



**Devon and Cornwall Police and
Crime Panel**

c/o Plymouth City Council
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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 6 October 2017

10.30 am

Council House (Next to the Civic Centre), Plymouth

Members:

Councillor Croad, Chair

Councillor Batters, Vice Chair

Councillors Atherfold, Barker, Philippa Davey, Downie, Excell, Hackett, James, Mathews, Nelhams, Rule, Sanders, Squires, Sutton, Towill, Wakfer, Wingate and Wright.

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

This meeting will be webcast and available on-line after the meeting. By entering the Council Chamber, councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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Tracey Lee

Chief Executive

Devon and Cornwall Police and Crime Panel

1. Apologies

To receive apologies for non-attendance submitted by Members.

2. Minutes

(Pages 1 - 4)

To sign and confirm as a correct record the minutes of the meeting held on 18 August 2017.

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. Strategic Alliance

(Pages 5 - 24)

6. Chief Constable's Connectivity Framework

(Pages 25 - 34)

7. Draft Annual Report 2016/17

(Pages 35 - 62)

8. Police and Crime Commissioner's Performance Report

(Pages 63 - 68)

9. Police and Crime Commissioner's Update

(Pages 69 - 74)

10. Non-Criminal Complaints Against the Police and Crime Commissioner

(Pages 75 - 76)

11. Work Programme

(Pages 77 - 78)

Devon and Cornwall Police and Crime Panel

Friday 18 August 2017

PRESENT:

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Atherfold, Philippa Davey, Downie, Excell, Hackett, James, Mathews, Rule, Sanders, Towill, Wingate and Wright.

Apologies for absence: Councillors Squires and Sutton and Sarah Wakfer.

Also in attendance: Jo Heather (Democratic and Governance Officer, Cornwall Council), Alison Hernandez (Devon and Cornwall Police and Crime Commissioner), Duncan Walton (OPCC Chief Executive and Monitoring Officer) and Lynn Young (Democratic Support Officer).

The meeting started at 10.30 am and finished at 11.50 am.

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.

13. **Minutes**

Agreed the minutes of the meeting held on 7 July 2017.

14. **Declarations of Interest**

The following declaration of interest was made in accordance with the code of conduct –

Name	Minute Number and Item	Reason	Interest
Councillor Croad	15 – Confirmation Hearings	Both preferred candidates are known to him on a professional basis in his capacity as a Devon County Councillor	Personal
Councillor Excell	15 – Confirmation Hearings	The preferred candidate for the post of Chief Executive and Monitoring Officer is known to him	Personal
Councillor Mathews	15 – Confirmation Hearings	Devon County Councillor and Chair of Devon County Council Audit Committee	Personal
Councillor Sanders	15 – Confirmation	Devon County Councillor	Personal

	Hearings	(neither preferred candidate is known to him)	
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15. **Confirmation Hearings**

The Chair advised Panel members that two confirmation hearings would take place today for the following posts –

- Chief Executive and Monitoring Officer
- Treasurer

The Chair welcomed Mrs Frances Hughes (the preferred candidate for the post of Chief Executive and Monitoring Officer) to the meeting and outlined the procedure for the confirmation hearing. After the hearing, the Panel would adjourn to consider the appointment, in private. The Police and Crime Commissioner (PCC) would then be advised of the Panel’s decision and the Panel would seek to agree with the PCC how and when an announcement would be made.

The Chair gave the PCC the opportunity to address the Panel to outline her reasons and deliberations for choosing Mrs Frances Hughes as her preferred candidate; Mrs Hughes was then invited to address the Panel in order to advise them how she met the criteria for the post.

Mrs Hughes responded to questions from Panel members on –

- the Police Estate, in particular the building of the new Criminal Justice Hub at Middlemoor and the shared estate;
- interface with the media on behalf of the PCC;
- her ability to act personally independent of the PCC;
- the future of policing, in particular her vision of policing in rural areas in the 21st century;
- the promotion of Equality and Diversity opportunities within the Devon and Cornwall Police;
- her plans for community policing/engagement with communities;
- her ability to deal with any conflicts that could arise between the Chief Constable and the PCC;
- the use of CCTV for community safety.

The Chair welcomed Mrs Nicola Allen (the preferred candidate for the post of Treasurer) to the meeting and outlined the procedure for the confirmation hearing. After the hearing, the Panel would adjourn to consider the appointment, in private. The Police and Crime Commissioner (PCC) would then be advised of the Panel’s decision and the Panel would seek to agree with the PCC how and when an announcement would be made.

The Chair gave Duncan Walton (Chief Executive and Monitoring Officer) the opportunity to address the Panel to outline his reasons and deliberations for

choosing Mrs Nicola Allen as his preferred candidate; Mrs Allen was then invited to address the Panel in order to advise them how she met the criteria for the post.

Mrs Allen responded to questions from Panel members on –

- her views on solo working, having previously been part of a team;
- the relationship of the OPCC Treasurer with the Police and Crime Panel;
- her ability to deal with any conflicts that could arise between the Chief Constable and the PCC on matters of performance or related funding;
- collaborative working, in particular with Cornwall;
- her views on frontline services versus the digital agenda;
- her views on the ‘one public estate’ and how she would encourage participation;
- her views on working with Dorset (in the Strategic Alliance);
- the savings realised through the Strategic Alliance with Dorset (question answered by Duncan Walton).

Agreed that under Section 100(A)(4) of the Local Government Act, 1972, the press and public are excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

The Panel adjourned at 11.25 am to consider the suitability of the candidates for the posts of Chief Executive and Monitoring Officer and Treasurer.

Following the adjournment, the Panel reconvened at 11.45 am and the Chair advised that the Panel had had the opportunity, in private session, to consider and review –

- the Police and Crime Commissioner’s recruitment and selection processes;
- details about the candidates;
- the criteria used to assess the candidates;
- how the candidates satisfied that criteria and their terms and conditions of employment;

in order to satisfy themselves as to whether or not Mrs Hughes and Mrs Allen were suitable appointments.

The Panel reached a decision in respect of the Police and Crime Commissioner’s proposed appointment of Mrs Frances Hughes as Chief Executive and Monitoring Officer and Mrs Nicola Allen as Treasurer and the OPCC Chief Executive and Monitoring Officer had been informed.

Following a vote,

Agreed that the Panel confirmed the Police and Crime Commissioner’s proposed appointments and recommends to her that Mrs Frances Hughes is appointed as Chief Executive and Monitoring Officer and Mrs Nicola Allen is appointed as Treasurer.

A separate letter outlining the Panel's decision will be provided to the Office of the Police and Crime Commissioner on the next working day after this meeting.

**Police and Crime Panel****6th October 2017****Report of the Police and Crime Commissioner****THE STRATEGIC ALLIANCE BETWEEN DEVON AND CORNWALL
POLICE AND DORSET POLICE**

1. At its July 2017 meeting the Police and Crime Panel confirmed its desire to include a substantive item on the agenda for the October 2017 Panel meeting on the Strategic Alliance.
2. Assistant Chief Constable Sharon Taylor – who has led the Strategic Alliance work across both police force areas since its inception in 2014 will be attending the 6th October 2017 meeting to present to the Panel and answer their questions. A copy of the slides that ACC Taylor will use are attached to this covering report.
3. Following the agreement of this agenda item there have been some significant developments in relation to the future of the Strategic Alliance, most notably the announcement in September 2017 that the two Chief Constables and two Commissioners are looking at how they can deepen the Alliance between our two police forces, including exploring the potential for a full merger between the two police forces and OPCCs. This work is at an early exploratory stage and there is considerable investigation and analysis work to do.
4. To allow for discussion of both of these areas the presentation has been divided into two parts. First, ACC Taylor will present on the current Strategic Alliance. Following Q&A on that area the Commissioner and the Chief Constable will speak briefly on the announcement made in September 2017.

Duncan Walton

Interim Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

Duncan.Walton@devonandcornwall.pnn.police.ukReport updated: 25th September 2017

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Strategic Alliance

Police and Crime Panel Presentation (Oct 2017)

*Working together to serve
the public*



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 Devon & Cornwall Police	Dorset Police	
 PCC Office of the Police and Crime Commissioner Devon and Cornwall		DORSET POLICE & CRIME COMMISSIONER
Strategic Alliance		

Purpose of Presentation

- Background
- Governance
- Risk Management
- Benefits
- Financial Picture
- Current Position of Programme
- Key Issues – questions/discussion

What is an Alliance?

HMIC definition:

‘An agreement between two or more forces to pursue a set of agreed objectives while retaining separate identities.’

Two forces collaborate as equal partners in finding new solutions to our policing needs, whilst at the same time remaining as separate organisations.

Vision

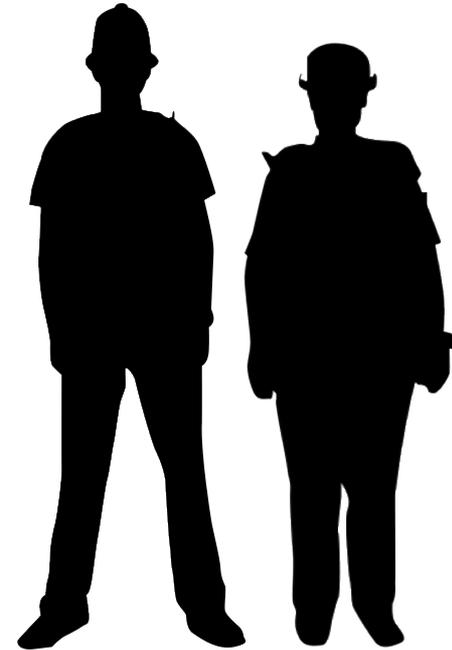
Working together as it can offer the best opportunity to:-

- Develop service delivery to the public
- Ensure delivery against the PCCs' Police and Crime Plans
- Retain a local policing identity
- Ensure resilience around our Strategic Policing Requirement
- Maximise value for money
- Maximise opportunities for the ongoing personal/professional development of our staff



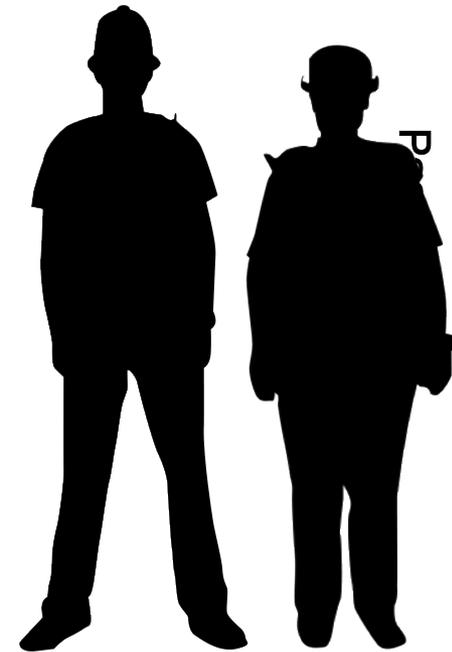
Guiding Principles (1)

- Local policing delivery will remain at the heart of everything we do to maintain public trust and confidence
- All other services should be integrated and delivered jointly through alliance teams and streamlined management structures, unless proven inefficient or effective to do so
- Single delivery units responsible for shared services across the 2 forces will be co-located where feasible
- Our ambition should not be limited by geography or a previous approach and should focus on continuous improvement



Guiding Principles (2)

- There is a long term ambition for total convergence of all ICT systems
- We work as equal partners to find new solutions to our policing needs, whilst retaining separate identities
- Retain the independence of the 4 separate corporation soles who are individually accountable to their local communities
- This will not prevent both forces continuing to explore other collaborative opportunities



The Journey So Far...

