief Constable will also review how our police stations which are not open to the public might contribute to community connection.

The PCC is also keen to ensure that the public can play their part in assisting local policing. One way in which the public can do this is by providing the police with local intelligence and we must make sure we have the right systems in place to support them to do this. The plan sets out work that will offer broader opportunities for the public to get involved – including through volunteering roles to support the police.

Many of the problems that impact our communities are complex and require effective partnership working. The PCC's Commissioning Intentions Plan sets out how local bodies such as Community Safety Partnerships and Youth Offending Teams will continue to be financially supported to help meet this Plan. In addition, the PCC intends to do what she can to support the better co-ordination and co-location of local partners to ensure that the most important issues are jointly tackled in an effective way.

Devon and Cornwall Police employs around 5,000 police officers, PCSOs and police staff but by working effectively with the 1.7m residents in our communities as well as our partner organisations we will be even more successful. Policing needs transformative change due to the ways in which both crime and public attitudes regarding customer service, including their preferences on how to contact services like the police, are

changing. By working together and ensuring that the investment of tax payers' money is used to enable policing that is effective and high quality not bureaucratic or disabling.

The national policing vision for 2025 published by the Association of Police and Crime Commissioners and the National Police Chiefs Council in November 2016 recognises that we need to continue to work across borders to sustain many of our services and ensure the protection of the public. We already work in an alliance with Dorset Police and with our policing partners in the South West on a range of specific business areas. Through these arrangements we are able to deliver effective specialisms including forensics, counter-terrorism and support the work of the Regional Organised Crime Unit and National Crime Agency. The governance of policing is becoming more and more complex and national debate continues to centre around a move towards more specialised regional services. The PCC will work with PCCs across the south west to ensure that we get the protection and support we need for our area.

Whilst local connection with communities is the main objective of this Plan it does not cover the full range of the PCC's strategic intentions. The PCC is also committed to a range of actions to prevent crime and has developed a programme of action in these areas alongside the Chief Constable. Central to this is the creation of a ground breaking approach to prevention – intervening early in the offending cycle to change the behaviour of offenders to reduce the chances of them offending again, and investing in early help services for young people and their families and those at risk of offending in the future due to their circumstances.

Devon, Cornwall and the Isles of Scilly have some of the best victim care arrangements in the country. Uniquely, the PCC's victim care unit works with 80 voluntary sector organisations through a Victim Care Network to provide services to victims of crime. Through this Plan the PCC will continue to build on this and will further enhance services to all victims, with a particular focus on victims of sexual offences who typically face the most challenging journey through the criminal justice processes.

Every time a person offends or re-offends they leave in their trail hurt and damaged victims and often have a negative impact on wider feelings of safety, the community and the local economy. Whilst the police are there to bring offenders to justice they are also uniquely placed to play a role in attempting to change the behaviour of offenders and prevent future crime. The PCC and the Chief Constable have established a small project team to establish whether a model of offender management that shares many of the features of the PCC's Victim Care structure could reduce future offending. To this end, the project team are working with a range of partner agencies but most importantly engaging with a wide range of voluntary sector partners across Devon, Cornwall and the Isles of Scilly to see how we might work together to change the behaviour of offenders. The PCC's support for better offender pathways is very focused on the needs of victims and restorative justice. Offenders will need to demonstrate their commitment to changing

behaviour, if they fail to do so, the PCC expects that they will face the usual consequences of their actions through the criminal justice system.

The PCC is also committed to supporting a greater focus on keeping people safe online and increasing efforts to develop a clearer approach to crimes affecting businesses, in particular focused on how the police and businesses can provide protection against future offending.

A modern police force needs modern technology to be effective. For some years there has been an under investment in technology within Devon and Cornwall Police. The PCC is determined to provide the necessary resources so that frontline officers and staff have the right tools to do their job to the very best of their ability. Under this Plan the PCC and the Chief Constable will also focus on ensuring that the people working within Devon and Cornwall Police are supported and developed and have the right skills and support in place to serve our communities effectively.

Devon and Cornwall Police are already a good force. Through better connection, clear direction and appropriate investment they can be one of the very best police forces in the country.

The full details of the Police and Crime Plan, and the 5 Priorities for the Plan are set out in Section 1. The PCC has set a number of strategic measures and indicators to guide the work under this Plan. These are not performance targets – but will enable the PCC and the public to consider and assess the extent to which the overarching objectives of the Plan are being achieved. These measures are set out in Section 2.

SECTION 1 - The Police and Crime Plan

The focus of this Plan is on how we continue to keep our people safe by improving their connection with policing in the local area.

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 are at risk of abuse and those who are vulnerable. 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 ‘Connecting Communities and Policing’ is the heart of this Plan.

In developing and shaping this Plan there has been consultation with the public and with partners. The Plan recognises and reflects the important issues identified in the Peninsula Strategic Assessment, in particular through Priorities 2, 3 and 4.

Safe, Resilient and Connected Communities

Priority 1: Connecting Communities and Policing

*A Local Policing Promise - that policing is
Accessible, Responsive, Informative, Supportive*

Priority 2: Preventing
and deterring crime

Priority 3: Protecting
people at risk of
abuse and those who
are vulnerable

Priority 4: Supporting
victims and witnesses
and helping them to
get justice

Priority 5: Getting the
best out of the police

Priority 1: Connecting Communities and Policing - The Local Policing Promise

To keep people safe we must strive for a police service that 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 to support ‘policing by consent’ – building trust and confidence that the police will be there to help when they are needed.

The effort and commitment from our communities is important to help us improve policing in Devon, Cornwall and the Isles of Scilly – they are a vital source of intelligence which can help to prevent crime occurring 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 the **Local Policing Promise** the Police and Crime Commissioner and the Chief Constable 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



What is local policing?

The public's perception of what constitutes **local policing** is often their local Neighbourhood Beat Manager or Police Community Support Officer. These individuals are a tremendously important part of the local policing response – working on a day to day basis with their community to keep them safe, tackle crime and problem solve. They are however only a part of the policing response – that is regularly deployed in a local area. Those Neighbourhood Teams sit within a wider team working in the local area. When the public call the police for assistance – most often it is the local Response Team Police Officers who will attend. When a crime or incident needs to be investigated – it will be the police officers and specialist police staff working in Local investigation Teams who will take statements, gather and review evidence and carry out the investigation. Alongside these teams our Roads Policing and Armed Response Teams are working in our local areas – dealing with road offences, road traffic accidents, crimes and incidents where weapons are involved and providing additional response support on other crimes and demands.



In delivering the Local Policing Promise, in particular the Promise regarding 'Responsiveness' we need to ensure that we think about all of these people, not just our Neighbourhood Teams.

Local Policing that 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 also plays an important role in building the public's trust and confidence in the police.

- *Improving public confidence in contacting the police to report crime and use the 101 service, and expanding the ways that the public can report issues remotely to the police. We will continue to improve waiting times for the 101 non emergency service and will invest in technology and staff to support the 101 service. Other routes of*

communication also require clear and common standards of response – so the public know what to expect.

- **By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force wide service standards for the 101 non emergency service, answering 999 calls, online contacts and correspondence. Performance against these service standards will be published regularly so the public can see how well the force are performing.**
 - **The Chief Constable will provide a range of ‘remote’ contact options to reflect the differing needs and preferences of the public and to ensure that people can report crime or incidents easily.**
 - **The PCC will support appropriate investment in building a range of online channels.**
- *Providing more opportunities for the public to contact local police teams, including face to face opportunities.* The PCC and the Chief Constable will work together to provide more opportunities for the public to contact and engage with the police locally. The precise nature of these opportunities will vary and it is for local commanders and their teams to work out the right mix of activities and opportunities within the local area – taking into account the local needs of the communities they serve.
 - **By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force service standards for police sectors designed to ensure strong levels of local contact, including face to face engagement and interaction. These standards will set a service minimum for public contact. Performance against these service standards will be published regularly so the public can see how well the force are performing.**
- *Working closely with local councillors – who play a key role in connecting with their communities* The PCC and Chief Constable believe that local councillors have a key role to play in keeping their communities safe and in helping to connect the public and policing in the local area. Councillors across the peninsula have indicated to the PCC that they would like to play a greater role in working with the local police – such interactions are already in place in some council areas – through Police Liaison Councillors but there is a desire to expand and strengthen that approach.
 - **The PCC will explore establishing a PCC Councillor Advocate Scheme whereby nominated councillors can provide a formal feedback route to the police on behalf of their community. In addition, these advocates will also take back matters to their own councils on behalf of the police.**
- *Our physical presence in local areas.* The PCC and the Chief Constable will work together to retain a broad footprint for the police estate. Police stations and offices are not the primary means by which the public engage with the police although they can play a part in connecting the community to the police. Their primary purpose is to provide a useful touch-down point for police officers and staff – to carry out police business – and in doing so they support local connectivity by helping to avoid time

being spent commuting to stations to complete tasks. The operational needs of the police estate continue to change over time – as crime and wider demand alters and as we move towards more flexible working assisted by technology and the roll-out of mobile devices to officers across the force. We must recognise this and work with it – keeping underutilised or unnecessary physical buildings will tie up capital and revenue funds which we can spend in other ways. But with a view to retaining a broad footprint across the two counties and the Isles of Scilly.

- **Going forward when a police station is vacated we will seek to provide an alternative base within that locality.**
 - **In addition the PCC and the Chief Constable will look at ways to widen the police footprint in local areas to improve community liaison and connectivity – including through the Citizens in Policing Programme, co-location with partners and community access points and will pilot options in the second half of 2017.**
- *Improving the PCC's understanding of local concerns.* The PCC is the elected representative for policing in Devon, Cornwall and the Isles of Scilly and it is important that the PCC understands the public's views and concerns around policing across Devon, Cornwall and the Isles of Scilly. As the largest policing area in England – there is much ground to cover – and views and concerns vary depending on peoples location, experiences and circumstances. The PCC will take steps to improve access to her and her team, to make it easier for the public to give their views on policing.
 - **The PCC will establish a network of OPCC link officers to help local communities raise issues with the PCC and improve the PCC's understanding of local issues**
 - **The PCC will explore (in consultation with the Chief Constable) the establishment of a PCC Young Persons Advocate Scheme in local areas – to improve understanding of their views on policing at the local level.**

Local Policing that isResponsive

This section of the Local Policing Promise focuses on ensuring that the police will be there when they are needed and that they are responsive to the matter at hand. It is important the police are there when needed, that they understand and respond to issues and that they provide feedback and updates to people who report crime and to victims and witnesses.

- *Enhancing and increasing police resources at the local level.* The PCC and the Chief Constable will work together over the lifetime of this Plan to maximise the level of funds available to support local policing.
 - **The Chief Constable will continue to review the deployment of officers in non operational roles and investigations across the police service – drawing upon police staff expertise to maximise deployment of officers into roles where sworn powers are required.**

- **The PCC and the Chief Constable will champion the development of volunteering in local policing – to help local people play an active role in keeping their community safe.**
- **The PCC will continue to support investments in technology such as mobile data – to increase opportunities for police officers to stay out and about in local areas and reduce bureaucracy.**
- *Speed of attendance at emergency incidents.* When people contact the police in an emergency situation (most usually via 999) we need to ensure that we get there quickly. In a geographic area as large and diverse as ours this can be challenging – in particular during the summer months when there is greater pressure on our roads network. Generally the speed of response across Devon, Cornwall and the Isles of Scilly is good but the PCC and Chief Constable will work together to ensure that we have a timely response to emergency calls for service.
 - **By September 2017, the PCC will carry out a review of immediate response times across the force area to understand where challenges exist and what, if any, action might be needed.**
 - **Following that review the Chief Constable will (in consultation with the PCC) publish force service standards and will report publicly on performance against those standards.**
- *Providing regular feedback when people raise issues.* People contact the police for a variety of reasons. They may be reporting a crime or an incident, providing what they hope is useful information or intelligence or may be seeking an update on a matter they have raised previously. When people contact the police - it is important that we follow up on that contact – providing appropriate updates and feedback on the matter. Continued contact and feedback is hugely important for victims– but also for people who witness or observe actions and contact the police about them. The public are our eyes and ears - by improving how we provide feedback to them we can try to ensure that they realise the importance of what they do and that they continue to report.
 - **By the end of March 2017 the Chief Constable will publish (in consultation with the PCC) force wide service standards on feedback for: people reporting crimes and incidents, people providing intelligence, victims and witnesses.**
 - **The PCC and Chief Constable have agreed to implement an online ‘Track My Crime’ service for victims by the end of 2017.**
- *Working to identify and support all communities across the peninsula and to understand their issues.* The PCC will meet regularly with the people of Devon, Cornwall and the Isles of Scilly, including diverse community groups, to ensure that the PCC understands their views on policing and to identify opportunities to work together.
 - **The Chief Constable will support the introduction of a third party reporting scheme across the police area, building on the successful 2015/16 pilot in Plymouth.**

- **The Chief Constable will put in place (in consultation with the PCC) and publish a ‘Connectivity Plan’ setting out how he intends to engage with the public to understand their views on policing issues.**
- *Keeping our local areas safe from national threats.* The PCC and the Chief Constable will work together to continue to tackle extremism and to deliver the Strategic Policing Requirement – recognising the pivotal role that local policing plays in prevention. The Strategic Policing Requirement is set nationally by the Home Secretary and relates to national policing threats that are of such importance, risk or scale that a police force working on its own cannot address the threats by itself. Under the Strategic Policing Requirement forces are required to provide key services and resource thresholds and to work together to address identified national priority areas.
 - **The Chief Constable will have regard to the Strategic Policing Requirement in delivering policing across Devon, Cornwall and the Isles of Scilly.**
 - **The PCC will take full account of the Strategic Policing Requirement and will keep the Police and Crime Plan under review in light of any changes made to the Strategic Policing Requirement by the Home Secretary.**
 - **The PCC and the Chief Constable will actively support partnership groups, including Community Safety Partnerships and local authorities in preventing terrorism and the threat from domestic extremism and the radicalisation of vulnerable people.**

Local Policing that is.....Informative

Policing is inevitably complex. 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 the exploitation of vulnerable people as well as the growth in online crime as the world has become increasingly digital and interconnected. It is important that we take time – at the local level and across the whole of Devon, Cornwall and the Isles of Scilly to ensure that we keep the public informed about what the police do and how well they are performing. We must also work with our partners to ensure that the public get a clear picture of our respective responsibilities on complex multi agency issues such as parking, anti-social behaviour and mental health.

- *Keeping you better informed on policing issues – locally and across the policing area.* The PCC and the Chief Constable will work together to provide clear and regular information to the public about the full range of policing activity in Devon, Cornwall and the Isles of Scilly as well as activity in local areas. This will include information about police activity on matters that are not traditionally seen as the role of the police – such as our work on floods and emergency planning, mental health and community resilience.
 - **By March 2017, the Chief Constable will set (in consultation with the PCC) public information standards. The standards will cover the provision of information centrally and locally on the following:**

- Policing priorities including domestic abuse, sexual offences, hate crime and exploitation
 - Updates on broader crime issues
 - Police performance and crime data
- The police – centrally and locally – will make full use of the opportunities presented by technology and the internet to build a clear online presence in local areas.
- *Removing confusion about respective roles of police, local authorities and other partners.* The police work regularly and productively with partners across Devon, Cornwall and the Isles of Scilly to keep our communities safe and resolve problems at the local level. In doing so, the respective roles, responsibilities and actions of those organisations can be difficult to separate from the point of view of the public. This can sometimes lead to confusion, and frustration about the kind of response that can be expected from each partner. The PCC wishes to work with the Chief Constable and local partners to increase the public's understanding – providing a clear picture to them about where to go for help. .
 - **The PCC will seek to work with the Chief Constable and partners to remove confusion about the respective roles, responsibilities and actions of the police, local authorities and partners on key issues such as mental health, parking and anti-social behaviour.**
- *Communication and consultation.* **Effectively communicating, and where appropriate consulting, when significant changes are being made to your local policing arrangements.**
- *Helping communities have a stronger voice in community matters.* There are many different decisions and issues that arise within a local community that can have an impact on the public's perceptions of their safety. Local authorities and Community Safety Partnerships play an important role in helping the public within their areas to understand and play an active part in important local debates that may affect them and the safety of their community. Access to data, advice on how to engage with statutory processes and updates on activity all have an important role to play in helping ensure that local communities are able to play an active role in decisions.
 - **The PCC is seeking to work with local authorities and Community Safety Partnerships to support them and to explore ways to help their communities understand wider local issues such as planning and licensing which can have a significant impact on levels of safety within their local community.**

Local Policing that is.....Supportive

It is vital that the PCC and the Chief Constable and their teams work effectively with partners, the public and businesses to identify and resolve issues locally and to prevent crime and harm.

- *Ensuring the OPCC and the police work with your community not in isolation.* The PCC and the Chief Constable are committed to working closely with Community Safety Partnerships, Safeguarding Boards, blue light services, businesses and the voluntary and charitable sectors to support our local communities. The PCC and the Chief Constable will continue to support the development of local community resilience forums and community capacity building, including flood emergencies – helping communities to keep themselves safe.
- *Commissioning.* The PCC will work through, and with, partners including Community Safety Partnerships to commission high quality services to help protect people who are at risk of abuse in our communities and those who are vulnerable. The PCC will actively work with partners in health and local authorities and through Health and Wellbeing Boards and CSPs to jointly assess commissioning needs for services that support vulnerable people and those who are at risk of abuse – in particular people experiencing domestic abuse, sexual offences and exploitation.
 - **The PCC will publish her 2017-2020 PCC Commissioning Intentions Plan by the end of 2016 and establish multi-year funding streams for commissioned services to improve service stability.**
- *Supporting local watch schemes within communities and building their profile with local partners and councillors.* The PCC is hugely supportive of the role that Neighbourhood Watch and other watch schemes such as boat-watch and farm-watch play in keeping our communities safe and secure. New innovations, including the new Neighbourhood Alert system are already being rolled-out which will help watch schemes to keep informed. The PCC wishes to help these schemes to thrive and to ensure they are focused, informed and well equipped to play their part.
 - **The PCC will work with existing watch schemes through 2017 to explore ways to assist them, including**
 - **Making it easier for communities to set up schemes in areas where they have a local need**
 - **Improving communications from the local police and partners on activity in the local area – to ensure the schemes are well informed regarding policing activity in the local area**
 - **Exploring how we can make schemes more impactful within their community**
 - **Supporting investment in core equipment, where a good case can be made**
- *Keeping our roads safe.* The PCC will work with partners and local communities (through Community Speedwatch) to enhance and support the response across Devon, Cornwall and the Isles of Scilly to road safety, including the issue of using a mobile phone whilst driving. The PCC supports the focus on an intelligence led response and the need to focus on changing public attitudes and driver behaviours to deliver a sustainable step-change in this area.

- **The PCC will work with the Peninsula Road Safety Partnership and wider partners during 2017 to explore opportunities for enhanced road safety initiatives – and in particular how we might work together on tackling mobile phone usage whilst driving**
- **The PCC will support Community Speedwatch schemes, throughout the life of this Plan in particular:**
 - **Investing in equipment, training and infrastructure to support schemes**
 - **Looking at ways to enhance the impact of schemes including ways in which further enforcement actions can be taken**
 - **Exploring the extent to which they may be able to assist in a wider response to mobile phone usage whilst driving.**
- *Helping local authorities who wish to make better use of CCTV to keep their communities safe.* High quality and interconnected CCTV systems can play a supportive role in community safety. The provision of such systems is not the responsibility of the PCC or the police, but the PCC recognises that such systems can be of benefit to the police, in particular in terms of aiding the investigation and detection of crime when it occurs. The PCC is fully aware of the challenges that local authorities can face in establishing and maintaining localised CCTV systems – and in particular the challenges associated with capital purchase of equipment and the complexities and costs associated with monitoring CCTV and regulatory compliance, in particular for small councils. The PCC has viewed with interest the arrangements put in place by Cornwall Council – through the establishment in Cornwall Fire and Rescue Service of a centralised monitoring hub and service and considers that the opportunities this presents for local authorities are significant. The PCC has had a series of exploratory discussions with local councils in Devon about the potential demand for a similar centralised monitoring service and considerable interest is present. The PCC wishes to support local authorities to support local authorities – helping to bring them together to explore opportunities as well as providing some contributory capital funding to support the development of interconnected, sustainable hub systems for CCTV monitoring.
 - **The PCC will allocate capital funding of up to £200,000 across the period to 2020 to support local authorities who are seeking to establish high quality and interconnected CCTV systems to support their community**
 - **The PCC will publish a CCTV Investment Strategy by February 2017 – focused on supporting capital investment not revenue costs with a focus on interconnected, high quality and sustainable systems and the development of monitoring hubs which allow local authorities to share resources and enhance efficiency**
- *Working closely with Partners to tackle Anti Social Behaviour.* The PCC recognising the impact that continued, severe and persistent ASB can have on individuals and communities and their feelings of safety. At times these may be hugely complex, long

running issues – which can involve a range of partners working together to try and resolve matters. The respective roles, responsibilities and actions of those involved in tackling anti social behaviour are not always clear to the public which can create confusion (and the PCC is undertaking above to work with partners to provide greater clarity in this area). There is a complex – and often changing - network of powers and legislative tools that are potentially available to the police and partners to try to resolve anti social behaviour.

- **The Chief Constable and the police will continue to play an active role through Community Safety Partnerships and their work with partners in trying to resolve continued, severe and persistent anti social behaviour**
 - **The PCC will review existing support services for victims of continued, severe and persistent antisocial behaviour**
- *Playing a supportive role in keeping our night time economy areas safe.* Many of our towns and cities across Devon, Cornwall and the Isles of Scilly benefit from having vibrant, popular night time economies – all year round or during our busy tourist season. These night time economies bring visitors to our counties and support our local economies and are a welcome contribution to our mixed economy but they do bring challenges for policing and community safety. It is a fact that excessive consumption of alcohol can make people more vulnerable to becoming victims of crime and that it can also make people more likely to commit crime – in particular crimes linked to violence, criminal damage and public order. The impact of alcohol on safety within our communities is well recognised within the Peninsula Strategic Assessment and the PCC and the Chief Constable are committed to working closely with partners across the area on this important issue. The police and partners across our counties have worked together for many years to manage these risks and they do so very well – although this comes at a cost. Businesses are now taking a much more active role in managing their local night time economy and promoting responsible drinking – which is a hugely positive development. The PCC and Chief Constable are particularly concerned about the extent to which people who have consumed too much alcohol can become victims of crime – in particular sexual offences.
 - **The Chief Constable will continue to work in partnership with local authorities, businesses, health and other agencies to protect the public and those working in the night time economy.**
 - **The Chief Constable will support licensing activities across Devon, Cornwall and the Isles of Scilly to tackle irresponsible licensing practices and help keep our communities safe**
 - **The PCC will work with local authorities across Devon and Cornwall to support their local alcohol strategies and initiatives. In particular:**
 - **Championing schemes which help to reduce crime and harm in our towns and cities linked to alcohol, such as Best Bar None and street pastors**

- **Supporting help zone schemes and the roll-out of the Drinkaware Crew scheme (piloted in Devon and Cornwall) in our university towns and cities and others areas where a need is demonstrated**
- **Endorsing late night levy proposals from local councils and guarantee to recycle collected funds to support local initiatives linked to reducing harm in the night time economy**

Priority 2: Preventing and deterring crime

The best way to keep people safe is to focus on prevention so that we can stop people from becoming victims of crime 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 PCC'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. Local policing teams play an essential role in preventing and deterring crime and the enhanced focus on better connecting communities and policing in Priority 1 of this plan will support our work to help prevent and deter crime. In particular the PCC and the Chief Constable will work with Local Criminal Justice Board partners and others 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 approach to Prevention

The PCC and the Chief Constable are fully committed to taking a preventative approach that is focused on 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 particular children and young people in the future due to their circumstances, past experiences or mental ill health. The PCC and Chief Constable will work together with partners to scope the development of a comprehensive package of early help to prevent future offending with a focus on working with children and young people, families who are identified as at risk and those with complex needs such as mental ill health and
- ❖ *Deterring future crime*. The PCC and the Chief Constable are committed to taking a partnership and multi agency approach and to targeting more resources to working with offenders to stop them from offending again. The PCC and the Chief Constable will also support the prison service in its efforts to deliver appropriate rehabilitation to offenders serving a custodial sentence. We will target more resources at first time entrants to CJS and those at the early stages of their criminal pathway by launching a new Offender Diversion Service
- ❖ *Greater intervention with people who regularly commit crime* – 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 PCC expects the Chief Constable to ensure that prevention of crime and harm is at the forefront of policing activity and that these three elements form the bedrock of our approach to prevention and are embedded across the entire police service over the next 3 years.
 - **By March 2017 the Chief Constable will set a Prevention Strategy detailing the force's approach to prevention and how it will be delivered across the organisation and through the Alliance with Dorset.**
 - **The PCC will work with health and local authority partners across Devon, Cornwall and the Isles of Scilly to consider how we can develop an integrated commissioning model for offenders which identifies gaps in existing services which could help reduce reoffending risks, reduce duplication and enable the commissioning of additional services where needed – reporting by September 2017 to inform the development of early help packages.**

Delayed Charging and Diversion

It is widely accepted that an entirely punitive criminal justice process does not encourage long term societal change. Whilst the impact of a crime cannot be ignored, we want to invest in activity that can help us to change the behaviour of criminals at an early stage - to prevent further offending. The PCC and the Chief Constable are seeking to develop a Delayed Charging and Diversion Scheme which offers some offenders (subject to strict eligibility criteria) the opportunity to undertake victim-led reparation, including the potential for restorative solutions, as well as an agreed programme of rehabilitative work during a four month period. The rehabilitative work could, for example, include elements of drugs and alcohol work delivered by existing services, co-ordinated by trained scheme facilitators. Successful completion of the programme of work would enable the offender to avoid criminal charge. Evidence indicates that the opportunities provided by the scheme can be the watershed which allows the offender to improve their life chances, reducing their negative impact on society and over utilisation of local services.

- **By April 2017 the PCC and the Chief Constable will launch a new 2 year pilot Delayed Charge and Diversion Scheme – creating an alternative pathway through which an offender (victim led and subject to strict eligibility criteria) can enter into a contract with the police to address the underlying causes of offending (such as addiction or mental ill health). Successful completion of that contract would provide an alternative to facing a criminal charge. The pilot will run for two years and will be evaluated by the University of Cambridge.**

Rehabilitation of offenders

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 PCC 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.

The PCC will work closely with the National Probation Service and the Community Rehabilitation Company to improve our shared understanding of people who offend and to seek all opportunities to deliver greater local flexibility in the services they provide to reduce reoffending and to improve the quality and effectiveness of their interventions - and push for changes to the system where they are needed to deliver the required change

Improving Online Safety

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 will play a unifying role in helping to focus activity so we can deliver a clear and unified response.

The PCC and the Chief Constable will continue to work actively with CSPs, trading standards, the Safer Internet Centre UK, industry and national bodies, and regional and local partners to raise awareness of online crime and to improve prevention and investigation efforts. It is particularly important that we support vulnerable people and help them to protect themselves and avoid becoming online victims of sexual offences, harassment, fraud and bullying. We must also work hard to disrupt and detect people who seek to commit these crimes.

- **The prevention of online crime will be a core theme within the Chief Constable's Prevention Strategy which will be published in March 2017.**
- **The PCC will work with the banking and technology sectors, Action Fraud and local partners to raise public awareness on how to keep safe online, including**
 - a. **Building on our existing Fraud Volunteer Programme**
 - b. **Piloting a cyber cafes scheme focused on raising awareness of key threats and self help options**
- **The PCC will work with PCCs nationally and others to push for improvements to the current Action Fraud arrangements to improve the service victims (individuals and businesses) receive when they report online fraud.**

Working with Business to Tackle and Prevent Crime

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 in Autumn 2017.

The PCC recognises that businesses, as well as individuals, can be the victims of crime and will commission support for businesses who are victims of crime through the Victim Care Network. The PCC intends to work with the Devon and Cornwall Business Council and other key partners to gather their views on policing and identify opportunities where we can work better together.

- **The PCC will publish a Business Crime Strategy by Autumn 2017 setting out:**
 - **An assessment of the scope and scale of business crime,**
 - **ways to improve reporting within the business community**
 - **identifying vulnerability in businesses – in particular vulnerability to violence;**
 - **the role of business in prevention**
 - **how businesses can support wider community safety initiatives.**

Priority 3: Protecting people who are at risk of abuse or who are vulnerable

Work under this Priority links directly to activity being taken forward under other Priorities within this Plan – from the Local Policing Promise (Priority 1), through our focus on reducing reoffending levels and preventing crime (Priority 2) to the creation of an end to end Victim Strategy and delivery of support to vulnerable victims of crimes through the Victim Care Network (Priority 4).

Through the Police and Crime Plan, the PCC will continue to prioritise the protection from harm of people who are at risk of abuse or 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 PCC 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.

We must act decisively to tackle crimes such as domestic abuse, sexual violence, child abuse, abuse of the elderly, grooming, exploitation, modern slavery and hate crime. We need to support victims to get help and justice and take action against those who offend. The under-reporting of crime in areas such as domestic abuse, modern slavery, sexual offences, hate crime and exploitation of the vulnerable remains a significant concern. The trauma suffered by victims of such crime is considerable and we must ensure we support them and encourage them to come forward, to us or to third parties. We also need to ensure that victims know that they will get the help and support they need to

recover and that we are committed to making the criminal justice system work better for them. and to helping them to get justice.