March –June 2014

Scoping and feasibility phase

August 2014

Start of design and implementation phase

March 2015

Official signing of the Strategic Alliance
Overarching Agreement

April 2018

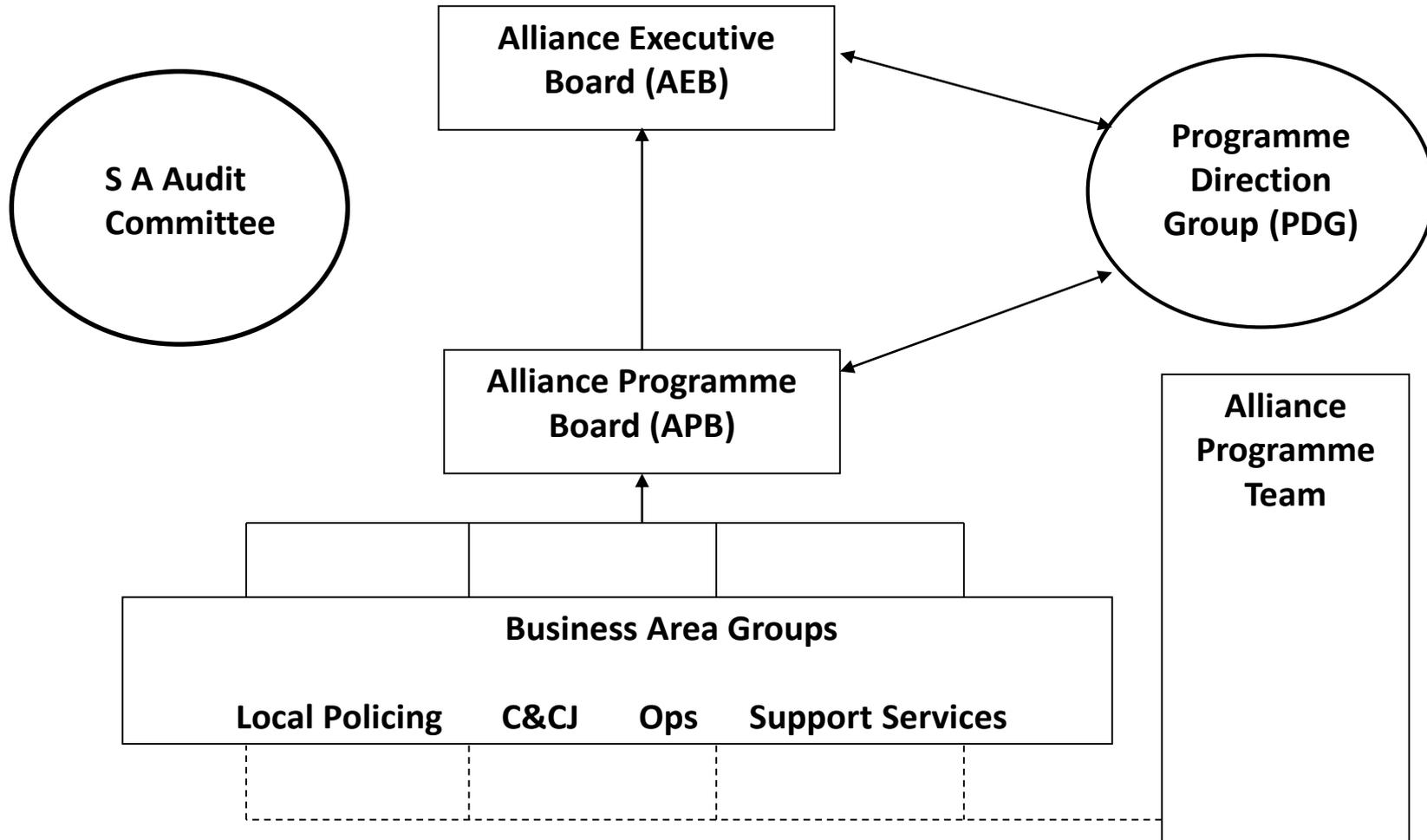
Delivery of all detailed business cases in scope

2019 - Likely completion of all current 'Alliance' departments (except CCPC)

2020 - Convergence of IT across the two forces



Governance



Risk Management

- Risk Management at every level - Project, Alliance Programme team, Programme Board, Executive Board
- Each level assesses risks and each project and the Programme maintains a Risk Register
- Each level identifies and monitors actions to mitigate risks
- New/increasing risks flagged to the next level
- Registers are formally reviewed and considered regularly

Benefits



Financial Picture

- Combined budget £396m and 7394 officers/staff. £145m in scope for the Alliance
- Alliance committed to £12m peak savings per annum from combined annual budget by end of 2022/23 (D&C £8m based on agreed costs/savings allocation of 70%)
- Total savings delivered by Programme currently over £3m, increasing every year
- Programme Team costs – Approximately £5m from April 2014. These are mainly opportunity costs
- Enabling investment choices to be made to deal with emerging threats

Current Position of Programme

- **27 business area proposals approved**
- **17 business areas live and operating as single Alliance teams**
- **10 business area proposals to be presented to the Alliance Executive Board by April 2018**



Snapshot of Business Areas

Design	Planning	Implementation	'Go Live' Continued
<ul style="list-style-type: none"> • Command & Control/Public Contact Services (CCPC) • Corporate Communications (refresh) • Corporate Development • Criminal Justice • Custody • Victims & Witnesses • Estates & Building Services • Serious and Organised Crime • Information Management (Phase 3) • Property Stores • CATs / CTO 	<ul style="list-style-type: none"> • RMU (refresh) • FSG/EPT • SFOs 	<ul style="list-style-type: none"> • Firearms Licensing • Business Change 	<ul style="list-style-type: none"> • Prevention Department • Information Management (Phase 1) • Fleet Services • Roads Policing • Ops Planning • ICT (SMT) • IM Phase 2 • Firearms/ARV • People Services • Business Support Services
	<p style="text-align: center;">Formal Consultation</p>	<p style="text-align: center;">'Go Live'</p>	
	<ul style="list-style-type: none"> • Alcohol Licensing • Major Crime • Intelligence • Professional Standards 	<ul style="list-style-type: none"> • Ops Support Command • Admin Services • Finance • Dogs • ANPR • Audit, Insurance and Strategic Risk • Integrated Offender Management 	

Key Issues to date

- People/Management of Change
- Culture
- ICT Convergence
- Change of Approach (race to the bottom v transformational)
- Current scope - does it change?



Q&A

Questions

Concerns

Issues

Comments



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Next steps - a closer relationship



- September 2017: Announcement made
- Work being taken forward to look at how to deepen the Strategic Alliance, including exploration of the potential to merge the two police forces and two OPCCs
- Exploring options - no decisions have been taken.
- Significant work required to understand benefits, dis-benefits and implications.
- Any decisions would require Home Office support
- Both Chief Constables and Police and Crime Commissioners are committed to ensuring that this process is well informed by public views and has the best interest of our communities at its heart.

Alliance Next Steps Q&A

Questions

Concerns

Issues

Comments

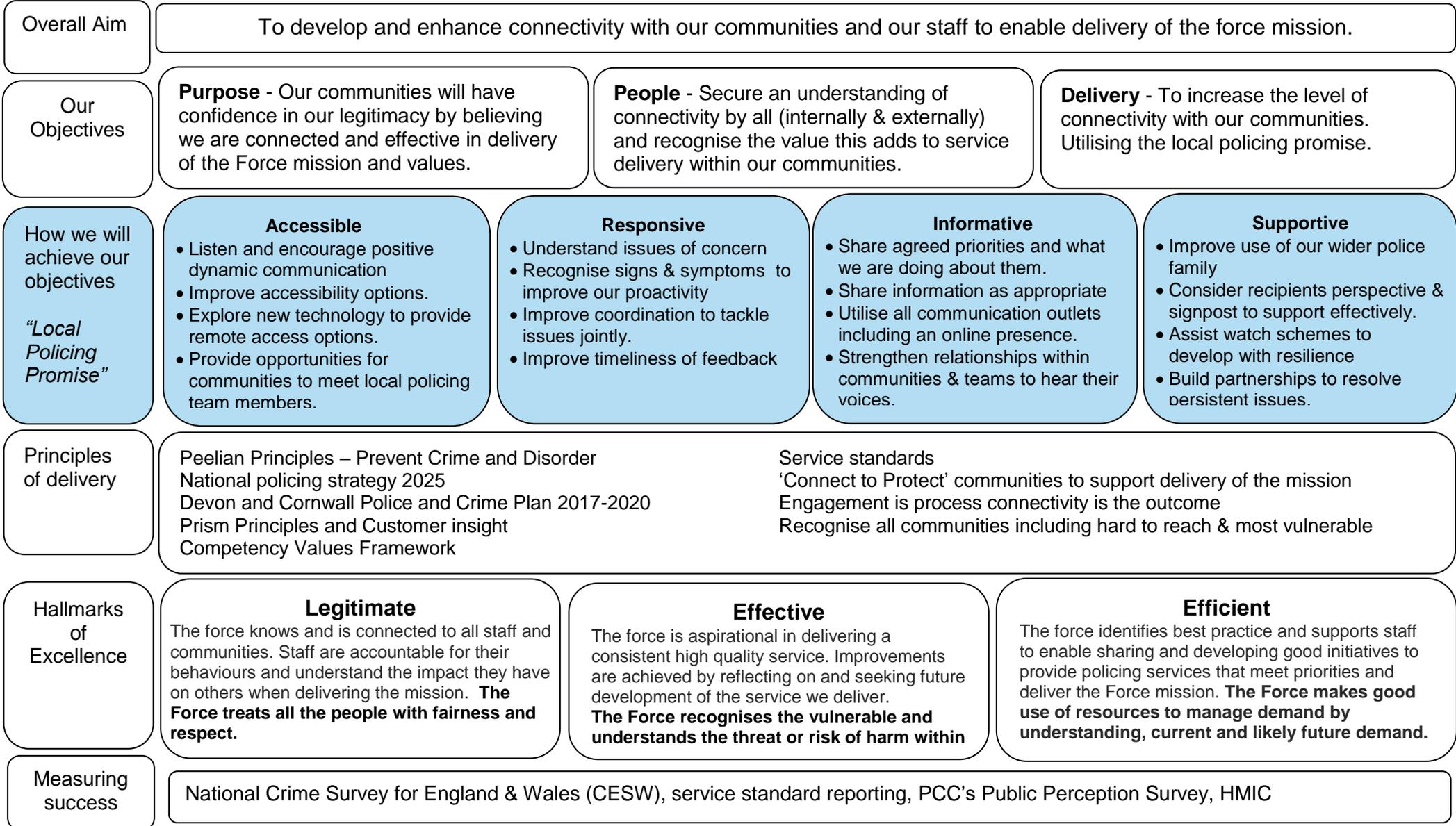


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Connectivity Framework- 'Connect to Protect'



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Police and Crime Panel

6 October 2017

Report from the Police and Crime Commissioner and the Chief Constable

CONNECTIVITY AND THE POLICE AND CRIME PLAN

Scope of this report

At the July 2017 Police and Crime Panel meeting the Panel requested that a paper was brought to the next meeting on plans for enhancing connectivity with communities under the Police and Crime Plan, in particular on the Chief Constable's Connectivity Plan.