Preventing harm to vulnerable people is a core part of our work under the Police and Crime Plan. The PCC and the Chief Constable will work with partners to engage with people who might be at risk of abuse or considered vulnerable 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 PCC will provide funding to support the running of these events.

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. As part of this partnership approach the PCC 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 PCC 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 and will campaign locally and nationally for additional investment in mental health services for adults and children. The PCC's 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

- **The PCC expects the Chief Constable to continue to prioritise the protection of people who are at risk of abuse or who are vulnerable – working closely with local authorities and the voluntary and charitable sectors:**
 - **ensuring that all front line officers and staff receive the necessary support and training to identify vulnerability, record victim needs accurately and to act accordingly, including referring to other agencies as and when appropriate.**
 - **focusing increasingly on prevention – supporting people who are vulnerable or who may be at risk of abuse and helping them to prevent them becoming victims of serious crimes like fraud, scams, grooming and exploitation**
 - **actively working alongside partner agencies to identify and protect people who are at risk of abuse or who may be vulnerable, in particular through enhanced data and intelligence sharing, better use of**

technology, streamlining internal processes and by moving towards co-located hubs and integrated joint teams, committing where appropriate to integrated pooled budgets with partners to make best possible use of available funding

- **The PCC will continue to provide financial support to work to protect people at risk of abuse and those who are vulnerable through:**
 - a. **Commissioning services and supporting the work of partners to protect vulnerable people through the PCC’s Commissioning Intentions Plan 2016-2020**
 - b. **Funding a series of blue light days across Devon, Cornwall and the Isles of Scilly to support wider partnership activity to engage with and protect people with learning disabilities from harm**

- **The PCC and the Chief Constable will continue to encourage greater reporting of crimes such as domestic abuse, modern slavery, sexual offences and hate crime**
 - **raising awareness of these crimes – to help empower victims and reassure them they are not alone**
 - **expanding existing initiatives which allow victims to report crimes without contacting the police directly**
 - **improving processes and support systems which may deter victims from coming forward**
 - **working with local partners in communities to reduce tolerance of hate crime and other under-reported personal crimes and encourage witnesses in the wider community to report**
 - **encouraging system changes in the criminal justice system to focus on the needs of victims and witnesses rather than the processes –to encourage victims to come forward and seek justice**
 - **demonstrating through our approach to tackling offenders, that this issue is taken seriously**

- **The PCC will campaign locally and nationally for additional investment from health partners in mental health services for adults and children with a focus on early help and intervention 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**

- **The PCC and Chief Constable will work with partners in the public and private sector, to reduce the number of vulnerable missing people, in particular, children across Devon, Cornwall and the Isles of Scilly and to ensure we are providing the help, protection and support needed when people go missing**

- **Ensuring a common and clear understanding of the issue, and drivers for people, in particular children who go missing and the support services, prevention and help needed for vulnerable people**
 - **Developing and implementing a strategy to reduce the levels of vulnerable missing children and adults**
 - **Delivering high quality support, protection and help to missing people and their families.**
 - **Continuing to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are at risk of abuse in our communities or who may be vulnerable**
- **The PCC and Chief Constable will work together, and with partners, over 2017 to deter and prevent ‘revenge porn’, the viewing and transfer of sexual images and ‘sext-ing’ by young people to young people which can potentially lead to their exploitation – developing a shared programme of activity to highlight and address this growing risk.**
 - **The PCC and the Chief Constable will lead nationally in the delivery of an effective national response to tackling modern slavery – through the establishment of a Home Office Funded unit to build evidence analytical capabilities and spread best practice**

Priority 4: Supporting victims/witnesses and helping victims to get justice

Victims must be at the heart of everything that we do. Through this Plan the PCC and the Chief Constable 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.

Too often, the criminal justice system is too slow and unsupportive of the needs of victims and witnesses. The PCC and Chief Constable will implement 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 the person is put before the process.

Overarching victim strategy

The PCC and Chief Constable will work together and with victims, local partners, service providers and local police officers and police staff to develop a joint Victim Strategy, setting out how we will deliver an end to end wrap around support service for victims of crime. The Victim Strategy will focus on:

- Providing a high quality, caring and timely service to all victims of crime – putting the person before the process at all times (including launch of the online Track my Crime service by the end of 2017)

- Reducing levels of repeat victimisation – protecting victims from further trauma and helping them to recover
 - Improving our approach to Restorative Justice
 - Jointly with partners, help develop a responsive and supportive victim focused criminal justice system
 - Actively promote the Victim Care Unit to frontline officers and externally
- **The PCC and Chief Constable will publish a joint Victim Strategy by September 2017. The Strategy will be informed by discussions with victims, local partners, service providers and local police officers and police staff.**

An effective criminal justice system that works for victims

We must ensure that the criminal justice system works effectively for all victims of crime. The PCC and the Chief Constable are particularly concerned about the extent to which the current system supports victims of sexual offences, in particular the length of time taken for a case to move forward can be considerable – and can further traumatise victims. The PCC and the Chief Constable will work with criminal justice partners across the South West to carry out a full review of the treatment of victims of sexual offences within the criminal justice system, to identify ways to improve the experience of victims and witnesses. The findings of the review will inform future work through to 2020. The review will examine existing arrangements, academia and best practice and explore opportunities to

- Make it easier for victims to report crime
 - Ensure victims are treated with compassion
 - Jointly commission the best possible services to support victims to help them overcome their trauma
 - Improve victim access to support at all parts of the criminal justice process
 - Identify where existing processes and procedures impact adversely on victims and make changes
 - Capitalise on the opportunity that technology provides to improve services to victims
 - Improve the timeliness of the process – reducing the average time it takes to move from ‘report to court’
- **Reporting by the end of 2017/18, the PCC and the Chief Constable will work with criminal justice partners across the South West to carry out a full review of the treatment of victims of sexual offences within the criminal justice system, to identify ways to improve the experience of victims and witnesses. The findings of the review will inform future work through to 2020.**
 - **The PCC and the Chief Constable will work with the Crown Prosecution Service to deliver an increase in prosecution resources for sexual offence cases in Devon, Cornwall and the Isles of Scilly by the end of 2017/18 in**

order to improve the speed and quality of the service that victims of sexual offences receive by reducing the time that victims have to wait for the case to come to court

A Victim Led Approach to Restorative Justice

The establishment and embedding of a new victim led restorative justice process is a key feature of work under this priority. 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 new Restorative Justice operating model and system must

- Identify local needs and commission appropriate services to deliver RJ – working with the voluntary and charitable sectors as well as statutory partners
- Establish required capacity, systems and processes within the police service to meet the demands of victims for restorative justice services
- Be fully embedded within policing culture and be well understood throughout the police service
- **The PCC will work with the Chief Constable and local partners to launch, establish and embed a new victim led Restorative Justice process in Devon, Cornwall and the Isles of Scilly by the end of 2017.**

Victim Care in Devon, Cornwall and the Isles of Scilly

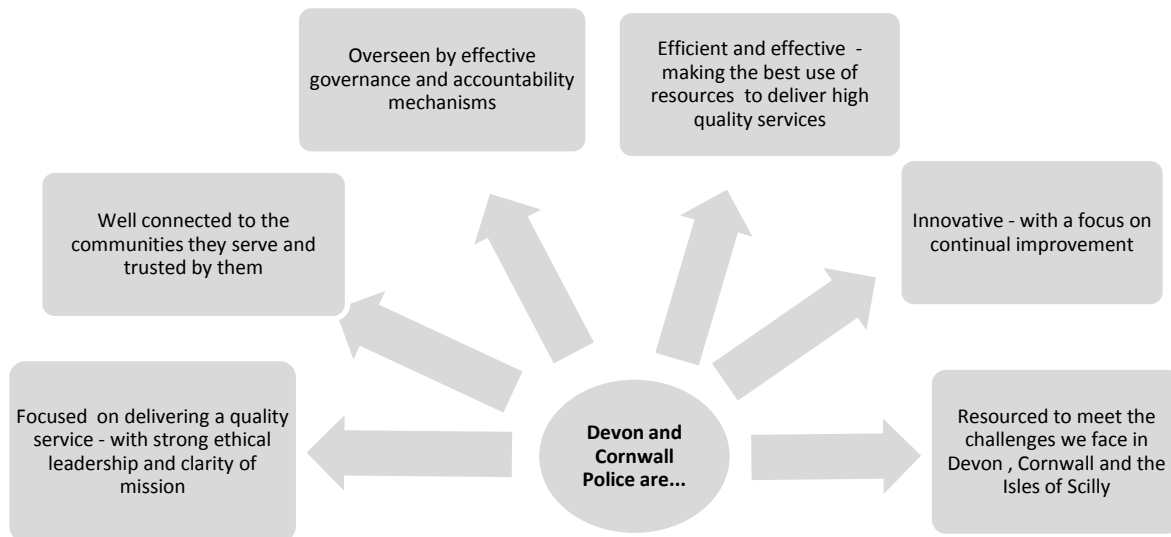
The PCC will expand and enhance existing victim care services through the Victim Care Unit:

- Supporting the current independent academic evaluation of the Victim Care Unit and working with the Chief Constable to implement its findings
- Continuing to fund and develop the delivery of a comprehensive network of victim care services across Devon, Cornwall and the Isles of Scilly via the Victim Care Unit
- Reviewing regularly the range of support services available through the Victim Care Network and commissioning additional services to fill gaps as identified
- **The PCC will commission additional victim services in the following areas to meet growing needs:**
 - **A new specialist service for young victims of crime across Devon, Cornwall and the Isles of Scilly to provide counselling and support to a wider range of victims in areas including abuse, exploitation, assault, bullying and harassment**
 - **Expand availability of access to therapeutic support and counselling for adult victims of domestic abuse, sexual offences, and exploitation**
- **The PCC will lobby and campaign locally and nationally for health partners to provide timely therapeutic mental health services such as counselling for victims of serious crimes to help them recover from trauma**

- **The PCC will work with the PCC for Dorset and the two Chief Constables to explore the opportunities to enhance victim and witness care which may be provided through our Strategic Alliance– identifying areas for collaboration and improvement.**

Priority 5: Getting the best out of the police

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 PCC 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. In order to get the best out of the police we must ensure that



There is already much good work going on in, which will continue. To support delivery of this Priority action has been focused in 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:

- **The PCC will work nationally and locally for changes to the police funding formula so it better reflects the demands faced by Devon, Cornwall and the Isles of Scilly**
 - **Contributing to the Home Office review of the funding formula throughout 2016/17**

- **Building a strong evidence base on the impact of rurality and tourism on policing demand due to their significant impact on policing services and costs within Devon, Cornwall and Isles of Scilly**
- **Working with local MPs, local partners and other PCCs to make the strongest case possible for Ministers.**

- **The Chief Constable will maximise efficiency in policing**
 - **Designing and delivering a new police operating model that supports delivery of the Priorities in the Plan and the wellbeing of our people**
 - **Reviewing the balance between police officers and police staff across the organisation ensuring that police officers are only deployed into roles requiring their operational expertise/powers so we can maximise front line police resources**
 - **Driving out savings from efficiency reforms and maximise the value of physical assets and collaborative procurement**
 - **Delivering a high standard of contract management across all areas of business**

- **The PCC and the Chief Constable will support investment in technology to transform service delivery within Devon, Cornwall and the Isles of Scilly, including:**
 - **Completing the roll out of mobile data devices so that officers are able to carry out key tasks in their communities rather than in an office officers do not need to return to stations and expand the range of tasks that can be performed remotely**
 - **Converging our ICT systems with Dorset, where appropriate, to support the operation of the Strategic Alliance to release efficiencies and improve the quality of service provided to the public, including the development of a common approach to command, control and public contact**
 - **Adopting cloud based computing services, where appropriate, to help us collaborate and share data with other agencies and to enable flexible working**
 - **Delivering a new shared emergency services mobile communications system – to support joint working with fire and ambulance services**

- **The PCC will revise the Estates Strategy in early 2017, informed by the Chief Constable’s operational requirements and connectivity – whilst having regard to the importance of maximising commercial opportunities from surplus parts of the estate**

- **The PCC will invest reserve funds to maximise resources to the front line**

- **The PCC and the Chief Constable will work with PCCs and Chief Constables across the South West to ensure strong governance of regional and multi force**

services and projects including the regional organised crime unit, regional forensics service and regional procurement to ensure that these services are delivering appropriate services to Devon, Cornwall and the Isles of Scilly.

People

The PCC 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:

- **The PCC will deliver changes to the way in which complaints against the police service are handled**
 - **Utilising expected new powers in the Policing and Crime Bill to re-shape the complaints process to make it more responsive to the needs of the public**
 - **Working with the Chief Constable to explore opportunities to improve the timeliness of investigations against individual officers to help resolve complaints promptly.**
- **The Chief Constable will :**
 - **Support the police workforce through effective wellness programmes, management structures and the provision of high quality training, facilities and equipment to ensure officers and staff are properly equipped to face the challenges of policing**
 - **Deliver changes in how the police service approaches volunteering - providing the right services, support and structures to encourage people to volunteer and to remain as volunteers and exploring ways in which limited police powers can be designated to volunteers to boost their effectiveness**
 - **Embrace opportunities to broaden the skills pool within the police service– utilising opportunities such as secondments, enhanced training and apprenticeships as well as volunteering**
 - **Deal fairly, efficiently and transparently with matters of professional standards and conduct - setting high standards of behaviour, supporting police officers and staff to meet those standards and taking timely action where standards fall short of what is expected to resolve the matter and promote organisation learning.**
- **The PCC will work with the Chief Constable to actively explore ways to increase the proportion of non-location specific roles within the force and to examine how to increase the proportion of units and roles that are based in Cornwall to aid recruitment and help us reflect the broad communities that we serve across Devon, Cornwall and the Isles of Scilly.**

Productive partnerships

Through this Plan the PCC and the Chief Constable will support and grow our partnerships – exploring all opportunities to keep the public safe within our communities

and improve our efficiency and effectiveness. Partnership activity and collaboration sits at the heart of Priority 1 under this Plan – in terms of the supportive role that the PCC and the Chief Constable will look to play in local communities.

The PCC and the Chief Constable are 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 if financially and operationally viable.