This report introduces two key areas of work which are being progressed to support the delivery of 'safe, connected and resilient communities' under the Commissioner's Police and Crime Plan.

- The Chief Constable's 'Connectivity Framework' for Devon and Cornwall Police
- The Commissioner's Councillor Advocate Scheme

Alongside this paper the Chief Constable will provide a presentation to the Police and Crime Panel on current connectivity, the draft Connectivity Framework and future work in this area.

The 'Connectivity Framework' links to the Neighbourhood Policing Review but that is not its sole remit. The Connectivity Framework and underlying Delivery Plans will encapsulate the wider policing functions operating within a local area, such as crime investigators, roads policing and armed response.

Background

In January 2017 the Commissioner published her Police and Crime Plan for 2017-2020 'Safe, resilient and connected communities'. This Plan was developed following broad consultation over the summer of 2017 and reflected the views expressed by communities and partners. In particular the consultation on the Plan, which included public surveys and focus groups, identified that many people felt 'disconnected' from the police service and that a strong desire was expressed for more opportunities to access and connect with our police service. The Local Policing Promise was developed, jointly by the Commissioner and the Chief Constable to reflect this – focusing on actions to help ensure that policing in a local area is Accessible, Responsive, Informative and Supportive.

Introduction and Context

A good connection between communities and policing is considered important for a number of reasons.

- It is important to ensure that our police understand the communities that they serve and the issues that concern them – helping the police to better deploy resources and make decisions around activity.
- It is also important in building confidence within communities that the police hear them and understand their issues and that they will respond appropriately and to explain what the police are doing in a local area (this is particularly important given the increased focus on high harm ‘hidden’ crimes).
- A strong connection with a community – in terms of listening and providing feedback - is a fundamental building block in encouraging members of our communities to come forward with information and intelligence that can help the police to keep them safe.
- Finally it is important in ensuring legitimacy for policing – working with and as part of a community not in isolation – is a fundamental premise for policing by consent.

Connectivity is not the sole responsibility of the police or the Commissioner. In the same way that community safety is a shared responsibility so must connectivity be – and the police and the Commissioner are looking to work closely with partners in local areas to see how we can collectively provide a stronger connection to our communities.

It is important to note that we are not starting from a position of failure – rather from a desire to excel. The most recent crime survey for England and Wales which covers the 12 months to March 2017 shows Devon and Cornwall as being ranked #1 across 42 forces in response to the question “How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?” This measure looks at four key components: fair treatment, community understanding, community priorities and overall confidence and Devon and Cornwall is ranked #1 in all four areas.



In setting the Police and Crime Plan for 2017-2020 the Commissioner included a number of specific measures related to connectivity in ‘Measuring success’ which will be assessed through customer surveying. These questions were drawn from a wider national HMIC survey to allow a greater level of benchmarking. The initial baseline survey was carried out in June/July 2017 by an external surveying company. This survey is supplemented by a broader online survey that ran throughout the summer to provide a fuller information set – and these two sets of results are currently being compiled. The findings of the initial baseline surveys will be provided to the Panel in December 2017 and regular surveying will take place.

This report focuses on two areas of work which are being progressed to enhance ‘connectivity’ and the delivery of ‘safe, connected and resilient communities’ under the Commissioner’s Police and Crime Plan.

- The Chief Constables ‘Connectivity Framework’ for Devon and Cornwall Police

- The Commissioner's Councillor Advocate Scheme

Other actions are also being taken forward, including the Commissioner's Community Link Officer Scheme. Under the scheme members of the commissioner's staff have taken on responsibility for a geographic area – to help improve the Commissioner's understanding of local issues and facilitate closer working with communities. A full list of Community Link Officers for each area is available on the OPCC website.

1. The Chief Constable's Connectivity Framework – “Connect to Protect” A report from the Chief Constable

Connectivity is not a prominent word in current policing strategy documents but it is a key component of local policing and delivery of the Force mission and is a core focus of the Local Policing Promise under the Police and Crime Plan.

In developing the framework we have focused on reflecting on how we currently work 'to identify and support all communities and understand their issues', followed by understanding how we can be better connected to our communities. We want to highlight the best practice, provide great initiatives consistently across the Force area as required and address any gaps.

The progress of this work gave consideration to the structures and process we use to deliver activities such as engagement that provide connectivity as an outcome. This enabled a dialogue to identify which activities were essential and which were desirable in the context of meeting the purpose of 'connect to protect'.

Methodology

The Force Executive, the Police and Crime Commissioner and OPCC provided their interpretation of connectivity in the context of the work required, with clarity that progressing this work should enhance delivery of the Force mission. 'Connect to Protect' captures this.

Internal workshops were held with representation from local policing across the Force area. The workshops were titled - How well do you know your neighbourhoods?

The work explored:

- Identifying stakeholders and understanding what they expect from the police and how we share information with them.
- Identifying the resources and connections between the local policing teams and the specific neighbourhood policing teams to identify how other departments contribute to the connection with local communities and how the information is shared. This included citizens in policing.
- Benchmarking what we currently do to connect with our communities. Understanding how the activities add value and consider how consistent they are across the Force.

After considering the three key areas we identified the tools already in place to support delivery alongside acknowledging the changes in technology and crime types so discussing what tools may be helpful in the future to support improved connectivity.

An external workshop has been held with Community Safety Partnership (CSP) Managers. The workshop focused on neighbourhood policing in the future and connectivity was an integral part of the discussion. Key interactions and the interface points between the CSPs and the local policing teams were identified. The CSP managers supported the importance of the relationship development between the police and both the community and the partners. The CSP managers agreed that throughout the Force the public did have confidence in the police. The attendees discussed their desire for consistency and continuity from the Force.

Devon and Cornwall Police plans include holding further external workshops with other partners, stakeholders and community in the future, so a dialogue can be held and expectations considered and managed.

The final internal workshop discussed the proposed connectivity framework and how the work would be developed into a delivery plan.

The proposed framework

The Chief Constable's draft 'Connectivity framework' is annexed to this paper.

The framework provides clarity of the objectives and how we will achieve them by robust links to the Police and Crime Plan. The key activities and actions that will be undertaken to achieve the connectivity objectives are grouped around the four elements of the Local Policing Promise: Accessible, Responsive, Informative and Supportive. The hallmarks of excellence have been identified and are consistent with expectations of the HMIC.

The framework should be considered for both the service delivery to our communities and the connectivity within our organisation. A lack of internal connectivity impacts on how we develop our one team principle.

Being connected to our communities strengthens the legitimacy of policing by consent and will provide communities with the belief that we do understand their issues and will respond accordingly when appropriate.

To achieve connectivity we need to provide clarity and direction to all people involved both internally and externally to influence their behaviours and mind-set. We need to manage expectations by recognising what activities add value and how resources can support each other so the Force achieves connectivity with all communities including the hard to reach and the most vulnerable.

Devon and Cornwall Police staff, officers, our volunteers and our estate will be instrumental in the success we achieve in connecting with our communities – we will need to work to ensure that communities are supportive and enable our work on connectivity.

To deliver connectivity we need to have effective and efficient methods supported by appropriate capacity and capability – providing guidance, training and tools to help our officers and staff connect effectively with their communities.

Delivery Plan

An overarching delivery plan will capture the most strategic aims. It will provide guidance and expectation, it will record our commitment to delivering essential activities to meet minimum standards consistently across the force.

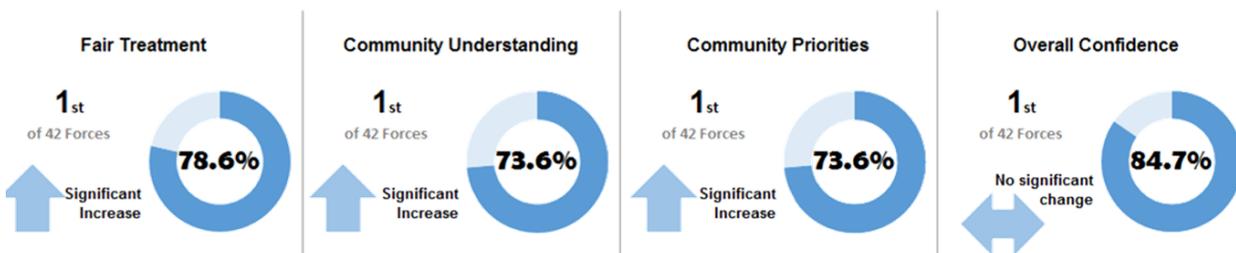
A requirement for flexibility across such a diverse Force is accepted but every member of our communities is entitled to know what we have committed to deliver. The essential activities will have clear local ownership for delivery and a minimum standard that is measurable through key performance indicators.

There will be flexibility for the plan to be further populated with tactical descriptors of desirable activities specific to departments or geographic areas that would enhance further connectivity as capacity allows. The plan will include detail of how it will be delivered locally or internally.

Connectivity is essential both internally and externally, together the department or geographical delivery plans will provide a complete picture of activity to connect to each other and to communities at every level considering all geographical and virtual communities.

How will Devon and Cornwall Police be measuring/demonstrating our improved connectivity

From the Crime Survey for England and Wales for the 12 months to March 2017 in response to the core question ‘How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?’ Devon and Cornwall Force is placed first nationally out of the 42 Forces.



This provides a starting position of confidence but as an aspirational Force we will continue to reflect, seek best practice and strive to improve so we deliver the high quality service in our mission consistently across the whole Force.

We will continue to ask for public and partner perception and feedback through various methods. We will also utilise our customer insight capability as we continue to develop our future model.

Accountability and responsibility for delivery to achieve connectivity will be held at each department and BCU against the delivery plans submitted.

The Police and Crime Plan also provides measures of success linked to connectivity, including the PCC's Public Perceptions Survey and these will be regularly analysed and assessed – to understand progress and identify areas for further development.

2. The PCC's Councillor Advocate Scheme **A report from the Police and Crime Commissioner**

The Police and Crime Plan 2017-2020 'safe, resilient and connected communities':
The following commitment is made in the Police and Crime Plan under the Local Policing Promise. *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 locally. 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 arrangements 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 and to take back matters to their own councils on behalf of the police.***

Approach

The Councillor Advocate Scheme (the Scheme) aims to foster closer working relationships between the OPCC, local police and councillors through an agreed contact route. It is intended to improve information flows in all three directions, supporting early resolution of issues and wider dissemination (through the Councillor network) of key messages and information. The Scheme will be voluntary but will be supported by the OPCC who will seek to recruit a network of Advocates across the peninsula. The Scheme is not intended to work in isolation – it will link into the wider Connectivity Framework being developed by the Chief Constable and to the Commissioner's Community Link Officer Scheme.



A broad range of engagement has taken place to inform the development of the Scheme, including meetings with councillors from a number of areas and local police inspectors as well as the team developing the Connectivity Framework for the Chief Constable. An initial 'expression of interest' request has recently been sent out to local councils to ascertain whether there is an appetite for the Scheme.

The key finding from development phase is that engagement and interaction with local councillors is mixed. In some areas there is regular contact and two-way information exchanges – through council meeting structures and/or bilateral discussions while in other areas the relationships are less developed. Similarly, some councillors reported positively on the developing connection between them and the OPCC Community Link Officers while for others their interaction had been limited to date.

A number of general observations can be drawn from engagement work to date:

- Better communication for and from everyone is wanted and needed.
- There was a desire on all sides for frank dialogue – if something can't be done then say so, but explain why – regular face to face time would assist here
- Councillors expressed a desire for more information about what police have done/are doing in the local area – recognising that information on positive police work raises confidence and public perception of the work of the police
- Councillor advocate could provide a valuable 'cascade' function with other councillors and their wider community – relaying good news and key messages back to other councillors who in turn pass that on to the community
- Councillor advocates may be able to act as conveners and local problem solvers – taking the lead on some local issues – in particular those that are a partnership issue.
- Enhanced contact between local police and a councillor advocate could play an important role in early resolution of concerns or tensions, without the need to escalate.

In some local areas the relationships between police and local councillors are operating in this way in many respects, through Police Liaison roles. It is not proposed that this scheme replaces existing arrangements where they are working well but that it may be able to enhance and support those local arrangements where there is an appetite for it to do so.

The next phase is to work with those who have responded to the 'Expressions of Interest' to pilot the Scheme – working closely with the team developing the Connectivity Framework and the local police.

Next steps

The views of the Panel are welcomed on both of these approaches, to inform further development and implementation.

Contact for further information

Duncan Walton

Interim Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

Duncan.Walton@devonandcornwall.pnn.police.uk

26 September 2017

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**Police and Crime Panel****6 October 2017****Report from the Police and Crime Commissioner****Devon and Cornwall Police and Crime Commissioner****Draft Annual Report 2016-2017**

The Draft Annual Report for 2016-2017 is attached for consideration and comment by the Police and Crime Panel.

Prior to publication later in October 2017, the presentation of the content will be finalised, including graphics.. The Police and Crime Commissioner would welcome the views of the Panel, and will give consideration to these during the final review of the report.

Duncan Walton

Interim Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

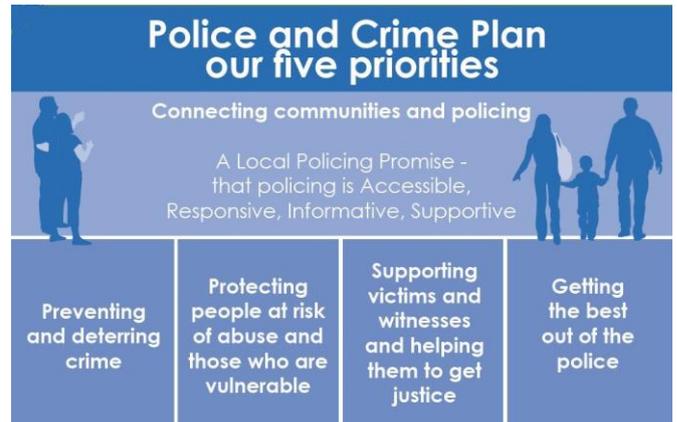
nicola.long@devonandcornwall.pnn.police.uk

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The year 2016/17 at a glance.....

SETTING OUR DIRECTION “THE PLAN”

- Connecting communities with the police: The Local Promise
- Preventing and deterring crime
- Protecting the vulnerable
- Supporting victims
- Getting the best out of the police



Victims Commissioner, Baroness Newlove, visiting services in Devon and Cornwall

HELPING VICTIMS

- Embedding a victim centred approach to criminal justice
- Growing our Victim Care Unit and Victim Services Network (over 70 organisations)
- Piloting support for young victims of crime



The range of services working in the Victim Care Network



Victim Care networking day

IMPROVING EFFICIENCY



- Continuing our Strategic Alliance with Dorset to deliver £8M savings per annum and enhance service delivery
- Wider roll out of technology in areas such as mobile data, body worn video and drones to help get the best out of the police
- Winning Home Office funding to drive local and national excellence in areas of prevention, ICT modernisation and modern slavery

LISTENING TO COMMUNITIES



- Engagement events
- Police and Crime Plan
- Meet your PCC
- Correspondence and customer service

Meeting Sgt Mary Ross, Isle of Scilly



Talking with the community, St Ives



Cornwall Pride

INVESTING

- Extra £24 million for transformation of workforce
- 100 new police officers, new staff investigator roles
- Redevelopment of Middlemoor site to provide a new criminal justice hub and custody



Middlemoor development



Passing out parades, HQ

SUPPORTING OUR COMMUNITIES



Meeting the public with the Exeter Police Cadets

- Commissioning services directly into communities
- Championing and supporting Community Safety Partnerships
- Supporting local projects like street pastors
- Launching OPCC Link Officer Scheme



Meeting Victim Support at Cornwall Blue Light Day



Talking with Torbay street pastors about protecting vulnerable people in our towns and cities at night

INNOVATING

- Launching the Pathfinder deferred charge pilot to prevent reoffending
- CCTV – investing in communities to support interconnected CCTV across Devon and Cornwall
- Single virtual remand court for Devon and Cornwall



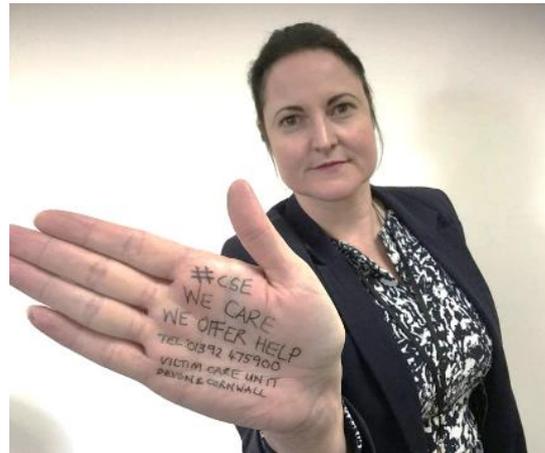
Video about Pathfinder



CCTV

CAMPAIGNING FOR DEVON AND CORNWALL

- Working nationally and locally to secure a fairer funding deal for Devon and Cornwall
- Supporting national and local campaigns on issues like child sexual exploitation, hate crime and modern slavery
- National Rural Crime Network



CSE Awareness Day



Working with local MPs to ensure Devon and Cornwall's voice is heard in Westminster on police funding



Hate crime awareness event, Plymouth

GETTING TO KNOW OUR COMMUNITIES: MEET YOUR PCC

- Connecting with the public
- Hearing their views on policing issues
- Providing crime prevention information
- Sharing the police and crime plan
- Encouraging volunteers



Meet your PCC, Kingsbridge



Meet your PCC, Redruth



Meet your PCC, Dartmouth



Meet your PCC, Okehampton



Meet your PCC, Truro



Meet your PCC, Penzance

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**DEVON AND CORNWALL
POLICE AND CRIME COMMISSIONER**

ANNUAL REPORT 2016-2017

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Foreword from Police and Crime Commissioner

The year 2016/17 at a glance

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

I am proud to present my first Annual Report as Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly. It has been a busy but productive 10 months for me and my team – working to deliver the best results that we can for the people who live, work and visit our beautiful counties and islands.

Since taking up office on 12th May 2016 I have been working intensely with the OPCC Team, the Chief Constable and wider partners to develop our new Police and Crime Plan 2017-2020 ‘Safe, Resilient and Connected Communities’ and to drive forward work in a number of key areas.

We have set a clear direction for the future, deepened and strengthened our support services for victims and released additional funding to partners through our commissioning approach to support and enhance their work locally to help the communities we all serve.

These remain challenging times but by continuing to work together, thinking innovatively and working to enhance our efficiency and effectiveness we can deliver much over the coming years.

Our Police and Crime Plan “Safe, resilient and connected communities” sets out our priorities for the next three years. At the heart of it is our commitment to work as hard as possible to connect our communities and the police and to ensure that policing in the local area is “Accessible, Responsive, Informative and Supportive”.

I look forward to continuing to serve the people of Devon, Cornwall and the Isles of Scilly and to working with the Chief Constable, all of our communities and our partners.



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

INSERT THE '2016/17 AT A GLANCE' PAGES

5 pages of 'at a glance' – currently included as Annex A

DRAFT

2. Key Activities and Achievements in 2016/17

Setting our direction - Building the Police and Crime Plan

The Police and Crime Commissioner (PCC)'s Police and Crime Plan 2017-2020 'Safe, resilient and connected communities' was published in January 2017. This followed a programme of engagement, consultation and dialogue with police, partners and most importantly the public to inform the development of the Plan and to seek their views. Partner agencies and organisations and agencies were also consulted including the Community Safety Partnerships (CSPs), local authorities, businesses, members of parliament and the voluntary and charitable sectors. A number of revisions were made to the Police and Crime Plan as a result of that consultation process.



Public Consultation on the Police and Crime Plan, Bodmin, July 2016

An extensive public consultation exercise was undertaken. An online public survey generated over 1360 responses, many of which provided additional views through the free text boxes and raised additional issues not covered by the survey. Focus groups were held in locations across Devon and Cornwall and a series of 22 street surgeries and consultation events were held across the area. We also carried out a written consultation exercise and held 20 roundtable discussion events with elected councillors and partners.

These consultations had a significant impact on the final Police and Crime Plan. The depth of feeling from the general public and from local elected members about the importance of local policing, was striking, with issues relating to accessibility, resourcing levels and a sense of disconnection from the police being major themes in the public's views. The final Police and Crime Plan was re-shaped and 'Keeping People Safe by Connecting Communities and Policing' was made the central tenet of the Plan. To support this the 'Local Policing Promise' is that local policing is Accessible, Responsive, Informative and Supportive.

The 2017-2020 Police and Crime Plan.



Helping Victims

Supporting victims and witnesses and helping them to get justice is a key priority within the new Police and Crime Plan and has been a major focus of activity during the year 2016/17.

Helping victims of crime

Our victim care services through the Victim Care Unit in Devon and Cornwall Police and the extensive Victim Care Network have continued to grow throughout the year. We have focused on strengthening the range of support that is available to victims of crime to help them to recover from crime and move on with their lives and reinforcing the role of the Victim Care Unit in identifying victim needs.

The Victim Care Network, funded by the PCC, brings together over 70 organisations who are commissioned to provide support services to victims of crime. This approach allows us to provide a broad range of services to victims – recognising that their needs and requirements will differ depending on their circumstances and the nature of the crime. The Victim Care Network continued to evolve to meet the needs of our victims, in particular with the launch of a new Young Victims of Crime pilot in May 2016.