- **The PCC and the Chief Constable will continue to work closely with and support a broad range of partnership activities to keep people safe in Devon, Cornwall and the Isles of Scilly, including working with Community Safety Partnerships, Safeguarding Boards, Mental Health Services, and Health and Wellbeing Boards on issues such as vulnerability, violence and the prevention of suicides – championing their work, challenging action and working with them to solve problems, prevent crime and harm and to support victims and their families.**
- **The PCC and the Chief Constable will fully implement our Strategic Alliance with Dorset – putting service improvement and efficiency at the centre of this work and delivering the projected annual savings on full implementation.**
- **The PCC and the Chief Constable will formalise and expand our collaboration programme with local Fire and Rescue Services – seeking deep operational collaboration across the organisations where it provides benefits for our communities. The PCC and Chief Constable will focus on identifying new ways that we can share back office functions to generate savings as well as exploring ways that we can provide better services to the communities we serve and protect people at risk of abuse and those who are vulnerable. A clear plan for blue light collaboration will be in place by September 2017**

Section 2 - Measuring Success Under the Plan

The PCC has set a number of strategic measures and indicators to guide the work under this Plan. These are not performance targets – but will enable the PCC and the public to consider and assess the extent to which the overarching objectives of the Plan are being achieved and to direct future activity. Many of the measures are qualitative in nature and will be assessed through surveying – as they are designed to assess how the levels of connection between communities and policing, prevention of future crime and the experience of victims in Devon, Cornwall and the Isles of Scilly.

The PCC recognises that the provision of clear and transparent information on the performance of the police is important to the public and to partners. It builds confidence and improves awareness - helping them to understand the nature of crime and the work of the police and to raise issues and concerns. In pursuance of the commitment in the Local Policing Promise to ensure policing is ‘informative’ we will be ensuring that clear information on crime levels, surveys and performance against published service standards in areas such as 101 will be made available to the public.

The PCC will also publish an update report every 6 months reporting on progress against the achievement of the actions set out in this Plan – which are collated in Section 4. Alongside these measures the PCC will also take particular regard of HM Inspectors of Constabulary findings and reports on Devon and Cornwall Police.

Overarching assessment of progress on Priority 1

The overarching assessment will be through a localised qualitative survey based on HMIC’s 2016 “Public views on policing” survey. This survey will assess the public’s views on policing in the local area and is based on a national survey commissioned by HM Inspectors of Constabulary in 2016. This will allow us to baseline results in Devon, Cornwall and the Isles of Scilly with national data.

National Baseline: July 2016

Local Baseline: Early 2017

Local Final Assessment: Autumn 2019.

Top Level Strategic Measures

A series of strategic measures will be regularly assessed

- i. Regular qualitative surveying of the public to gain their views on key questions from the baseline survey during the lifetime of the Plan.
 - a. “Overall how well informed do you feel about what the police in your local area are doing?”
 - b. “How confident are you, if at all, that you could easily speak to or access police services in your local area.....”

- If you (or someone else) needed help in an emergency?
- If you (or someone else) needed help in a non emergency?
- If you (or someone else) wanted to make contact with your local policing team?

c. “In general, how good a job do you think the police are doing?”

- ii. Repeat victimisation overall - percentage of victims of any offence that have reported an offence in previous 12 months.
- iii. Victim experience – new qualitative measure being developed to replace the current victim satisfaction survey
- iv. Repeat offending overall - %age of offenders of any offence that have committed an offence in previous 3 years.
- v. Percentage of 101 non-priority calls answered within 10 mins
- vi. Percentage of 999 emergency calls answered within 10 seconds

Supplementary strategic indicators

A series of supplementary strategic indicators are being put in place to support and inform the PCC’s understanding of progress under the Plan.

- i. Attendance times for immediate calls for service (this will be developed following completion of the attendance times review listed in priority 1 of the Plan)
- ii. Regular qualitative surveying of additional questions in the HMIC survey
 - a. “In the past 12 months how effective, if at all, do you think the police in your local area have been at each of the following.....
 - Tackling ASB
 - Protecting those at greatest risk of harm
 - Reducing crime
 - Investigating offending
 - Preventing offending
 - b. “The police in this area would treat you with respect if you had contact with them for any reason.”
 - c. “The police in this area treat everyone fairly regardless of who they area.”
 - d. “Before this interview were you aware of PCCs?”
- iii. Staff and volunteer wellbeing and engagement (measure on procedural fairness and emotional energy to be developed – drawn from national surveying of police workforce by Durham University).
- iv. Complaints effectiveness –assessing speed and quality of resolution by survey.

- v. Benefits realisation – focus on technology, alliance, partnerships and estates – measure under development to assess the extent to which the organisation is delivering expected efficiency benefits
- vi. Value for Money – HMIC Profiles
 - officer cost per head population
 - staff cost per head population
- vii. OPCC efficiency measure from the Value for Money Profiles
 - OPCC cost per head population

Section 3 – The Policing Vision 2025 and its linkage to the Police and Crime Plan

This Police and Crime Plan is centred upon setting the police service for the residents of Devon, Cornwall and the Isles of Scilly. The Plan is focussed on the range of needs and priorities of local communities.

However, local policing is one part of the national policing service. Devon and Cornwall Police has responsibilities set out by the home Secretary for its contribution to delivering the Strategic Policing Requirement – the Home Secretary’s assessments of the most serious threats facing the UK.

Alongside this the NPCC and APCC has collectively committed a Policing Vision for the next decade. This sets out broadly the direction that PCCs and CC’s have agreed for the medium term.

Whilst the policing Vision is not a statutory document, it provides a helpful direction to ensure police forces across England and Wales share a collective understanding of the direction the service intends to take for the future.

The Police and Crime Commissioner and Chief Constable both fully support the ambition set within the Policing Vision 2025 and accordingly, this Police and Crime Plan has been prepared with that in mind.



LOCAL POLICING

By 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable. This will be achieved by, amongst other things:

- Ensuring policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.
- Working with our partners to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically.
- Adopting a place-based approach with more multi-agency teams or hubs to tackle community issues requiring early intervention across a range of agencies and organisations. Moving beyond single service based practice to “whole place” approach to commissioning preventative services in response to assessments of threat, harm, risk and vulnerability.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

Many of the problems that impact our communities are complex and require effective partnership working. The Police and Crime Plan recognises this and fully supports continuing to develop these partnerships to strengthen the collective response to local issues.

Local bodies such as Community Safety Partnerships and Youth Offending Teams shall continue to be financially supported to meet the goals of this plan. The PCC will support the better co-ordination and co-location of local partners to ensure that the most important issues are jointly tackled in an effective way. 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

SPECIALIST CAPABILITIES

By 2025, to better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond. This will be achieved by, amongst other things:

- Enhancing and focusing on capability and achieving value for money by exploring a range of models for service delivery – scaling up specialist capabilities and standardising force and individual functions where appropriate.
- Developing the way policing is structured so more specialist services are shared and delivered in the most effective way through national, cross-force or hub structures, while ensuring any pooling does not risk capabilities being drawn to urban areas to the detriment of rural areas. This must be led by local PCCs and chief constables who can provide oversight and accountability, and cannot be imposed from the top down.
- Establishing a common methodology that recognises different threats, geographies and population densities to map resource against demand, by working with partners such as the National Crime Agency and the Security Service as well as recognising the governance arrangements of specialist and non-Home Office forces.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

We will continue to deliver our bold programme of collaboration with Dorset Police and with our policing partners in the South West. Through these arrangements and we are able to deliver effective specialisms including forensics, counter-terrorism and support the work of the Regional Organised Crime Unit and National Crime Agency in line with our responsibilities to the Strategic Policing Requirement . The governance of policing is becoming more and more complex and I will ensure that we get the protection and support we need for our area.

WORK FORCE

By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements. This will be achieved by, amongst other things:

- Continuing work to build a culture which values difference, openness and transparency, underpinned by the shared values and behaviours set out in the Code of Ethics.
- Setting clear and consistent requirements for entry into policing and for accreditation to defined ranks and roles in the service.
- Building an evidence base on staff wellbeing, procedural justice and maximising discretionary contribution so that those who work in policing can be supported and valued through change.
- Creating further opportunities for members of the community to volunteer (or take apprenticeships) within the service.
- Implementing the College of Policing leadership review to equip leaders of the future with the skills and knowledge to succeed, and exploring opportunities to achieve efficiency and broaden leadership experience and perspective through integrating leadership development within and outside of the public sector.
- Supporting the workforce through change so that they feel valued and retain their commitment and sense of vocation while adapting to meet the new challenges.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

The Commissioner will support 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, ensuring that we have the

right systems in place to support the police workforce and supporting investments to support volunteering in the policing family.

The PCC will improve the police complaints system by looking to speed up the complaints process and drawing on expected new powers in the Policing and Crime Bill to better meet the expectations of the public.

DIGITAL POLICING

By 2025 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system. This will be achieved by, amongst other things:

- Using new technology to reach out to individuals who are living more of their lives online and communicate with them digitally. While exploiting this opportunity, it must be balanced with maintaining traditional public contact for parts of the community which may not be digitally enabled.
- Making timely information and intelligence available to operational staff on mobile devices.
- Developing digital investigation and intelligence capabilities to improve our understanding of the digital footprint to counter internet facilitated, cyber enabled and cyber dependent criminality.
- Working with the criminal justice system to ensure connectivity to support the sharing of digital material. This will include working with partners across the criminal justice system to improve the experience of victims.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

The PCC will invest 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.

The PCC and Chief Constable will implement 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 the person is put 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.

ENABLING BUSINESS DELIVERY

The Policing Vision - By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

This will be achieved by, amongst other things:

- Working with the Police IT Company to prioritise investment in developing common data standards and encouraging national approaches to technology investment, establishing future capability requirements, realising shared benefits, governance, skills and training requirements.
- Exploring the wider opportunities of working with partner agencies on issues such as the management of offender rehabilitation or improving cohesion and delivery across the criminal justice system.
- Enabling greater joint working between local authorities, emergency services and local police forces, including formal integration of back office functions.
- Delivering savings by undertaking more shared procurement.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

Partnership working in Devon and Cornwall amongst police and local authorities and other services is already strong but this Plan signals further approaches to look at more specialist collaboration opportunities such as changing offender behaviour. To enhance this work we will look to further co-locate with our partners where this is viable.

The PCC and Chief Constable support the Police ICT Company's drive to deliver more efficient and effective IT services to policing by rationalising the vast number of systems in use across England and Wales.

GOVERNANCE AND ACCOUNTABILITY

The Policing Vision – By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.

This will be achieved by, amongst other things:

- Ensuring that PCCs continue to be at the heart of engaging communities in the reform plans so that the public understand and have confidence in any change.
- Ensuring PCCs continue to play an important role in convening and building effective working relationships between the police service, central government, criminal justice and community safety partners.
- Ensuring that, at whatever level, policing services are delivered (whether local, regional or national) they will be accountable for home office forces, or responsive in the case of the broader policing family, to the public through PCCs.

The Police and Crime Plan for Devon, Cornwall and the Isles of Scilly

The PCC has established a Local Policing Promise setting out clearly what the public can expect from local policing. Local people will be able to hold the PCC and the Chief Constable to account against these standards.

The PCC will continue to represent all communities to ensure the police service provides the service they require based upon the resources available. In doing so, the PCC and Chief Constable will ensure Devon and Cornwall Police is well represented nationally and regionally and locally in the receipt of support and co-operation from other agencies.

ANNEX – List of all deliverables and commitments within the Police and Crime Plan 2017-2020

Priority 1: The Local Policing Promise

- By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force wide service standards for the 101 non emergency service, answering 999 calls, online contacts and correspondence. Performance against these service standards will be published regularly so the public can see how well the force are performing.
- The Chief Constable will provide a range of ‘remote’ contact options to reflect the differing needs and preferences of the public and to ensure that people can report crime or incidents easily.
- The PCC will support appropriate investment in building a range of online channels.
- By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force service standards for police sectors designed to ensure strong levels of local contact, including face to face engagement and interaction. These standards will set a service minimum for public contact. Performance against these service standards will be published regularly so the public can see how well the force are performing.
- The PCC will explore establishing a PCC Councillor Advocate Scheme whereby nominated councillors can provide a formal feedback route to the police on behalf of their community. In addition, these advocates will also take back matters to their own councils on behalf of the police.
- Going forward when a police station is vacated we will seek to provide an alternative base within that locality.
- In addition the PCC and the Chief Constable will look at ways to widen the police footprint in local areas to improve community liaison and connectivity – including through the Citizens in Policing Programme, co-location with partners and community access points and will pilot options in the second half of 2017.
- The PCC will establish a network of OPCC link officers to help local communities raise issues with the PCC and improve the PCC’s understanding of local issues
- The PCC will explore (in consultation with the Chief Constable) the establishment of a PCC Young Persons Advocate Scheme in local areas – to improve understanding of their views on policing at the local level.
- The Chief Constable will continue to review the deployment of officers in non operational roles and investigations across the police service – drawing upon police staff expertise to maximise deployment of officers into roles where sworn powers are required.
- The PCC and the Chief Constable will champion the development of volunteering in local policing – to help local people play an active role in keeping their community safe.
- The PCC will continue to support investments in technology such as mobile data – to increase opportunities for police officers to stay out and about in local areas and reduce bureaucracy.
- By September 2017, the PCC will carry out a review of immediate response times across the force area to understand where challenges exist and what, if any, action might be needed.

- Following that review the Chief Constable will (in consultation with the PCC) publish force service standards on immediate response times and will report publicly on performance against those standards.
- By the end of March 2017 the Chief Constable will publish (in consultation with the PCC) force wide service standards on feedback for: people reporting crimes and incidents, people providing intelligence, victims and witnesses.
- The PCC and Chief Constable have agreed to implement an online 'Track My Crime' service for victims by the end of 2017.
- The Chief Constable will support the introduction of a third party reporting scheme across the police area, building on the successful 2015/16 pilot in Plymouth.
- The Chief Constable will put in place (in consultation with the PCC) and publish a 'Connectivity Plan' setting out how he intends to engage with the public to understand their views on policing issues.
- The Chief Constable will have regard to the Strategic Policing Requirement in delivering policing across Devon, Cornwall and the Isles of Scilly.
- The PCC will take full account of the Strategic Policing Requirement and will keep the Police and Crime Plan under review in light of any changes made to the Strategic Policing Requirement by the Home Secretary.
- The PCC and the Chief Constable will actively support partnership groups, including Community Safety Partnerships and local authorities in preventing terrorism and the threat from domestic extremism and the radicalisation of vulnerable people.
- By March 2017, the Chief Constable will set (in consultation with the PCC) public information standards. The standards will cover the provision of information centrally and locally on the following:
 - Policing priorities including domestic abuse, sexual offences, hate crime and exploitation
 - Updates on broader crime issues
 - Police performance and crime data
- The police – centrally and locally – will make full use of the opportunities presented by technology and the internet to build a clear online presence in local areas.
- The PCC will seek to work with the Chief Constable and partners to remove confusion about the respective roles, responsibilities and actions of the police, local authorities and partners on key issues such as mental health, parking and anti-social behaviour.
- Effectively communicating, and where appropriate consulting, when significant changes are being made to your local policing arrangements.
- The PCC is seeking to work with local authorities and Community Safety Partnerships to support them and to explore ways to help their communities understand wider local issues such as planning and licensing which can have a significant impact on levels of safety within their local community.
- The PCC will publish her 2017-2020 PCC Commissioning Intentions Plan by the end of 2016 and establish multi-year funding streams for commissioned services to improve service stability.
- The PCC will work with existing watch schemes through 2017 to explore ways to assist them, including

- Making it easier for communities to set up schemes in areas where they have a local need
- Improving communications from the local police and partners on activity in the local area – to ensure the schemes are well informed regarding policing activity in the local area
- Exploring how we can make schemes more impactful within their community
- Supporting investment in core equipment, where a good case can be made
- The PCC will work with the Peninsula Road Safety Partnership and wider partners during 2017 to explore opportunities for enhanced road safety initiatives – and in particular how we might work together on tackling mobile phone usage whilst driving
- The PCC will support Community Speedwatch schemes, throughout the life of this Plan in particular:
 - Investing in equipment, training and infrastructure to support schemes
 - Looking at ways to enhance the impact of schemes including ways in which further enforcement actions can be taken
 - Exploring the extent to which they may be able to assist in a wider response to mobile phone usage whilst driving.
- The PCC will allocate capital funding of up to £200,000 across the period to 2020 to support local authorities who are seeking to establish high quality and interconnected CCTV systems to support their community
- The PCC will publish a CCTV Investment Strategy by February 2017 – focused on supporting capital investment not revenue costs with a focus on interconnected, high quality and sustainable systems and the development of monitoring hubs which allow local authorities to share resources and enhance efficiency
- The Chief Constable and the police will continue to play an active role through Community Safety Partnerships and their work with partners in trying to resolve continued, severe and persistent anti social behaviour
- The PCC will review existing support services for victims of continued, severe and persistent antisocial behaviour
- The Chief Constable will continue to work in partnership with local authorities, businesses, health and other agencies to protect the public and those working in the night time economy.
- The Chief Constable will support licensing activities across Devon, Cornwall and the Isles of Scilly to tackle irresponsible licensing practices and help keep our communities safe
- The PCC will work with local authorities across Devon and Cornwall to support their local alcohol strategies and initiatives. In particular:
 - Championing schemes which help to reduce crime and harm in our towns and cities linked to alcohol, such as Best Bar None and street pastors
 - Supporting help zone schemes and the roll-out of the Drinkaware Crew scheme (piloted in Devon and Cornwall) in our university towns and cities and others areas where a need is demonstrated
 - Endorsing late night levy proposals from local councils and guarantee to recycle collected funds to support local initiatives linked to reducing harm in the night time economy

Priority 2: Preventing and Deterring Crime

- By March 2017 the Chief Constable will set a Prevention Strategy detailing the force's approach to prevention and how it will be delivered across the organisation and through the Alliance with Dorset.
- The PCC will work with health and local authority partners across Devon, Cornwall and the Isles of Scilly to consider how we can develop an integrated commissioning model for offenders which identifies gaps in existing services which could help reduce reoffending risks, reduce duplication and enable the commissioning of additional services where needed – reporting by September 2017 to inform the development of early help packages.
- By April 2017 the PCC and the Chief Constable will launch a new 2 year pilot Delayed Charge and Diversion Scheme – creating an alternative pathway through which an offender (victim led and subject to strict eligibility criteria) can enter into a contract with the police to address the underlying causes of offending (such as addiction or mental ill health). Successful completion of that contract would provide an alternative to facing a criminal charge. The pilot will run for two years and will be evaluated by the University of Cambridge.
- The prevention of online crime will be a core theme within the Chief Constable's Prevention Strategy which will be published in March 2017.
- The PCC will work with the banking and technology sectors, Action Fraud and local partners to raise public awareness on how to keep safe online, including
 - a. Building on our existing Fraud Volunteer Programme
 - b. Piloting a cyber cafes scheme focused on raising awareness of key threats and self help options
- The PCC will work with PCCs nationally and others to push for improvements to the current Action Fraud arrangements to improve the service victims (individuals and businesses) receive when they report online fraud.
- The PCC will publish a Business Crime Strategy by Autumn 2017 setting out:
 - An assessment of the scope and scale of business crime,
 - ways to improve reporting within the business community
 - identifying vulnerability in businesses – in particular vulnerability to violence;
 - the role of business in prevention
 - how businesses can support wider community safety initiatives

Priority 3: Protecting people at risk of abuse and those who are vulnerable

- The PCC expects the Chief Constable to continue to prioritise the protection of people who are at risk of abuse or who are vulnerable – working closely with local authorities and the voluntary and charitable sectors:
 - ensuring that all front line officers and staff receive the necessary support and training to identify vulnerability, record victim needs accurately and to act accordingly, including referring to other agencies as and when appropriate.
 - focusing increasingly on prevention – supporting people who are vulnerable or who may be at risk of abuse and helping them to prevent them becoming victims of serious crimes like fraud, scams, grooming and exploitation
 - actively working alongside partner agencies to identify and protect people who are at risk of abuse or who may be vulnerable, in particular through enhanced data and intelligence sharing, better use of technology, streamlining internal processes

and by moving towards co-located hubs and integrated joint teams, committing where appropriate to integrated pooled budgets with partners to make best possible use of available funding

- The PCC will continue to provide financial support to work to protect people at risk of abuse and those who are vulnerable through:
 - a. Commissioning services and supporting the work of partners to protect vulnerable people through the PCC's Commissioning Intentions Plan 2016-2020
 - b. Funding a series of blue light days across Devon, Cornwall and the Isles of Scilly to support wider partnership activity to engage with and protect people with learning disabilities from harm
- The PCC and the Chief Constable will continue to encourage greater reporting of crimes such as domestic abuse, modern slavery, sexual offences and hate crime
 - raising awareness of these crimes – to help empower victims and reassure them they are not alone
 - expanding existing initiatives which allow victims to report crimes without contacting the police directly
 - improving processes and support systems which may deter victims from coming forward
 - working with local partners in communities to reduce tolerance of hate crime and other under-reported personal crimes and encourage witnesses in the wider community to report
 - encouraging system changes in the criminal justice system to focus on the needs of victims and witnesses rather than the processes –to encourage victims to come forward and seek justice
 - demonstrating through our approach to tackling offenders, that this issue is taken seriously
- The PCC will campaign locally and nationally for additional investment from health partners in mental health services for adults and children with a focus on early help and intervention 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
- The PCC and Chief Constable will work with partners in the public and private sector, to reduce the number of vulnerable missing people, in particular, children across Devon, Cornwall and the Isles of Scilly and to ensure we are providing the help, protection and support needed when people go missing
 - Ensuring a common and clear understanding of the issue, and drivers for people, in particular children who go missing and the support services, prevention and help needed for vulnerable people
 - Developing and implementing a strategy to reduce the levels of vulnerable missing children and adults
 - Delivering high quality support, protection and help to missing people and their families.
 - Continuing to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are at risk of abuse in our communities or who may be vulnerable

- The PCC and Chief Constable will work together, and with partners, over 2017 to deter and prevent 'revenge porn', the viewing and transfer of sexual images and 'sext-ing' by young people to young people which can potentially lead to their exploitation – developing a shared programme of activity to highlight and address this growing risk.
- The PCC and the Chief Constable will lead nationally in the delivery of an effective national response to tackling modern slavery – through the establishment of a Home Office Funded unit to build evidence analytical capabilities and spread best practice

Priority 4: Supporting Victims and Witnesses and helping them to get justice

- The PCC and Chief Constable will publish a joint Victim Strategy by September 2017. The Strategy will be informed by discussions with victims, local partners, service providers and local police officers and police staff.
- Reporting by the end of 2017/18, the PCC and the Chief Constable will work with criminal justice partners across the South West to carry out a full review of the treatment of victims of sexual offences within the criminal justice system, to identify ways to improve the experience of victims and witnesses. The findings of the review will inform future work through to 2020.
- The PCC and the Chief Constable will work with the Crown Prosecution Service to deliver an increase in prosecution resources for sexual offence cases in Devon, Cornwall and the Isles of Scilly by the end of 2017/18 in order to improve the speed and quality of the service that victims of sexual offences receive by reducing the time that victims have to wait for the case to come to court
- The PCC will work with the Chief Constable and local partners to launch, establish and embed a new victim led Restorative Justice process in Devon, Cornwall and the Isles of Scilly by the end of 2017.
- The PCC will commission additional victim services in the following areas to meet growing needs:
 - A new specialist service for young victims of crime across Devon, Cornwall and the Isles of Scilly to provide counselling and support to a wider range of victims in areas including abuse, exploitation, assault, bullying and harassment
 - Expand availability of access to therapeutic support and counselling for adult victims of domestic abuse, sexual offences, and exploitation
- The PCC will lobby and campaign locally and nationally for health partners to provide timely therapeutic mental health services such as counselling for victims of serious crimes to help them recover from trauma
- The PCC will work with the PCC for Dorset and the two Chief Constables to explore the opportunities to enhance victim and witness care which may be provided through our Strategic Alliance– identifying areas for collaboration and improvement.

Priority 5: Getting the best out of the police

- The PCC will work nationally and locally for changes to the police funding formula so it better reflects the demands faced by Devon, Cornwall and the Isles of Scilly
 - Contributing to the Home Office review of the funding formula throughout 2016/17
 - Building a strong evidence base on the impact of rurality and tourism on policing demand due to their significant impact on policing services and costs within Devon, Cornwall and Isles of Scilly

- Working with local MPs, local partners and other PCCs to make the strongest case possible for Ministers.
- The Chief Constable will maximise efficiency in policing
 - Designing and delivering a new police operating model that supports delivery of the Priorities in the Plan and the wellbeing of our people
 - Reviewing the balance between police officers and police staff across the organisation ensuring that police officers are only deployed into roles requiring their operational expertise/powers so we can maximise front line police resources
 - Driving out savings from efficiency reforms and maximise the value of physical assets and collaborative procurement
 - Delivering a high standard of contract management across all areas of business
- The PCC and the Chief Constable will support investment in technology to transform service delivery within Devon, Cornwall and the Isles of Scilly, including:
 - Completing the roll out of mobile data devices so that officers are able to carry out key tasks in their communities rather than in an office officers do not need to return to stations and expand the range of tasks that can be performed remotely
 - Converging our ICT systems with Dorset, where appropriate, to support the operation of the Strategic Alliance to release efficiencies and improve the quality of service provided to the public, including the development of a common approach to command, control and public contact
 - Adopting cloud based computing services, where appropriate, to help us collaborate and share data with other agencies and to enable flexible working
 - Delivering a new shared emergency services mobile communications system – to support joint working with fire and ambulance services
- The PCC will revise the Estates Strategy in early 2017, informed by the Chief Constable’s operational requirements and connectivity – whilst having regard to the importance of maximising commercial opportunities from surplus parts of the estate
- The PCC will invest reserve funds to maximise resources to the front line
- The PCC and the Chief Constable will work with PCCs and Chief Constables across the South West to ensure strong governance of regional and multi force services and projects including the regional organised crime unit, regional forensics service and regional procurement to ensure that these services are delivering appropriate services to Devon, Cornwall and the Isles of Scilly.
- The PCC will deliver changes to the way in which complaints against the police service are handled
 - Utilising expected new powers in the Policing and Crime Bill to re-shape the complaints process to make it more responsive to the needs of the public
 - Working with the Chief Constable to explore opportunities to improve the timeliness of investigations against individual officers to help resolve complaints promptly.
- The Chief Constable will :
 - Support the police workforce through effective wellness programmes, management structures and the provision of high quality training, facilities and equipment to ensure officers and staff are properly equipped to face the challenges of policing
 - Deliver changes in how the police service approaches volunteering - providing the right services, support and structures to encourage people to volunteer and to remain

as volunteers and exploring ways in which limited police powers can be designated to volunteers to boost their effectiveness

- Embrace opportunities to broaden the skills pool within the police service– utilising opportunities such as secondments, enhanced training and apprenticeships as well as volunteering
- Deal fairly, efficiently and transparently with matters of professional standards and conduct - setting high standards of behaviour, supporting police officers and staff to meet those standards and taking timely action where standards fall short of what is expected to resolve the matter and promote organisation learning.
- The PCC will work with the Chief Constable to actively explore ways to increase the proportion of non-location specific roles within the force and to examine how to increase the proportion of units and roles that are based in Cornwall to aid recruitment and help us reflect the broad communities that we serve across Devon, Cornwall and the Isles of Scilly.
- The PCC and the Chief Constable will continue to work closely with and support a broad range of partnership activities to keep people safe in Devon, Cornwall and the Isles of Scilly, including working with Community Safety Partnerships, Safeguarding Boards, Mental Health Services, and Health and Wellbeing Boards on issues such as vulnerability, violence and the prevention of suicides – championing their work, challenging action and working with them to solve problems, prevent crime and harm and to support victims and their families.
- The PCC and the Chief Constable will fully implement our Strategic Alliance with Dorset – putting service improvement and efficiency at the centre of this work and delivering the projected annual savings on full implementation.
- The PCC and the Chief Constable will formalise and expand our collaboration programme with local Fire and Rescue Services – seeking deep operational collaboration across the organisations where it provides benefits for our communities. The PCC and Chief Constable will focus on identifying new ways that we can share back office functions to generate savings as well as exploring ways that we can provide better services to the communities we serve and protect people at risk of abuse and those who are vulnerable. A clear plan for blue light collaboration will be in place by September 2017.

Annex 2`



Safe, resilient, connected communities

Commissioning Intentions Plan

2016-17 to 2019 – 20

“Safe, resilient and connected communities” the Police and Crime Plan 2017-2020 for Devon, Cornwall and the Isles of Scilly

Priority 1: Connecting Communities and Policing

*A Local Policing Promise - that policing is
Accessible, Responsive, Informative, Supportive*

**Priority 2:
Preventing and
detering crime**

**Priority 3:
Protecting
people at risk of
abuse and those
who are
vulnerable**

**Priority 4:
Supporting
victims and
witnesses and
helping them to
get justice**

**Priority 5:
Getting the best
out of the police**

Introduction

This document sets out the commissioning intentions of the Police and Crime Commissioner (PCC) for Devon, Cornwall and the Isles of Scilly for the years 2016/17 to 2019/20. This Commissioning Intentions Plan supports the PCC’s Police and Crime Plan for 2017-2020 ‘Safe, Resilient and Connected Communities’ and describes how the partnership priorities in that Police and Crime Plan will be commissioned.

How the Commissioning budget has been allocated in 2016/17

In the current financial year 2016-17, the total Commissioning Budget being managed by the Criminal Justice, Partnerships and Commissioning Team within the Office of the Police and Crime Commissioner (OPCC) is £3,052,000.