Networking day for members of the Victim Care Network



Young Victims of Crime Pilot

In the autumn of 2016 the PCC approved a new 12 month pilot, with Young Devon, Young People Cornwall and Kooth to deliver enhanced victim care services for young victims of crime. The pilot began in October 2016 and will test whether a specialist service for young victims of crime is the best approach for meeting their needs and helping young people to access additional services. It has a particular focus on providing easy access to wide-ranging practical and emotional support that builds on the learning so far from Young Devon on the need for low level mental health interventions for young victims of crime. The overarching aims are to:

- ❖ ensure that all young victims of crime (aged 11 – 25) are able to access timely, child and young person centred support in ways that works for them
- ❖ provide a consistent service to young victims of crime across both Devon and Cornwall
- ❖ establish partnerships across county borders with youth organisations that improve the quality of service provision to victims of crime
- ❖ enable quick access to low level mental health support and referral to more intensive support if required
- ❖ develop specific resources relevant for young victims of crime for use both on online and through existing participation work that will raise awareness of crime, support networks and prevention
- ❖ Increase the knowledge and understanding of young victims of crime (especially through outcome measures that capture the ‘victims’ voice’) both reported and unreported. This will be shared to inform the learning of both statutory agencies and other victim care network providers.

New support services for victims of child sexual abuse

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

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

Supporting development of Sexual Assault Referral Centre (SARC) services

In November 2016 NHS England announced extra funding to support victims of sexual assault and abuse in Devon and Cornwall, including children. The PCC and her OPCC team had worked closely with NHS England to secure this additional funding to enhance the services already provided by SARCs in the two counties. The funding increased the SARCs capacity to offer psychological and medical support to victims of sexual assault over the weekend. The funding also paid for three new children and young people's Independent Sexual Violence Advisors. Two covering East and West Cornwall – with the Pool based victim support organisation Skoodhya and the third joined the SARC in Plymouth, run by Twelves Company, a Devon and Cornwall sexual violence and domestic abuse support charity.

Innovating to reduce crime and protect vulnerable people

The Pathfinder Deferred Charge Pilot

In the Police and Crime Plan the PCC outlined her intention to invest in activity that helps change the behaviour of criminals at an early stage. The PCC and the Chief Constable have been developing a Delayed Charging and Diversion Scheme – working with partners and stakeholders across Devon and Cornwall. 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 PCC was successful in securing significant funding from the Home Office's Police Transformation Fund to support this pilot – with the Home Office providing over £750,000 towards the cost of the project.

Evidence from other policing areas 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. The two year pilot was launched in March 2017 and will be evaluated by the University of Cambridge.

CCTV Project for Devon and Cornwall

In the Police and Crime Plan the PCC made a commitment to support local authorities which wish to make better use of CCTV to keep communities safe, recognising that high quality and interconnected CCTV systems can play a role in community safety. The PCC is helping bring them together to explore opportunities and she is providing some contributory capital funding in support of developing interconnected, sustainable hubs for CCTV monitoring.

The PCC has allocated capital funding, up to £200,000, to support local authorities. In February 2017 the PCC published a CCTV Investment Strategy, focused on supporting capital investment (not revenue costs) in interconnected, high quality and sustainable systems and the development of shared local authority owned monitoring hubs.

Activity in the year has included an extensive landscaping exercise across our communities to understand current provision, future plans and build understanding. Following publication of the Investment Strategy, this landscaping work was refreshed and an Expression of Interest exercise was opened to help gauge the potential demand for funding support from the PCC. Following the completion of this exercise in the summer of 2017, work will begin on identifying potential monitoring hubs and establishing how they can be supported most effectively and efficiently.

Single ‘Virtual’ Remand Court Pilot

Work on delivering a virtual remand court pilot for Devon and Cornwall progressed well with Local Criminal Justice Board partners throughout the year and the pilot was implemented at the run of the year. The pilot was developed by a multi-agency team, with the PCC as the Local Criminal Justice Board sponsor and is focused on delivering a single dedicated court sitting in a Magistrates Court in Devon and Cornwall hearing all remand hearings by video. The project delivers a more effective way of presenting defendants for remand hearings without the need to physically transport them from police custody centres into a court building for a hearing. The pilot is part of the PCC’s broader work to improve efficiency in the criminal justice system and access to justice. Defendants appearing by video will be held in police custody at a custody centre and will appear via video-link at the daily designated remand court. The pilot will be fully evaluated before decisions on wider roll-out are made.

Supporting our communities and partners to help keep people safe

Working with partners through commissioning to help keep people safe

The PCC has prioritised protection from harm of people at risk of abuse or who may be vulnerable, for example missing children. To be effective this focus on vulnerability must permeate throughout the police service and must underpin work with local authorities, other partners and the voluntary and charitable sector. The PCC is fully committed to the use of the Commissioning Budget to support agencies and organisations which provide services to the most vulnerable people in our communities. In the financial year 2016-17, the Commissioning Budget (£3,052,000) was 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	£148,021
Total	£3,052,000

Commissioning high quality services to help protect vulnerable people will continue to be a priority for the PCC, and this is reflected in the current Commissioning Intentions Plan which was published in February 2017.

Working in partnership to help prevent cyber crime

The growth in cyber related crime is possibly the most telling demonstration of how policing needs to adapt to face modern day threats and challenges. Like all other types of crime, prevention is the most effective and efficient way of addressing the problem. Protecting ourselves from cyber-crime is everyone's responsibility but one that needs to be continuously repeated and reinforced. The PCC has a part to play in raising awareness of the threats from cyber related crime and drawing the public's and business community's attention to the steps they can take to better protect themselves from hackers, fraud and other cyber-enabled crimes

During the reporting year, the PCC and her team lay the groundwork for a number of future projects that will help improve online safety.

- The PCC ran a trial Cyber Café whereby members of the public visiting a supermarket were offered online safety advice by experts. The local PCSO was also present to answer any wider community safety issues. The future of cyber cafes will be considered as part of the PCC's wider engagement programme going forward.
- The OPCC has been working closely for some time with the Devon and Cornwall Business Council to develop staff training workshops for businesses that takes a less technical approach to IT security. This work has been developed following recommendations made in a cyber security research project and report by the Business Council and will be taken forward in the next year.
- The PCC welcomes the lead the Children's Safeguarding Boards in the south west have taken to convene an online safety working group that is looking at how it can most effectively reduce the threats to children and young people by raising awareness of the online safety risks. The OPCC is a member of the Working Group along with local councils, education services and online safety experts from the South West Grid for Learning. The group is assessing the level of advice and information in the public domain so as not to duplicate what is already available and identifying gaps where more information is needed. Work is at an early stage but it is expected to develop further over the next reporting year.

The PCC was pleased to support the South West Cyber Security Cluster – a group of local businesses, all with specialist ICT expertise, that provide business to business support in cyber security for companies in the region. The Cluster, which is also backed by Devon and Cornwall Police, is one of a number of similar regional approaches developed across the country. The PCC was delighted to deliver the key note address at the launch of the Cluster in 2016 –

welcoming this new partnership approach whereby businesses are taking responsibility for crime prevention and raising awareness and supporting their peers to do likewise.

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 terrible 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.

This national resource – involving up to 50 dedicated analysts, specialists and investigators 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. A national centre of excellence will also be provided on prevention and investigation, including 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.

Investing in our future and improving efficiency

In January 2016 the PCC announced that she would provide almost £24m additional money so that Chief Constable Shaun Sawyer could put more police officers on the streets by 2020. Devon and Cornwall Police is already a good force. Through better connection, clear direction and appropriate investment it can be one of the very best in the country.

By freeing over £10m from reserves, by striving for further efficiencies, by raising money through the policing precept and changing other spending priorities, the PCC was able to provide the Chief Constable with the funds to be one of the only Forces in the country to increase its number of officers.

Having received these additional funds the Chief Constable has been able to get on with deciding the make-up of his workforce in order to best deliver the priorities set out in the Police and Crime Plan.

Our Strategic Alliance with Dorset and wider regional collaboration

The Strategic Alliance with Dorset was formally signed in March 2015. The PCC and the Chief Constable have been working together with their counterparts on full implementation of the Strategic Alliance, putting service improvement and efficiency at the centre of this work and delivering the projected annual savings which will be made on full implementation.

By the end of this reporting year 12 business areas had gone live serving the needs of both forces, and five more were due for implementation in the next few months. The 12 business

areas that had gone live were predicted to make combined savings of £3.2million. Ultimately, it is expected that savings of up to £13 million each year can be made across the two policing areas as a result of the Strategic Alliance.

In addition to the progress on the business cases, colleagues from across the three counties are working together to create ideas and initiatives that benefit both forces. Changes have also taken place at senior leadership level, with Deputy Chief Constable James Vaughan now working formally across both forces as Chief Operating Officer, and Deputy Chief Constable Paul Netherton leading transformational change, also across both forces.

In addition to the continuing development of the Strategic Alliance, the PCC and the Chief Constable continue to work with other forces in the south west and beyond on a range of specific business areas, including forensics, counter-terrorism and providing support for the Regionalised Crime Unit and the National Crime Agency.

Working with fire and rescue services

The PCC clearly set out in the Police and Crime Plan that she is seeking deep operational integration with both local fire and rescue services and will consider all integration proposals that will help to keep our communities safe and to promote efficiency in policing services.

The PCC has worked closely with local fire services to enable greater efficiency and effectiveness across all blue light services. The focus of work in 2016/17 was primarily on scoping to identify opportunities and has progressed well. A Memorandum of Understanding has been developed between Devon and Cornwall Police, Devon and Somerset Fire and Rescue and Cornwall Fire and Rescue Services and is to be signed in May 2017. The PCC and Chief Constable also continue to work closely with wider blue light colleagues in the South West Emergency Services Forum to explore wider opportunities for collaboration which can bring benefits to the people of Devon, Cornwall and the Isles of Scilly.

ICT Investment

The PCC and the Chief have committed their support for investment in technology to transform service delivery within Devon, Cornwall and the Isles of Scilly. This includes the roll out of mobile data devices, the convergence of ICT systems with Dorset, where appropriate, and adopting cloud based computing services.

In May 2016 the PCC has approved a programme of work at the regional level to aid the development of the new Emergency Services Communications Programme, investing over £990,000 from Devon and Cornwall to support this work. This new initiative will nationally link up all blue light communications systems and has huge potential to improve service delivery at the local level. Given the challenges of our geography it is important that we devote proper resources to helping to shape the products upon which we will all depend.

Securing Home Office funding to enhance our efficiency and effectiveness

In late 2016 the Home Secretary announced the full list of successful Police Transformation Fund bids from the September 2016 bidding round. In total £18,358,181 was awarded for 2016/17 with a further £18,126,491 committed for 2017/18. Devon and Cornwall were successful in three bids – including our national bid to support the transformation of the policing response to modern slavery and our proposed pilot for Pathfinder, the Delayed Charge and Diversion Scheme.

	Description	2016/17	2017/18	2018/19
D&C	Tackling pathways to offending	£403k	£355k	-
D&C (with Dorset)	Transforming ICT to support the Strategic Alliance - integration of processes in Command, Control and Public Contact – costed options appraisal	£543k	-	-
D&C (national)	Professionalising police response to modern slavery	£713k	£4.268m	£3.531m

Seeking a fair police funding deal for Devon and Cornwall

The PCC and her team have continued to play a leading role in national work to reform the existing police grant funding formula. The PCC is seeking a fairer funding formula for policing in Devon and Cornwall, which recognises the challenges placed on policing by rurality, tourism and non crime related demand. This work will continue into the next year as the Home Office continues to consider the future of the formula arrangements.

2. Performance Overview 2016/17

The PCC's approach to Police Performance Management

During the first half of 2016/17 a review was carried out of the Performance Management framework developed by the PCC's predecessor, which was used to monitor police performance against the existing Police and Crime Plan. A new framework was developed, in consultation with the Chief Constable and the Chair of the Police and Crime Panel, reflecting the PCC's intention to ensure that Police Performance has greater meaning to the public and that local relevant performance measures are readily available to the public of Devon and Cornwall.

This report provides a narrative overview of police performance during 2016/17.

The PCC's assessment of performance for 2016/17

The OPCC's assessment of performance to the year-end against the headline strategic indicators for the performance year ended 31st March 2017 is contained in Appendix 1.

Total reported crime increased by 10% in Devon and Cornwall during 2016/17 against a national position of an 11% increase compared to the previous 12 months. The latest reported public confidence data indicates that the public of Devon & Cornwall has the highest rate of confidence in the police nationally.

The Force had the third lowest rate of offending at 49 offences per 1000 population.

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

- ❖ Devon & Cornwall is ranked the 3rd lowest for domestic burglary and ranked the 5th lowest for vehicle crime.
- ❖ Overall the Force continues to have the 2nd lowest rate of theft nationally.
- ❖ Percentage increases in public order offences (16%) compared to the national increase (39%) have also contributed to the good performance.

There have been increases in violence against the person (12%) in Devon & Cornwall but these are less than the rate of increase for England and Wales (18%)

- ❖ Violence with injury has increased by 2% in Devon and Cornwall compared with a national increase of 8%.
- ❖ A re-focus regarding the recording of offences under the Dangerous Dog Act (1991) has contributed to increases in violence with injury offences.
- ❖ Offending rates in both categories of violent crime remain below the national average in Devon and Cornwall.

For sexual offences, the number of recorded offences in Devon & Cornwall continue to increase (23%) and is greater than that seen nationally (14%). For this crime type we are around the national average.

The two key performance challenges remain increasing the involvement of the public in the policing mission and improvements to the 101 Service. The PCC has continued to provide a strong focus on Citizens in Policing with work in 2016/2017 to build an appropriate infrastructure to support delivery of a Citizens in Policing Strategy.

The 101 service has delivered significant performance improvements over the last 12 months:

- ❖ average call answer times for non-urgent 101 calls reduced from a peak of over 10 minutes in February 2017 to less than two and a half minutes by the end of March 2017.

The percentage of calls answered within 10 minutes had reached an average of 90% by the end of March 2017.

This was achieved through the realisation of changes initiated in the early part of 2016 as well as more recent interventions including:

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

However, despite these improvements performance remains fragile and further work is required to provide technological solutions that will deliver sustainable improvements for the future.

Her Majesty's Inspectorate of Constabulary

The independent inspection regime operated through HMIC identified some significant challenges for Devon and Cornwall police in the reporting period in its inspections on:

- *PEEL: Police Efficiency 2016 - An inspection of Devon and Cornwall Police*
- *Crime Data Integrity Inspection 2016*

The PCC takes the findings of HMIC reports extremely seriously and she and her team are working closely with the police to ensure that required improvements are made. This work will continue into the next year.

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

Crime Data Integrity Inspection 2016

In February Her Majesty's Inspectorate published the results of their inspection into the accuracy and timeliness of crime recording in Devon & Cornwall. That report indicated that the accuracy of crime recording in Devon & Cornwall was 'inadequate'. The Chief Constable has convened a Gold Group to address the concerns and to deliver significant and urgent improvements. The OPCC is represented on the group and at the PCC's request a victim's representative has recently been added to the membership. An extensive action plan has been developed and delivery is progressing well.

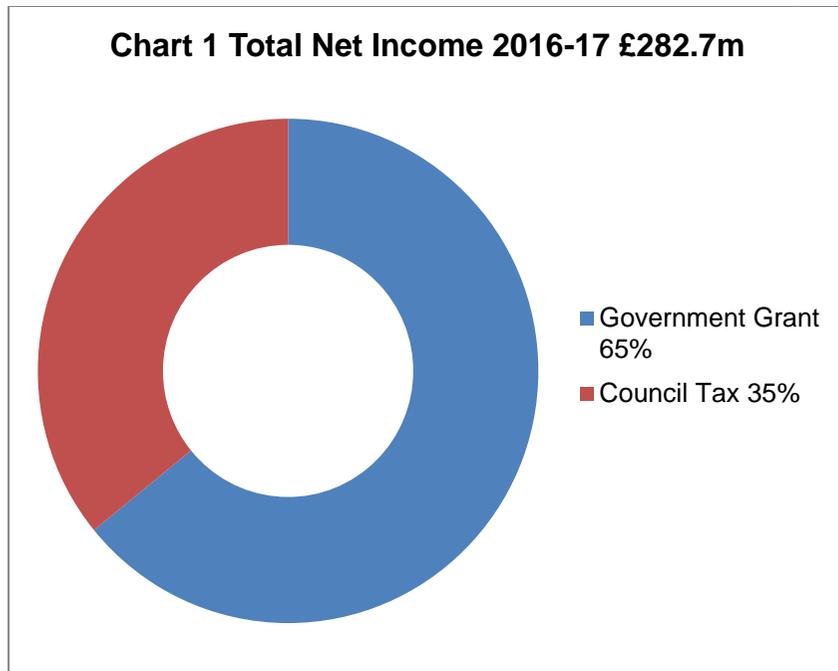
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3. Finance and Resources

Introduction

This section of the annual report provides the draft income and expenditure for the year and the draft balance sheet for the financial year ended 31 March 2017. It also provides a general guide to the financial situation of the PCC as at 31 March 2017, full details are provided in the draft Statement of Accounts 2016-17.

Where the money came from



Central Government formula grant was £0.9m or 0.6% lower than in 2015-16. The PCC in consultation with the Police and Crime Panel

decided to increase the council tax by 1.99% so that services to the public could be maintained against a backdrop of reducing central funding.

Where the money was spent

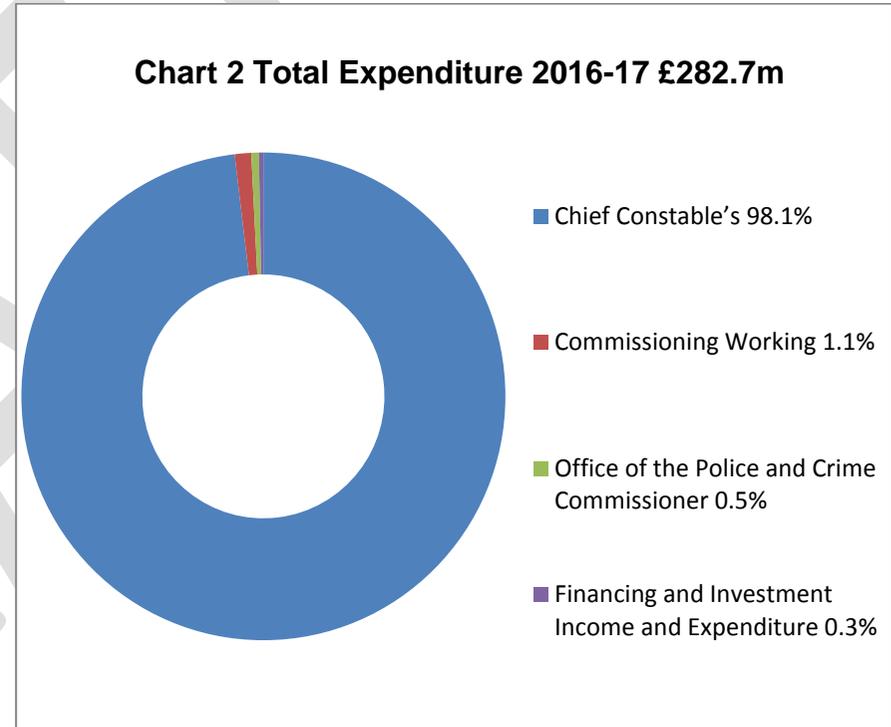


Chart 2 shows that 98.1% of the expenditure of the PCC goes towards operational policing, this part of the budget is managed by the Chief Constable.

. Actual Expenditure Compared Budget for the Year

In order to set the council tax and provide a basis for planning expenditure, the PCC sets a budget in April of each financial year.

For 2016-17 the final outturn position for the PCC is £4,432k less than the original budget plan of £282,730k.

The main reason for this under-spending is that fewer police officers were employed than budgeted, there were fewer ill health retirements than forecast, there was a halt of Police Community Support Officers recruitment in the second half of the year and a resolution of a dispute with a supplier resulting in lower than anticipated charges.

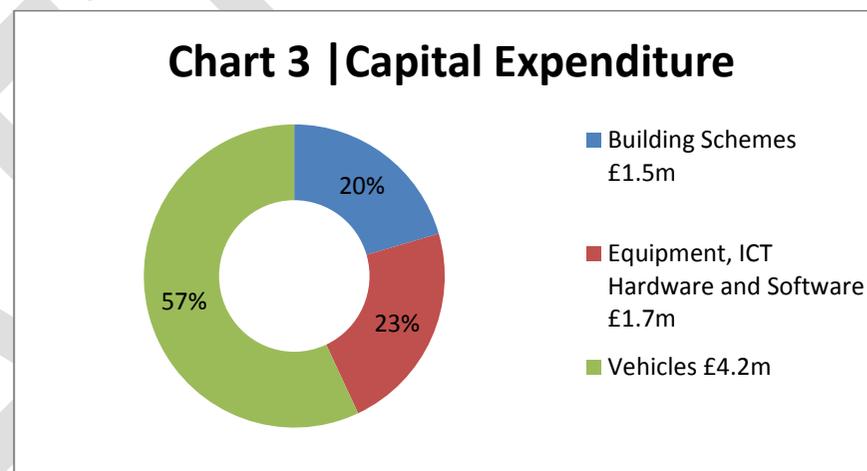
Of the total under-spend, £134k relates to the Office of the PCC. This under-spend is the result of savings made on staffing and overheads.

The under-spend has been transferred to earmarked reserves. £3,571k has been committed to fund expenditure that was anticipated to be spent in 2016-17 but is expected to be incurred in 2017-18. The residual final underspend of £861k will be used to contribute towards the reduction of the significant deficit on the police staff pension fund.

In 2016-17 a review of the level of reserves was undertaken and a decision made to transfer some earmarked balances to the general fund balance resulting in an increase from £6,198k to £11,892k.

Capital Expenditure 2016-17

Investment expenditure which includes work to existing and new buildings was £7.4m which is analysed in Chart 3.



Staffing Resources

Staff costs make up almost 80% of the budget, full time equivalents (FTE) at the beginning and end of the period were:-

Table 2 Staff Numbers (in FTE's)

	As at 31 March 2016	As at 31 March 2017
Police Officers	2,959	2,900
Police Community Support Officers (PCSOs)	347	312
Police Staff - Chief Constable	1,636	1,636
Police Staff – Office of the PCC	27	35

Main Asset and Liabilities

Assets - The PCC owns approximately 112 buildings with associated land across Devon, Cornwall and the Isles of Scilly with a net book value of £153m. A rationalisation programme is underway aimed at reducing the cost of the estate whilst maintaining a presence across the peninsula. The remaining fixed assets owned by the PCC include vehicles, plant, ICT hardware and software and Equipment with a total net book value of £24m. In addition, the PCC has cash and investments of £61m.