The Commissioning Budget for 2016 – 17 has been allocated in the following way:

Budget Area	2016/17
Community Safety Partnership Fund	£1,600,249
Safeguarding Children Boards	£75,500
Safeguarding Adult Boards	£70,000
Sexual Assault Referral Centres (SARCs)	£220,000
Youth Offending Service	£500,701
Mental Health – Street Triage	£100,000
PCC Emerging Commissioning Priorities Fund	£337,529
OPCC Commissioning Team Salaries	£148,021
Total	£3,052,000

Looking ahead this document sets out how the PCC's commissioning budget will be allocated in 2017/18 and 2018/19 to support delivery of the Police and Crime Plan.

Commissioning Budget Intentions for 2017/18 and 2018/19

Commissioning Area	Police & Crime Plan Priority	2017/18	2018/19
Community Safety Partnership Fund	Whole Police and Crime plan	£1,600,249	£1,600,249
Safeguarding Children Boards	Protecting people at risk of abuse and those who are vulnerable	£80,000	£80,000
Safeguarding Adult Boards	Protecting people at risk of abuse and those who are vulnerable	£40,000	£40,000
Sexual Assault Referral Centres (SARCs)	Supporting victims and witnesses and helping them to get justice	£260,000	£260,000
Sexual Offence Lawyer Provision	Supporting victims and witnesses and helping them to get justice	£250,000	£250,000
Mental Health – Street Triage	Protecting people at risk of abuse and those who are vulnerable	£100,000	£100,000
Offender Diversion Scheme	Preventing and deterring crime	£355,250	£350,000
Youth Offending Service	Preventing and deterring crime	£500,701	£500,701
PCC Emerging Commissioning Priorities Fund	Whole Police and Crime Plan	£300,000	£300,000
OPCC Commissioning Team Salaries	Whole Police and Crime Plan	£150,000	£152,000
Total		£3,636,200	£3,632,950

1. Community Safety Partnership Fund

The Community Safety Partnership Fund was originally created in 2013/14 and the budget established based on an amalgamation of various funding streams which predated the creation of the Police and Crime Commissioner role, for example, Drug and Alcohol Action Team funding (DAAT), Domestic Abuse funding, BCU Commanders' Fund, Positive Futures Fund etc. These diverse funding streams were halted nationally and built into the base police budgets for each Force, for use as directed by Police and Crime Commissioners.

The rationale for allocating the amalgamated fund to Community Safety Partnerships (CSPs) was set out in the 'External Partnership Services Commissioning Intentions Plan 2014/15 to 2016/17'. The aim of providing funding to the CSPs was to encourage integrated working, joint commissioning and the co-ordinated delivery of services. It allows local community safety plans to be developed by a multi-agency partnership based upon a sound evidence base, linked firmly to the Police and Crime Plan and local Strategic assessments, and for the priorities highlighted in the plan to be funded accordingly via a pooled and integrated budget wherever possible.

The recently completed CSP half year spending reviews conducted by the OPCC confirm that this funding is being used effectively to jointly commission domestic abuse, substance misuse and other safeguarding services, as well as supporting other relevant community safety projects.

The figures in the table below show the actual funding amounts allocated to each CSP in the 2015-16 and 2016-17 financial years.

	Torbay	Devon	Cornwall	Plymouth	Isles of Scilly	Total
2015/16	£209,974	£557,781	£467,329	£417,258	£16,690	£1,669,032
2016/17	£201,575	£535,470	£448,636	£400,568	£14,000	£1,600,249

The following chart provides a breakdown of how the CSPs have allocated their funding in the current 2016/17 financial year in support of the previous Police and Crime Commissioner's Police and Crime Plan:

Priority	Torbay	Devon	Cornwall	Plymouth	Isles of Scilly
Sexual Violence, Domestic Abuse, Child Sexual Abuse	£65,000	£135,000	£277,794	£190,000	£3500
Substance Misuse Treatment	£65,000	£180,000	£130,436	£98,500	
Mental Health	£40,000		£31,406		
ASB				£10,000	
Alcohol/NTE	£5,575			£25,500	
Reducing reoffending	£23,000	£22,000			
Youth crime reduction		£62,200		£12,500	
Restorative Justice				£14,086	
Street Wardens/Street Pastors	£3,000				
Prevention / Early help					£6500
Hate Crime		£10,000		£5,000	
Modern Slavery		£9000		£25,000	
Cyber crime/Fraud		£15,000		£10,000	
Other		£26,270	£9,000	£10,000	£4000
		£76,000**			
TOTAL	£201,575	£535,470	£448,636	£400,586	£14,000

**Safer Devon Partnership provides each of the four District level CSPs with £19,000 to address crime related priorities within their area and the money is spent on priorities listed in the above table and set out in their individual Community Safety Plans

It remains difficult to reach useful conclusions by analysing the above levels of expenditure for comparative purposes. The four main CSPs receive a varying level of additional funding from other partners and make different levels of investment in each of the listed priorities; the percentage value of contributions from PCC funding

to contracts such as local Domestic Abuse services also varies from Partnership to Partnership.

As in previous years, the CSPs continue to use the majority of their grant to deliver the following critical services: sexual violence and domestic abuse, child abuse and substance misuse (criminal justice service offender interventions) via the delivery of targeted service provision. The percentage expenditure from the Community Safety Partnership Fund on these service delivery areas is as follows: Cornwall 91%, Devon 59%, Plymouth 72% and Torbay 64%. The CSPs pool this funding with contributions from other key partners in order to deliver these key services. It is important to recognise that falling contributions from other partners in particular the CCGs, increases the pressure on the CSP grants and increasingly leaves little additional funds to allocate to local projects as the majority of funding is committed to core service contracts.

It should be noted that in addition to the Community Safety Partnership Fund, the PCC also contributes funding to local third sector organisations and partnerships to 'shore up' services delivering support to victims of serious sexual violence, child abuse and domestic abuse. The PCC continues to view the delivery of services targeted at those who are most seriously harmed by crime, whether through physical injury or emotional trauma as one of her top priorities. Inconsistencies continue to exist in service provision across the two counties; the Independent Domestic Violence Advocate (IDVA) and Independent Sexual Violence Advocate (ISVA) services are a good example of such anomalies, with Cornwall operating a single IDVA service supported by the PCC grant, whereas Devon and Torbay draw down some monies from the Ministry of Justice/Home Office for their IDVA arrangements rather than use the CSP grant, and hence their advocacy arrangements are arranged differently. If we were to further reduce the Community Safety Partnership Fund in coming years, a likely consequence would inevitably be to increase pressures on the Ministry of Justice Victim Service Grant leading to a reduction in our Network provision for victims of crime.

The current arrangement of allocating a grant to each of the CSPs ensures that funding is allocated to local priorities in support of the Police and Crime Plan based on a sound evidence base provided by the respective strategic assessment. Work by the OPCC and the CSPs to sharpen the oversight and scrutiny of how the grant is used is leading to improvements in outcome and performance management.

PCC Intentions:

That the PCC maintains the size of the Community Safety Partnerships Fund based on the agreed formula currently in place for the four years of the new Police and Crime Plan in order to offer a degree of stability to the delivery of key services for vulnerable victims and those with complex needs. In line with the commitment given recently by the PCC to CSPs and to third sector service providers, we seek to

communicate to our partners that it is PCC's intention is that there should be no reduction to PCC funding for the four year duration of the plan and the PCC's commitment is to ensure delivery of the stated funding amount for the next two years ie 2017/18 and 2018/19. The Home Office has recently entered into discussions regarding the Police Funding Formula and as such it is felt prudent to structure the funding commitment in this way. The formal Conditions of Grant document will be amended to include a stipulation that the domestic abuse and sexual violence support services must be prioritised or the funding amounts would be subject of review and possible removal.

2. PCC Emerging Commissioning Priorities Fund

In the current financial year 2016/17, £337,529 is allocated to the funding of emerging priorities and new and ongoing projects. The majority of this funding is allocated to the delivery of schemes supporting victims of crime across Devon, Cornwall and the Isles of Scilly. For example, funding of £95,000 is allocated to the delivery of a pilot scheme providing specific tailored support to young victims of crime with a new service being delivered by Young Devon, Young People Cornwall and Kooth; the PCC has committed £36,000 to an innovative pilot scheme providing Enhanced Crisis Workers to the Truro SARC which is due to be evaluated in March 2017; and £13,500 is provided to the Intercom Trust assisting their work supporting victims of Hate Crime.

The Small Grants Scheme administered by the OPCC in 2013-14 and 2014-15 was not operated in 2015-16 or in the current 2016-17 financial year. The PCC has indicated her intention not to reinstate such a scheme but to instead establish a PCC Emerging Commissioning Priorities and Projects Budget supporting the allocation of funding on a case by case basis via her commissioning team. Grants from the fund would be allocated to work in support of priorities within the Police and Crime Plan and would be administered by the OPCC Criminal Justice, Partnerships and Commissioning Manager.

Work jointly between the Force and the OPCC is underway to develop a new operating model for Restorative Justice as an integral part of the criminal justice system across Devon and Cornwall. A small amount of funding is allocated currently from the Ministry of Justice Victim Services Grant, however it is anticipated that additional funding will be required to pilot the new arrangements and this will come from the Emerging Commissioning Priorities Fund as well as from the Police Transformation Fund monies outlined on page 13.

PCC Intentions:

That £300,000 be allocated to a PCC Emerging Commissioning Priorities Fund in both the 2017-18 and 2018-19 financial years

Priority 2: Preventing and Deterring Crime

a) Delayed charge and diversion

The PCC and the Chief Constable are keen to explore innovative ways of working to prevent and deter crime with the aim of providing new solutions to the prevention of harm, earlier intervention with vulnerable people and the management of offenders. This victim-led approach is proving to be of interest and we are awaiting a final decision from the Home Secretary regarding a recent bid to the Police Transformation Fund for £758,000. The work under consideration will be taken forward on a pilot basis for the next three years until the end of the 2018/19 financial year when consideration will be given to mainstreaming within the base budget.

It is now accepted that an entirely punitive criminal justice process does not serve to encourage longer term societal improvements. Whilst clearly the impact of a crime cannot be ignored, it is equally, if not more important, to change the behaviour of criminals to prevent further offending, reduce the number of potential victims and strengthen communities. In this proposal the PCC is seeking to develop a Delayed Charge and Diversion Scheme which offers the offender the opportunity to undertake victim-led reparation, including the potential for restorative solutions, as well as an agreed programme of rehabilitative work during a four month period. The rehabilitative work could, for example, include elements of drugs and alcohol work delivered by existing services, co-ordinated by trained scheme facilitators. Successful completion of the programme of work would enable the subject to avoid prosecution and a conviction. Evidence indicates that the opportunities provided by the scheme can be the watershed which allows the subject to improve their life chances, reducing their negative impact on society and drain on local services.

PCC Intentions

We are awaiting final decisions from the Home Secretary regarding funding from the Police Transformation Fund. The bid is for £403,219 for 2016/17 & £355,250 for 2017/18. If successful this will support pilot schemes to include case co-ordinators, scheme managers and an academic review. In 2017/18 the monies secured through the bid would cover 50% of the forecast expenditure for the pilot with an additional £355,250 allocated from the PCC to match the Home Office funding. At this stage the requirement for 2018/19 is still being finalised and at present £350,000 is proposed to ensure continuation of the pilot.

b) Youth Offending Service

The Youth Offending Service (YOS) works with young people that get into trouble with the law and with those affected by their behaviour. Their primary role is to reduce or prevent further offending. The four Youth Offending Teams (YOT) for Cornwall, Devon, Plymouth and Torbay are part of the respective Local Authorities and are separate from the police and the probation arrangements. The teams are

made up of multi-agency staff with backgrounds in policing, social work, education, probation and health.

Funding for the YOS across all agencies continues to be under significant pressure. This has led to an ongoing redesign of operating models across the Peninsula, reductions in workforce and amendments to service provision leading to pressures on other service areas, in particular early intervention work.

This year (2016/17) the PCC provided a reduced level of funding in line with a previously announced two year phasing of a reallocation of funds to an agreed formula totalling 4.5% over the 15/16 and 16/17 financial years.

PCC Intentions

	Devon	Cornwall	Torbay	Plymouth	Total
2016/17	£190,266	£160,224	£65,091	£85,119	£500,701
2017/18	Maintain	maintain	maintain	maintain	£500,701
2018/19	Maintain	maintain	maintain	maintain	£500,701
2019/20	Maintain	maintain	maintain	maintain	£500,701

The PCC intends that for the next three years we maintain the level of Youth Offending Service Grant to enable the new operating models to become established and to ensure alignment to the new Preventing and Deterring Crime Offender Management Model being developed by the OPCC and Force. The OPCC will keep the budget under close review via the relevant YOS Boards and revise where necessary.

Priority 4: Supporting Victims/Witnesses and Helping Them to Get Justice

1. Victim Services Grant 2016/17

In addition, the PCC receives a ring-fenced Victim Services Grant from the Ministry of Justice of £2,018,128 which in 2016 - 17 is broken down as follows:

Victim Services Grant	£1,718,205.99
Victim Care Network Communications and website	£10,000
CSA/CSE Grant	£139,922.33
Restorative Justice funding	£150,000
Total	£2,018,128.32

Victims of crime need sympathetic and timely support which helps them to recover, as well as to understand and cope with the inevitable stresses of investigation and trial. The Victim Services Grant is used to deliver this support and establishes victim

care arrangements which comply with the Victims' Code. In Devon, Cornwall and the Isles of Scilly, we have gone beyond the core standards of care set out in the Code to establish the broadest network of organisations in order to deliver victim care across Devon and Cornwall. The funding is allocated from the Ministry of Justice on an annual basis and we receive details of the funding amounts very late in the financial year making forward planning difficult.

The Ministry of Justice has made it clear in correspondence with PCCs that the Victim Services Grant forms part of the Ministry of Justice budget and therefore has no protection from on-going government departmental cuts. The PCC has committed that regardless of the level of funding that is provided by the Ministry of Justice for 2017-18, she will endeavour to maintain the current level of Victim Care funding for the next financial year should there be a shortfall.

2. Supporting Victims of Sexual Offences

a. Sexual Assault Referral Centres

A Sexual Assault Referral Centre (SARC) is a special facility where recent victims of rape or sexual assault can receive immediate help and support. This includes access to a forensic medical examination carried out by an experienced and qualified doctor and the opportunity to speak to the police about what has happened if the person chooses to do so. The Devon and Cornwall policing area has three SARCs situated in Truro, Plymouth and Exeter, each jointly funded by NHS England and the PCC.

The total PCC contribution to the three SARCs is currently **£220,000 per annum**, evenly split with a £70,000 contribution to each and a small £10,000 contingency held within the OPCC team. In line with previous years, there are only two principle funding sources for the Devon and Cornwall SARCs with NHS England and the PCC commissioning the SARC service. Whilst NHS England has the lead commissioning responsibility for sexual assault services, this should be reliant on a co-commissioning relationship between NHS England, police and crime commissioners, clinical commissioning groups and local authorities to ensure the continued existence of care pathways for victims and referrals at a time of crisis support. The absence of some of the key partners from the commissioning table places pressure on the PCC to maintain funding levels throughout the course of the Police and Crime Plan. If PCC funding was to be reduced or removed, it is likely that the SARC service as currently delivered would end. The PCC has committed to sustaining funding at current levels for two years (2016/17 and 2017/18).

In 2017, the SARC contract will be subject to a full review process; a full engagement exercise will follow the completion of a Health Needs Assessment refresh (last conducted in 2014). In order to meet the contract launch date of April 2018, NHS England are aiming to complete the formal procurement process by early

Autumn 2017. NHS England will take the role of lead commissioner and discussions with the OPCC regarding the process have already started.

In the current financial year, unplanned funding has had to be allocated to purchase essential forensic equipment used within the SARCs. As a result, regional procurement of new equipment and purchase of a new maintenance contract has taken place with the OPCC bearing the majority of the costs. Failure to replace equipment in a timely fashion could raise issues for trials of sexual violence cases and so going forward additional monies have therefore been built into future SARC budget lines to fund the new maintenance contracts and provide an equipment contingency.

Finally, in Cornwall the PCC is currently funding a pilot to examine the role of the Enhanced Crisis Care Worker within the SARC. The pilot is ongoing and due to report in March 2017. At this point (depending on the evaluation results), the tendering process underway will seek to incorporate this aspect of service delivery within the new contract specification.

In the absence of adequate health provided therapeutic support and counselling services, additional support has been given to SARC service providers from the PCC Commissioning budget to provide direct support to victims of sexual abuse. It is anticipated that there will continue to be considerable gaps in this area of service provision which may require additional PCC financial contributions and the PCC has recognised this as a critical issue within the Police and Crime Plan.

PCC Intentions

NHS England is committed to sustaining the funding of the SARCs and to jointly commissioning SARC services for Devon and Cornwall. The PCC intends to increase SARC funding to **£260,000** for 2017-18 and 2018-19. This will then be reviewed as a consequence of the Service review and redesign and will be renegotiated during the coming twelve months with the 2018-19 to 2020-21 funding allocation being decided in due course.

b. 'In-Force' Specialist Sexual Offence Lawyer Provision

The impact of serious sexual offending is of great concern to the PCC. Victims and their families can suffer from the impact of the trauma for years, with many never recovering. For some victims the trauma is life changing, destroying their ability to lead a normal life. The efficiency and effectiveness of the criminal justice system from 'report to Court' is of concern to the PCC. Currently, investigations and associated processes take too long and may have a critical impact on the victim. Improving the quality and timeliness of the investigative process would also improve the conversion rate from a reported crime to a successful conviction which ultimately means that more sex offenders are brought to justice and come under the supervision of the police and the probation service. To provide this framework for

improvement, the PCC proposes to fund the provision of accredited sexual offence lawyers within police stations across the force area to work closely with the Sexual Offence and Domestic Abuse Investigation Teams (SODAIT). This expertise will improve the quality of investigations through the provision of early investigative advice as well as secure substantial time savings in the process of obtaining charging decisions through the existing CPS 'Rape and Serious Sexual Offence' (RASSO) teams and a much improved experience for the victim.

The in-force lawyer scheme will be managed on a three year pilot basis at which point a decision will be made on future working arrangements based on the outcomes of the pilot.

PCC Intentions

That £250,000 be allocated for each of the years 2017/18, 2018/19 and 2019/20 to fund the provision of qualified serious sexual offence lawyers.

Priority 3: Protecting people at risk of abuse and those who are vulnerable

A significant focus of the funding allocated to community safety partnerships is also focused on Priority 3. In addition the following commissioning is proposed.

1. Safeguarding Board Arrangements

a. Safeguarding Children

The PCC contribution to each of the four Local Children Safeguarding Boards (LSCBs) was negotiated last year and agreed as 9% of the budgets. However, reductions in funding from other partner agencies have led in some areas to requests for larger financial contributions. All such requests for additional funding were discussed with the respective Boards and subsequently negotiated, leading to the PCC spending £89,655.23 during the 2016/17 financial year.

The two most significant variables in LSCB budgets remain training and the cost of conducting Serious Case Reviews (SCR). Training costs are built into LSCB budgets but can be affected by national/local report findings and recommendations. The cost of SCRs continues to be charged back to the statutory partners on a pro-rata basis. A small contingency fund is sensible to ensure funding for SCRs is available. The Wood Report (2016) has made recommendations to change the LSCB arrangements and it is likely that the local operating models will alter during the course of the year, however it is not anticipated that operating costs will differ significantly.

b. Safeguarding Adults

The PCC contribution to each of the four Local Adult Safeguarding Boards (LSABs) was also negotiated last year and agreed as 9% of each budget. That said, funding

requests from LSABs were lower than anticipated and totalled £43,676.33 for the 2016/17 financial year. Estimating the full operating costs of the four LSABs has been difficult and may well change as the new arrangements continue to become established.

As with the LSCBs, the two variables in budgets will be training and Serious Case Reviews (SCRs). Training costs are built into LSCB budgets but can be affected by national/local report findings and recommendations. The cost of SCRs continue to be charged back to the statutory partners. The maintenance of a small contingency fund is sensible to ensure funding for SCRs is available.

PCC Intentions:

Safeguarding Children: that £80,000 be committed to LSCBs for the 2017/18 and 2018/19 financial years.

Safeguarding Adults: that £40,000 be committed to LSABs for the 2017/18 and 2018/19 financial years.

2. Mental Health – Street Triage and targeted intervention

Street Triage is an ongoing initiative that sees police and mental health services work together to ensure people get appropriate care when police officers are called to respond to a person in crisis. Mental Health professionals working in the police control rooms in Exeter and Plymouth offer immediate advice, jointly make accurate risk assessments and aim to give the right care to the person experiencing a mental health crisis with the aim of police custody being a last resort.

The current Street Triage scheme is jointly funded and commissioned by the two Devon CCGs and the PCC. The PCC contribution to the service in 2016/17 is £100,000. The scheme continues to contribute to a significant decrease in s136 MHA detentions and this has been well evidenced within recent formal evaluation reports. Speculation concerning the arrival of a nationally commissioned Street Triage scheme has not materialised and most parts of the country now have well established and locally funded Street Triage schemes.

Street Triage currently operates differently in Cornwall and the PCC and the OPCC Team continue in discussion with all CCGs to standardise the Street Triage operating model across the Force area.

PCC Intentions:

That the PCC continues to co-commission the Street Triage operation committing £100,000 in 2017-18 and 2018-19 with a view to it being mainstreamed into the core policing budget during the life of the Commissioner's Police and Crime Plan.

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**Police and Crime Panel Meeting
9 December 2016
Report of the Police and Crime Commissioner**

POLICE AND CRIME COMMISSIONER'S REPORT ON 101 PERFORMANCE

1. Introduction

This report presents an update on performance of the 101 non emergency telephone service since the beginning of 2016. 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.

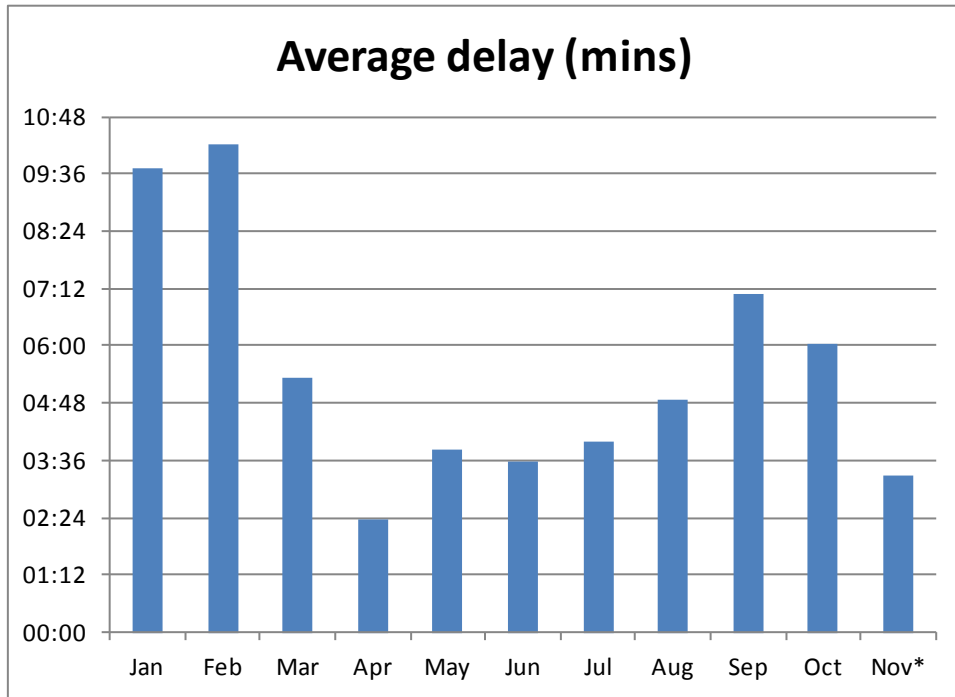
2. Activity

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:

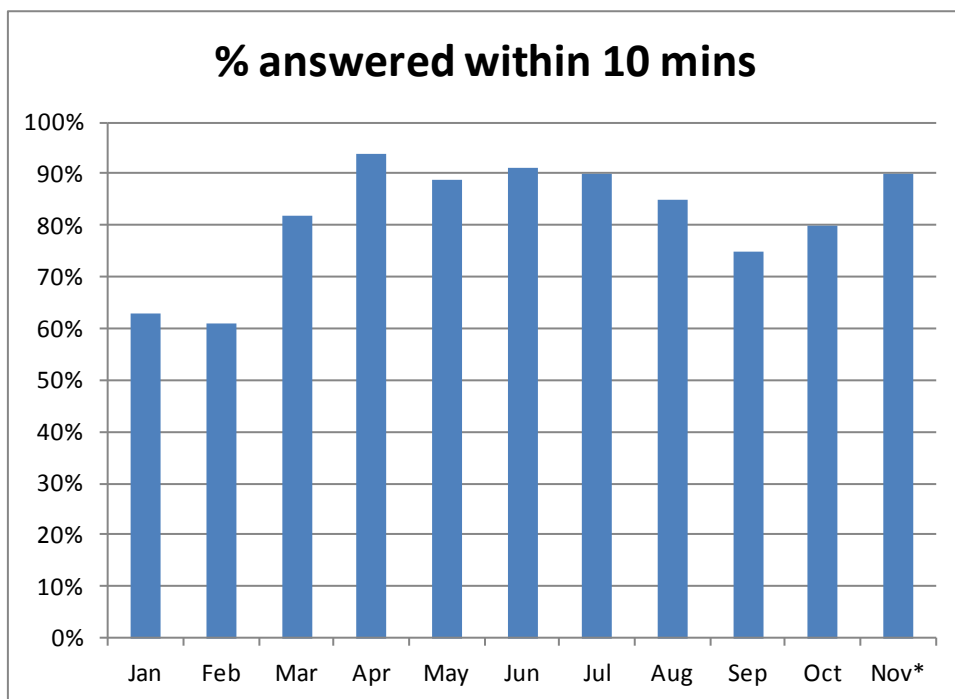
- Ensuring that appropriate performance management data is available to enable the Call Centre and the Commissioner to track performance. This included the early introduction of call management and resourcing software that will facilitate live-time resource management decisions within the Call Centre.
- 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 channels (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

3. 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 4 minutes, rising to between 4 and 5 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 after initial transfer from switchboard.



Note: * Data for November reporting first 3 weeks to 20th November.

4. Future development

Ensuring that the police continue to deliver an acceptable level of performance to callers to the 101 service is a key feature within the Commissioner's Draft Police and Crime Plan (which is on the agenda for this meeting). Under the draft Police and Crime Plan there will be public service standards on 101 and other contact pathways by the end of March 2017 and performance will be reported regularly to the public.

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 IVR¹.

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 23 November 2016

¹ **Interactive Voice Response (IVR)** is an automated telephony system that interacts with callers, gathers information and routes calls to the appropriate recipient.

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**Police and Crime Panel Meeting
9 December 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 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 the end of February 2016. This is followed by a narrative description of the presented data which includes additional explanatory material. Finally the report sets out the OPCC's judgment 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.

A more detailed narrative about those measures that are currently showing as red against the expected attainment is contained in the following section.

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 October 2016 is contained in Appendix 1.

The latest reported public confidence data indicates that the public of Devon, Cornwall and the Isles of Scilly has the highest rate of confidence in the police nationally. Three performance measures in Appendix 1 are shown as not meeting the expected attainment level.

Domestic Abuse

The previous Police and Crime Commissioner set an aspiration to increase public confidence to report domestic abuse. This has been monitored historically through the expectation that reported domestic-related crime and incidents would increase.

Over the period we have seen increases in relation to recorded domestic violent crime and sexual offences. These represent those domestic incidents that are at the more serious end of the spectrum of incidents and are the most easily recognisable

by victims and witnesses as being abuse. The narrative below on '*Other Violent Crime*' equally applies to domestic-related violence. In particular, that the shift of offences of harassment and intimidation into the online environment has driven much of this. By contrast domestic offences such as burglary and non-crime incidents have reduced.

The considerations that drive victims to report and engage with the police or other partners are complex. Over the last two years we have sought to increase our understanding of this, in collaboration with other stakeholders and by the introduction of victim surveys. Despite this it remains difficult to explain the differences in trends, especially in relation to non-crime incidents.

Other Violent Crime

Violence with injury has increased against an expectation that the offending rate would reduce. A significant proportion of this increase is attributed to a focus on the recording of dangerous dogs act (1991) offences within this category. Violence with injury offences have increased by 6% in Devon and Cornwall compared with a national increase of 12%. This might indicate that further increases can be expected.

Violence without injury offences have increased by 15% in Devon and Cornwall compared to 35% in England and Wales overall. The increase in Devon and Cornwall is due to the addition of four new categories of offending that relate to online harassment to the home office counting rules. Offences recorded under these new categories almost entirely account for the increase in Devon and Cornwall.

Considerable work has been undertaken over the last two years to understand the nature, extent and changes taking place in violent crime in Devon and Cornwall. This has highlighted a number of significant emerging themes including violence among young people, neighbour disputes and non-domestic violence within the home. In many cases these offences and incidents will involve alcohol. The Commissioner will continue to work closely with partners under the new Police and Crime Plan to reduce alcohol related crime and to keep safe people who may be vulnerable due to excessive consumption of alcohol.

3. Future performance reporting

A new suite of strategic measures will be put in place to guide the work under the new Police and Crime Plan and are set out in the draft Police and Crime Plan which is under a separate item on the agenda. Initially these strategic measures will be reported to the Police and Crime Panel using the existing format although new and more publicly accessible formats are being explored and will be discussed with the Panel. The framework will see a shift towards using more qualitative data with a stronger emphasis on the views of the public. This is consistent with the feedback received from the public concerning the importance of ensuring that they feel more connected to local policing.