Pensions Liabilities – The PCC has a long term obligation to pay pensions to current and former staff according to the pension scheme regulations applying to those staff. The value of this obligation is calculated by independent actuaries and can vary significantly year on year due to changes in the assumptions of the actuaries about long term interest rates, inflation and other factors. Changes to the pension schemes and variations in actuarial assumptions are largely outside of the control of the PCC who is not able to control the changes in these liabilities. The summary balance sheet below focuses on the balances within the control of the PCC. More information on pension liabilities is provided in the PCC's Statement of Accounts on page 76.

Other Liabilities – The PCC is able to borrow funds to finance capital spending and at 31 March 2017 this totalled £30m including an estimate for interest payable.

Summary Balance Sheet

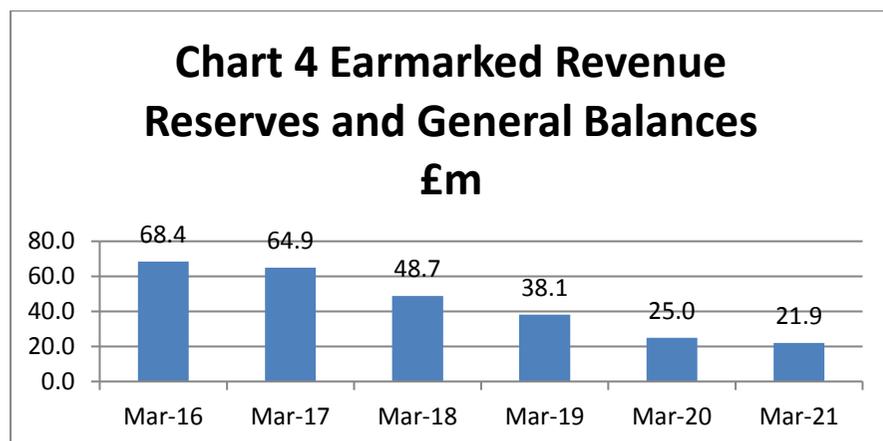
A summary balance sheet, which excludes the pensions liabilities described above and unusable reserves which are held for accounting purposes only, is provided in table 3.

Table 3 Summary Balance Sheet at 31 March 2017

	£m	£m
Long Term Assets		
Property Plant and Equipment	168	
Other long term assets	2	
		170
Current Assets		
Short Term Investments and Cash and Cash equivalents	61	
Other current assets	25	
		86
Current Liabilities		
Other current liabilities	(35)	
		(35)
Long Term Liabilities		
Long term borrowing	(31)	
Other long term liabilities	(2)	
		(33)
Net Assets excluding pensions liabilities		188
Usable Reserves		65
Unusable Reserves		123
Total Reserves excluding pensions liabilities		188

Reserves and Balances

Reserves and balances (including earmarked capital reserves) have decreased by £3.5m in 2016-17 from £68.4m to £64.9m. Chart 4 shows the level of reserves; the reserves are planned to reduce over the next four years as they are used to support the revenue budget and also to finance capital expenditure.



Managing Financial Risks and Opportunities

Based on the current information available, the PCC needs to make further savings of £9.8m by 2020-21. The main challenge for the PCC is to reduce spending whilst at the same time ensuring that investment in staffing and other assets is sufficient to maintain the Force's capacity and capability to deal with the anticipated demand for services. The PCC and the Chief Constable have a number of programmes in place that aim to improve the efficiency of the Force and hence meet this challenge, they include:

- The Strategic Alliance with Dorset – the aim of the Alliance is to sustain the delivery of local policing and other frontline services. Integrating ICT systems is a significant and high risk element of this project that will require careful management.
- Regional collaboration – the Force has been collaborating with other South West Forces for a number of years with the aim of improving operational efficiency.
- Review of the workforce plan – the Chief Constable is working on a workforce plan that aims to ensure that the Force has the correct workforce mix to meet current demands and that staff are deployed to address Police and Crime Plan priorities.

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Police and Crime Panel

6 October 2017

Report of the Police and Crime Commissioner

OFFICE OF THE POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT

1. Introduction

As described at the Panel meeting in February 2017, the following report is based on the strategic measures published in the PCC's Police and Crime Plan "Safe, Resilient and Connected Communities" in January 2017.

The reporting format remains the same as that established through consultation with and advice from the Police & Crime Panel. It includes the baseline data against each headline measure, plus attainment data unless otherwise stated for the 12 months to end of August 2017. This is followed by a narrative description of the presented data including additional explanatory material. Finally the report sets out the OPCC's judgement on police performance against each measure – using a red/amber/green grading to illustrate how strong or at risk the OPCC considers force performance to be against each measure.

In March this year Devon & Cornwall Police and the Office of the Police & Crime Commissioner published agreed service standards for contact, local policing and victims and witnesses. With effect from December this report will contain additional detailed information tracking progress against the published service standards.

2. The OPCC's assessment of performance against the headline strategic indicators set out in the Police and Crime Plan

The OPCC's assessment of performance against the headline strategic indicators for the performance year ended 31st August 2017 is contained in Appendix 1.

All indicators show that they are currently achieving the expected attainment levels. It should be noted that a number of the strategic indicators which relate to connectivity have not been included at this time as they relate to local survey data which is still in development. The baseline survey has now been carried out – see section 5 of this report.

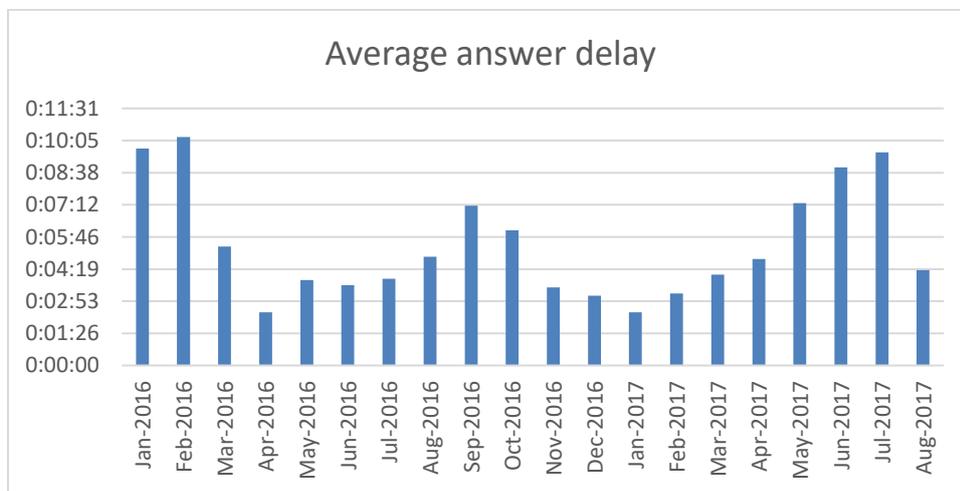
There are a number of measures where baseline data and current performance data is available, yet is difficult at this time to interpret whether the performance objective is being attained due to either a lack of clarity in public expectation (immediate incident attendance for example) or where it is difficult to gauge the expected direction of travel at this time (repeat victimisation for example). Further work is ongoing to provide clarity on these issues including the immediate attendance review. Further clarity on the expectations and judgements will be provided in the December report.

3. 101 Performance

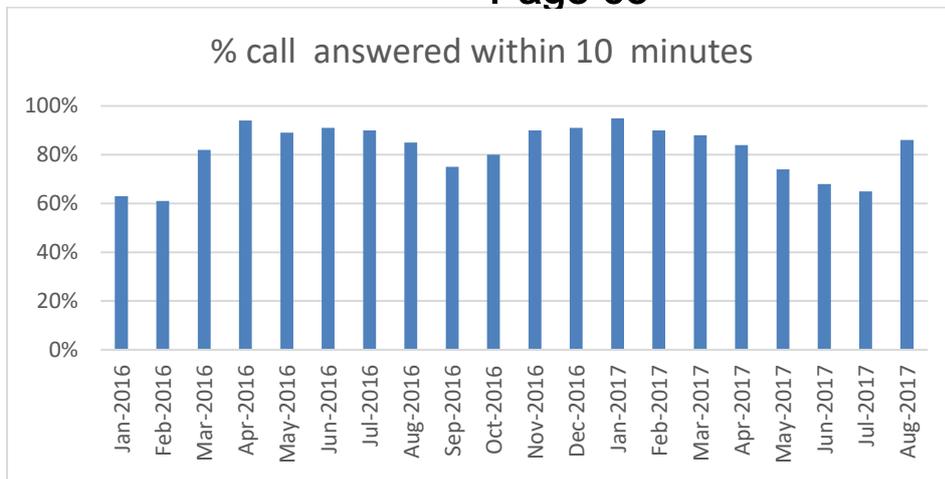
We have previously reported on the improvements in the 101 non-emergency service that were delivered in 2016.

As reported to the Police and Crime Panel meeting in July 2017, performance in May 2017 was challenged by a series of concurrent issues. These included abstractions to support the national response to recent high profile incidents, local changes in shift patterns and the need to deliver training ahead of the peak summer period as well as unusually high demand.

Force performance dipped as a result of these challenges over the early summer period but following further significant work the situation has been recovered and the average wait time during August 2017, the peak period of summer demand, was 4 minutes and 16 seconds.



Similar performance has been observed in the percentage of callers waiting for less than 10 minutes.



It is important to note that while the early summer period saw some performance challenges on 101, the performance in relation to emergency 999 calls was maintained to a high standard throughout with more than 90% of calls answered within 10 seconds throughout.

The challenge will be maintaining these performance improvements and work to deliver sustainable improvements is focusing on introducing more effective resource management tools, delivering technological improvements that will allow callers to be transferred directly to the appropriate area and the introduction and promotion of alternative contact methods.

There are currently more than 5000 email contacts per month via the 101 non-emergency email address (101@dcp.police.uk). The average time to respond to email contact has ranged between 2 and 8 hours during 2017 with more than 98% of emails responded to within 24 hours.

4. Crime Data Integrity

In February 2017 Her Majesty’s Inspectorate published the results of their inspection into the accuracy and timeliness of crime recording in Devon & Cornwall. That report indicated that the accuracy of crime recording in Devon & Cornwall was ‘inadequate’.

The Chief Constable immediately convened a Gold Group to address the concerns and to deliver significant and urgent improvements. The OPCC is represented on the group and at the Commissioner’s request a victim’s representative has recently been added to the membership. An extensive action plan was developed and delivery has been progressing well.

Evidence is beginning to emerge that suggests that the action plan is delivering improved standards of crime recording. For example there was a 29% increase in recorded crime in Devon & Cornwall in the three months to end of August 2017, compared to the equivalent period in 2016.

It remains too early to be able to formally report on progress through audit results at this stage, however this data will follow once it is available.

In addition to the Gold Group, the Commissioner supported a workshop bringing together key stakeholders working with victims of sexual offences. The aim of the workshop was to inform the approach that the police should take with victims who report offences to third party agencies but do not want to proceed with an investigation. The guidance in this area is unclear and the Commissioner is keen to ensure that any approach adopted does not discourage victims from coming forwards to seek support. As a result of this workshop the Commissioner has written to the APCC lead for violence against women and girls and to HMIC seeking national consistency and clarity of the position.