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 23 November 2016

APPENDIX 1

Priority	Headline Measure	Aim	Baseline	Rolling 12 months to 31/10/2016	%age change	Narrative	OPCC Judgement
To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime	Victim based crime (excluding domestic and sexual abuse and hate crime)	Improvement in performance is expected - reductions in victim based crime should continue to reflect national downward trends	64506*	57950	-10.2%	Trends in victim-based crime have previously been reducing steadily since August 2013. Performance over the 12 months to end of October 2016 is showing a reduction of 10% compared to the baseline three year average. Principle offence categories driving this over the last 12 months are the acquisitive offences: burglary non-dwelling -3%, n=3406 and shoplifting -12%, n=6390. However trends in burglary dwelling and vehicle offences are beginning to show increasing trends (4% and 3% respectively). This is consistent with trends reported by other force areas.	
	Number of recorded domestic abuse crimes and non-crime incidents	Increased public confidence to report	27447*	26689	-2.8%	As anticipated the previously reported increasing trend is now showing a small but significant decrease. Reported domestic violence has increased by 1% in the last year and domestic-related sexual offences including rape by 11%. By contrast there have been reductions in domestic-related burglary offences and non-crime incidents that are driving the reducing trend overall. Although this might suggest that reporting of the higher harm areas of domestic abuse is increasing it is particularly concerning that non-crime incidents are reducing. Further work is needed to understand the implications of this, especially on victims willingness to report. The recently introduced service quality surveys should help to describe this further.	
	Number of recorded rape and sexual assault offences	Increased public confidence to report	1976*	2805	42.0%	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. Increases in Devon & Cornwall have been less than experienced elsewhere nationally.	
	Number of recorded hate crimes (and incidents?)	Increased public confidence to report	1116*	1208	8.2%	Hate crime and incidents for the year increased by 11% (n=1208) as compared to the previous 12 months. Recorded hate crime has increased by 21%. Notable increases in this area have occurred specifically over the 3 months July to September. This increase began to resolve during October. It is possible that the increase represents a specific response to the Brexit vote and a similar increase has been reported across the country.	
	Average time taken to answer FEC calls	Transformation of performance is required	8.8 mins	4 mins	-55%	There has been a significant improvement in the time taken to answer non-urgent 101 calls. In the three months before the start of the peak summer season answer time averages were in the region of 3 minutes. Over the peak summer period in July and August this rose but remained under 5 minutes. We continue to monitor performance and work is continuing to ensure that this improvement is sustained.	
	%age of 999 calls answered in target	Current good performance of 87% of 999 calls answered in target should be maintained	87%+	93.00%	6.90%	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	




To reduce the crime and harm caused by the misuse of alcohol	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*	4.8	9.1%	Current trends against the 3 year baseline suggest that violence with injury has increased albeit at a lower rate than has been reported elsewhere nationally (n=7969 in the last 12 months). This increase is 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) ²	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*	5.4	68.8%	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

* = Baseline taken from 3 year average

† = Baseline taken from 12 month average

‡ = Target

-  Currently achieving expected attainment level
-  Achievement of expected attainment at risk
-  Not achieving expected attainment level



Police and Crime Panel Meeting
9 December 2016
Report of the Police and Crime Commissioner

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

This report draws the Police and Crime Panel's 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

Deferred Charge Scheme

The PCC and the Chief Constable are seeking to develop a Delayed Charging and Diversion Scheme which offers some offenders (subject to strict eligibility criteria) the opportunity to undertake victim-led reparation, including the potential for restorative solutions, as well as an agreed programme of rehabilitative work during a four month period. Successful completion of the programme of work would enable the offender to avoid criminal charge. Evidence indicates that the opportunities provided by the scheme can be the watershed which allows the offender to improve their life chances, reducing their negative impact on society and over utilisation of local services.

A joint project has been set up reporting to the Chief Executive of the OPCC and the Deputy Chief Constable and a 2 year pilot is due to be launched by April 2017. The project team are engaging with a wide range of partners and service providers from across the peninsula to engage them in this work. The pilot will create an alternative pathway through which an offender (victim led and subject to strict eligibility criteria) can enter into a contract with the police to address the underlying causes of offending (such as addiction or mental ill health). Successful completion of that contract would provide an alternative to facing a criminal charge. The pilot will run for two years and will be evaluated by the University of Cambridge.

Police Funding Formula Review

The Police and Crime Panel will recall from its 7th October 2016 meeting that the Home Office have recommenced work to review the existing police funding formula. The Commissioner and her team have been continuing to engage closely with the Home Office and with colleagues from across policing to contribute to the review process.

Our understanding remains that the new Policing Minister Brandon Lewis, MP intends to consult on a revised funding formula proposal in spring 2017. The Commissioner's

Team has met with Home Office officials to discuss the approach being taken and the Commissioner is pleased that the Home Office team have taken on board much of the feedback provided following the Home Affairs Select Committee report in December 2015 on process and approach. There is considerable engagement taking place with the policing service and Police and Crime Commissioners (PCCs) and have enlisted the support of a panel of experts to provide advice to the process. Two panels have been convened: a Senior Sector Group comprised of senior stakeholders and a Technical Reference Group comprised of financial, academic and policing experts to advise on the detailed approach to the formula.

The Commissioner welcomes this more consultative approach and has been appointed as a member of the Senior Sector Group as one of the 5 representative for the Association of PCCs. The Minister wrote to all PCCs and Chief Constables in November 2016 seeking their views on the type of risks and challenges that need to be reflected within the formula. A joint response was provided by the Commissioner and the Chief Constable which highlighted in particular the challenges around delivering an effective police service across a large geographic area such as ours and the additional seasonal demand generated every summer by the large volume of tourists that visit the area.

The Commissioner and her 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.

Online safety

The OPCC is trialling a **Cyber Café pilot** initiative to raise awareness of the steps the public can take to improve their online safety. The pilot is being run in partnership with a major retailer - using their stores to host advice and technical help sessions to customers. To date cyber cafés have taken part in Truro and Kingsteignton. These sessions will be evaluated ahead of a decision to develop this approach more widely across Devon and Cornwall.

Policing Response to Modern Slavery

The Government's Modern Slavery Act introduced harsher sentences for slavery offences and over the last year prosecutions and convictions have risen, with 289 modern slavery offences prosecuted in England and Wales in 2015. To further strengthen our response to this horrible crime, the Home Secretary announced in October 2016 that Devon and Cornwall would lead nationally on a new National Modern Slavery Unit – backed by an investment of £8.5 million from the Home Office's police Transformation Fund over the next 2.5 years.

Devon and Cornwall Police will lead a national resource – involving up to 50 dedicated analysts, specialists and investigators. The Unit, being set up by Devon and Cornwall Police, is a national resource. It will help the police service across England and Wales to transform their current response by providing high quality intelligence, an analysis hub to assess the threat at a national and regional level, and an improved operational response throughout the investigative process. The investment includes:

- **Joint Slavery & Trafficking Assessment Centre (JSTAC):** A dedicated analytical team to deliver high quality intelligence and an improved assessment of the modern slavery threat.
- **Regional Co-ordination Teams:** Regional analysts and co-ordinators located in Regional Organised Crime Units to assess the scale and nature of the modern slavery threat regionally and to join up investigative resources.
- **Prevention & Investigation Centre of Excellence (PRICE):** Includes a team of specialist officers and an on-call expert prosecutor to support forces as they investigate, disrupt and prosecute complex modern slavery cases. It will also include a dedicated triage team to manage referrals to the police for criminal investigation, a specialist team to disseminate best practice across law enforcement agencies and the development of accredited training products to improve identification and investigation of modern slavery cases.

Additional Funding for Sexual Assault Referral Centres

Victims of sexual assault and abuse in Devon and Cornwall, including children, will be helped by extra funding from NHS England.

The Commissioner and her OPCC Team have worked closely with NHS England to secure £150,000 additional funding to enhance the services already provided by sexual assault referral centres (SARCs) in the two counties. The funding will increase the SARCs' capacity to offer psychological and medical support to victims of sexual assault over the weekend. Currently, at weekends, this service is only available to people who report an assault to the police. The funding will also pay for three new children and young people's Independent Sexual Violence Advisors (ChISVAs). Two will cover East and West Cornwall for the Pool based victim support organisation Skoodhya and third will join the SARC in Plymouth, run by Twelves Company, a Devon and Cornwall sexual violence and domestic abuse support charity

APCC portfolios

The Association of PCCs operates a 'portfolio lead' scheme whereby PCCs take on a national role in specific policy areas on behalf of all PCCs. The scheme has been amended recently to include 'Deputy Leads' and the Commissioner has been appointed as the Deputy Lead for Victims and Witnesses – alongside Vera Baird the PCC for Northumbria who is the Portfolio Lead.

Victim care and the delivery of a true end to end support service for victims of crime is a key priority for the Commissioner under her proposed Police and Crime Plan. Through this appointment the Commissioner will be well-positioned to help shape national thinking on victim and witness services and support over the coming years.

2. Legislative developments

Policing and Crime Bill

The Policing and Crime Bill is continuing on its passage through the House of Lords. The Committee Stage has concluded and the Bill will be considered in Report Stage at the end of November 2016. Current expectations are that the Bill will receive Royal Assent in the new year, although this will be dependent on the business of the house and the level of discussion required between the two Houses in view of the changes

made in the House of Lords. The Bill includes a number of key policy developments, including emergency service collaboration, reforming police complaints and the wider use of police powers.

Investigatory Powers Bill

The Investigatory Powers Bill would overhaul the framework governing the use of surveillance by the intelligence, security agencies and law enforcement agencies to obtain communications data. The remaining issues on the Bill were resolved by the Lords on 16 November 2016. A date for Royal Assent has yet to be set.

3. National Police Reform Programme

Work on the national programme of reform has been slower than expected but is gathering pace. 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.

Policing Vision 2025

The National Police Chiefs' Council and Association of Police and Crime Commissioners has jointly published their collective vision for Policing for the coming decade. The Policing Vision describes the ambition for the reform of policing by 2025 and help shape decisions about the service will use resources by informing key strategies and underpinning future programs of work.

The vision sets out the ambition of change categorised under the six themes of

- Local policing
- Specialist capabilities
- Workforce
- Digital policing
- Enabling business delivery
- Governance and accountability

The policing vision 2025 is supported by the PCC and Chief Constable. The document can be viewed at <http://www.npcc.police.uk/documents/Policing%20Vision.pdf>

Specialist Capabilities Review

In October 2016 the first phase report from the Specialist Capabilities Review was published, covering a series of specialist areas including firearms and major crime. The main focus of findings is on the benefits of taking a 'networked' approach across policing areas – sharing expertise, resources and support to ensure an efficient and high quality of service.

<http://www.npcc.police.uk/documents/Specialist%20Capabilities%20Programme%20Phase%20One%20Report.pdf>

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. The Home Secretary has announced that the modern slavery national resourcing bid has been successful – delivering £8.5 million over the next 3 years. Decisions on the award of funds under the remaining bids are still awaited.

4. HMIC Reports

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

PEEL: Police Efficiency 2016 - An inspection of Devon and Cornwall Police

As part of the annual assessment of all police forces in England and Wales, HMIC published the second report examining how Devon & Cornwall Police use their resources to keep people safe and reduce crime. The inspection focused on how well the police were able to predict demand for services both now and in the longer term, and how they manage their resources including officers and staff.

The inspection found that Devon & Cornwall Police has some understanding of demand for services from the public and ambitious plans in place to work collaboratively with Dorset Police.

However, inspectors were concerned to find that there was a limited understanding of how current demand for services may change in the future with the growth of new crime trends such as cyber crime. This limited the ability of the force to identify the impact of future demand on the ability of officers and staff to respond raising concern that service to the public may not be as efficient in the future.

Overall the inspection found that planning in Devon & Cornwall Police requires improvement in order to ensure that services can meet future demand. Specifically the force needs to develop its operating model to ensure that it has the right staff with the right skills and equipment to meet the demands of policing in the future

<http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/peel-police-efficiency-2016-devon-and-cornwall.pdf>

Two further reports will be published on 1st and 8th December. The first of these will contain the results of the May 2016 inspection of crime recording in Devon & Cornwall. This was part of the rolling programme of inspections of all police forces in England & Wales to assess progress made against the recommendations from inspections in 2014. The second will contain the outcome of the PEEL: Police Legitimacy and

leadership inspection for Devon & Cornwall Police. An update will be provided to the panel at the meeting.

Contact for further information

Andrew White, Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

23 November 2016



**Police and Crime Panel Meeting
9th December 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. One formal complaint against the Police and Crime Commissioner was received during the period of 27th September 2016 – 23rd November 2016. This was received towards the end of the period and is currently being assessed – in discussion with the Police and Crime Panel Secretariat.
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 8th November 2016 and is available at: <http://www.devonandcornwall-pcc.gov.uk/news-and-blog/devonandcornwall-pcc-news-blog/2016/11/update-on-ipcc-investigation-into-election-law-breach/>. The investigation is being carried out by West Mercia Police on behalf of the IPCC.

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
27 th September 2016-23 rd November 2016	1	1	0	1	0
			Grand total	1	0

Andrew White

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

Report updated: 23rd November 2016

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Devon and Cornwall Police and Crime Panel

Work Programme 2016-2017

Please note that the work programme is a 'live' document and subject to change at short notice.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration
1 July	Police and Crime Plan	Commissioner to provide plans for new Police and Crime Plan Development	Statutory Responsibility of Panel
	Estates Programme	Progress Report	Panel Request
	Strategic Alliance	Report on projects	Panel Request
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update	Update on progress against police and crime plan and plans for the coming months	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item
7 October	Police and Crime Plan	Commissioner to provide plans for new Police and Crime Plan Development	Statutory Responsibility of Panel
	Citizens in Policing update		Panel Request
	101 update	Commissioner to Report on performance	Panel Request
	Implementation of Victim Services	Commissioner to Report on Implementation	Panel Request
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update	Update on progress against police and crime plan and plans for the coming months	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item

9 December	Police and Crime Plan		
	Workforce Strategy		
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update		Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item
3 February	Proposed Level of Precept		Statutory Responsibility
	Impact of Estates Programme		
	Victim Support Evaluation Report		
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update		Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item
17 February (provisional)			
7 April	Funding Formula		
	Police and Crime Commissioners Update		Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item
NEW – items not yet allocated a date			
Neighbourhood Policing/PCMO			
“Blue Light” Collaboration			Summer '17
Proactive Scrutiny Item			
Monitoring the reporting of domestic violence and abuse, sexual violence, Hate Crime and child sexual exploitation			Tbc
Strategic Alliance			16-17 Municipal Year