5. Performance Scrutiny

The OPCC is developing a new approach to performance oversight and scrutiny. This will include detailed consideration of thematic areas of policing as well as monitoring ongoing performance and the police response to external scrutiny.

The Oversight and Scrutiny Meetings will include representatives from other stakeholder agencies and where appropriate representatives of victims or invested community groups. Members of the Police & Crime Panel will also be invited to attend the meetings. The first thematic area to be considered was Counter Terrorism – with future meetings scheduled on Sexual Offences and Modern Slavery over the next few months. It is intended that summaries will be published following these meetings – where appropriate.

6. Baseline Public Perception Survey Results

As set out in the Police and Crime Plan, the Commissioner intends to carry out regular surveying to track progress on connectivity and public attitudes to policing over the lifetime of the plan.

The baseline OPCC Public Perception Survey took place in May/June 2017 with a sample of 800 residents of Devon & Cornwall. The survey was undertaken by an external company who applied robust method to ensure that the sample was of statistically significant and representative of the demography of the area.

The Commissioner is convening a broad workshop – involving Devon and Cornwall Police and partners to consider and discuss these findings and to look at how they can inform wider policy work and the development of detailed connectivity plans as well as helping us to identify a meaningful set of measures on connectivity.

Contact for further information

Duncan Walton

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Report prepared 22 September 2017

OPCC Performance Report to 31st May 2017

Headline Measure	Aim	Baseline	Rolling 12 months to 31/08/2017	%age change	Narrative/notes	OPCC Judgement
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%	66%	1%	Baseline taken from a 12 month average. Currently being attained. Devon & Cornwall is currently ranked 1st out of 42 forces on this indicator.	
Repeat victimisation - %age of victims of any offence that have reported an offence in the previous 12 months	Increased public confidence to report	23.00%	20.60%	-2.4%	Baseline taken from a 3 year average to end 2015. Repeat victimisation has increased compared to the 3 year average. It might be helpful to look at rolling 12 month trends. Difficult to judge at this stage.	
Victim experience from existing victim surveys - % satisfied with overall experience with police	Current good performance should be maintained	73.20%	77.20%	4.0%	Baseline taken from a 12 month average to end 2016. There has been an increase in victim satisfaction compared to the 12 month average.	
Percentage of 101 non-priority calls passed to someone who can help with the enquiry answered within 10 mins	Improvement in performance is expected by increasing the percentage of calls answered within 10 mins	68.00%	82.00%	14.0%	Baseline taken from December 2015. There has been a significant improvement in performance over the last 12 months. Continues to be monitored and further technological and process improvements are being developed to ensure that the improvement is sustainable in future.	
%age of 999 calls answered within 10 secs	Current good performance should be maintained	91.30%	95.60%	4.3%	Baseline taken from a 2 year average to end 2015. There has been an improvement in performance with a higher proportion of calls answered within 10 seconds.	
Median attendance times for immediate calls for service	Aim to be established following review which is due to be published in December	14:03	14:15	1.60%	Baseline taken from a 2 year average to end 2015. Median performance is well within current expectation. However this figure masks significant variation and this is particularly notable in specific geographic locations. The immediate incident attendance review has already commenced and this will inform future judgements about performance in this area.	
Officer cost per head of population	For information	£95.10	£90.40	-5%	Baseline taken from the national figure. Currently being attained.	
Police staff cost per head of population	For information	£38.90	£35.10	-10%	Baseline taken from the national figure. Currently being attained.	
OPCC staff cost per head of population	For information	£4.10	£3.90	-5%	Baseline taken from the national figure. Currently being attained.	
Crime data integrity - the percentage of crime that is reported to the police that is recorded in line with national guidance	Improvement in performance is expected by increasing the accuracy and timeliness of crime recording	82.00%			Baseline taken from the HMIC Crime Data Integrity report published in January 2017. It is currently too early for meaningful audit results to be available to measure progress against this indicator but early indications are emerging to suggest significant improvement in this area.	

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

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Police and Crime Panel

6 October 2017

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 which the Commissioner would be happy to expand upon further.

A number of the most significant developments are the subject of individual reports to the Panel at this meeting.

- **Policy developments**

Pathfinder scheme

The Police and Crime Panel has been informed of the deferred charge scheme being piloted across Devon and Cornwall under the name of Pathfinder. This is where subject to certain criteria and the victim's consent, selected offenders are offered a repatriation programme as an alternative to a criminal justice sanction.

The Pathfinder scheme has proven to be successful in reducing re-offending rates in a scheme trialled elsewhere in the country. The PCC has secured a substantial Home Office grant in order to undertake a similar trial in Devon and Cornwall.

The scheme is still in its infancy but has already resulted in some positive outcomes for victims and offenders. An example of the positive impact this scheme has had so far is illustrated at Annex A.

Key to the scheme is developing relationships and creating connections between individuals and their communities. The scheme relies on partnership working with local charities/social enterprises and looks for businesses to offer opportunities to individuals on the Pathfinder scheme to make amends for their actions.

The Police and Crime Panel will be kept updated on the progress of the scheme.

Strategic Alliance

In September 2017 the Chief Constables of Devon and Cornwall Police and Dorset Police announced plans to explore further collaboration and closer working between the two forces by exploring the possibility of a full merger uniting the two forces. The Police and Crime Commissioners of Devon and Cornwall and Dorset both support the exploration of

this matter. This work is at an early exploratory stage and no decisions have been made. There is a separate report and presentation on the Strategic Alliance on the agenda of this Police and Crime Panel meeting.

The Connectivity Framework and Connectivity Plans

Improved connectivity between the public and the police is a fundamental element of the Police and Crime Plan. The development of a Connectivity Framework has been taken forward by the Chief Constable over the last few months and a draft framework is presented to the Police and Crime Panel at this meeting for consideration. Once the framework has been finalised a series of individual Connectivity Delivery Plans will be put in place – for geographic areas and for centralised teams like roads policing, criminal justice and armed response. This broad approach to connectivity plans will recognise that all parts of policing have an important role to play in building connections with our local communities. Support structures and services such as estates and the volunteering strategy will need to support delivery of connectivity at the local level and existing strategies for Estates and Citizens in Policing will be revised to build these interdependencies.

Workforce Transformation

The Police and Crime Panel received an update report from Devon and Cornwall Police at its July 2017 meeting on the Neighbourhood Policing Review/Project Genesis. That report set out the key work packages and timelines for this work and identified the core principles that would guide neighbourhood policing in the future. At the meeting in July 2017 it was agreed that:

- A presentation on the Connectivity Framework and Connectivity Plans would be provided to the Police and Crime Panel Meeting in October 2017
- A substantive report on the wider neighbourhood Policing Review/Project Genesis would be provided to the December 2017 Police and Crime Panel meeting.

Road safety

The Police and Crime Plan sets out clear intentions to enhance and support the response to road safety problems by working with the Peninsula Road Safety Partnership, local authorities, charities and other stakeholders.

The OPCC is currently assessing the best way to augment current partnership arrangements across Devon and Cornwall – and in doing so is linking in closely with colleagues in Dorset OPCC as both Commissioners have included road safety as an important area of focus within their Police and Crime Plan.

The PCC has supported a number of initiatives locally including the joint production with Dorset Police of a 'No Excuses' road safety pamphlet for distribution across the three counties. The PCC is also backing the Close Pass Scheme currently being trialled in Plymouth and Exeter by Devon and Cornwall Police. This is an awareness-raising exercise to educate motorists who are found to be not allowing sufficient room whilst overtaking cyclists. The Commissioner's involvement includes providing funding for cameras and signage to support the scheme. The PCC continues to receive a number of letters each month from people concerned about the safety of cyclists navigating our road network.

The campaign has been effectively deployed in other parts of the country and the Commissioner is hopeful that the Close Pass Scheme will prove to be an effective way of addressing some of the most common cycling safety issues here too.

At the national level, the Commissioner has taken the lead nationally on road safety for the Association of Police and Crime Commissioners (jointly with the PCC for Dorset) and is currently seeking views from PCCs across the country to inform the development of the national road safety programme for the coming two years.

Young Victims of Crime pilot

The Young Victims of Crime pilot created a partnership between Young Devon and Young People Cornwall to deliver face to face support across Devon and Cornwall. The initial phase involved training workers and creating capacity within their skilled staff to give the learning from the previous Young Devon work with the Victim Care Network. Delivery began in November 2016 and has since worked with 161 victims of crime across the area in 39 different towns. The ages of the victims ranged from 9 to 26 with a variety of crime types, the most common being assault or sexual assault. 98% of young people felt they had been helped and 71% felt safer as a result of the intervention. As part of the pilot a partnership has been formed with Kooth to provide online support to young victims and a bespoke young victims of crime online resource was created – with a large volume of context relating to crime and support for young victims. So far 304 young people have accessed these information pages and 182 have accessed online counselling and discussed issues relating to crime. We are now in discussions with Young Devon who manage the entire service about commissioning a review phase of the pilot.

Essex: transfer of responsibilities for fire to the Essex Police and Crime Commissioner

In July 2017 the Home Secretary announced that she had approved a proposal to transfer responsibility for fire and rescue services in Essex to the Police and Crime Commissioner for Essex, Roger Hirst. This move, which has been supported by fire and rescue staff is the first approval in the country and follows the provision of powers within the Policing and Crime act 2017 to effect such changes.

Here in Devon and Cornwall there are no plans to seek to take a similar approach to fire and policing governance. We have close collaborative working between our respective services at strategic and operational levels, as evidenced by the signing in summer 2017 of new Memorandums of Understanding between Devon and Cornwall Police and our fire and rescue services and productive working through the wider Emergency services Forum. The Police and Crime Panel have asked for a substantive update on blue light collaboration at the next Police and Crime Panel meeting in December 2017.

Police and Crime Alison Hernandez appointed a SCAMBassador

The Police and Crime Commissioner was pleased to accept an invitation from National Trading Standards to become a SCAMBassador. Scams, essentially personal fraud, is when people are persuaded to part with money or personal data as a result of postal, telephone or electronic communication received into the home. Nationally, Action Fraud report that 53% of people aged 65+ have been targeted by scammers with an estimated at costing the UK economy between £5-£10b a year.

More locally the Director of Public Health for Plymouth reports the average age of victim is 72 and the average loss is £10,000. Elderly victims of fraud are 2.5 times more likely to die or go into care within 2 years than those who are not victims.

The Commissioner's role as a SCAMBassador is to raise awareness of the issue and influence policy makers and decision takers at the local and national level. This supports the national work PCC Martyn Underhill in Dorset is taking forward as part of the Fraud Task Force and links in well with both PCC's Police & Crime Plans to address the problem of scams and fraud.

- **HMIC reports update**

No inspection reports which relate to Devon and Cornwall have been published since the July 2017 Police and Crime Panel meeting.

In 2015, [Ipsos MORI](#) published the results of a survey, commissioned by HMIC, into [public perceptions of policing in England and Wales](#). This national survey forms part of the baseline for our own PCC perceptions Survey which will help us to measure success under the Police and Crime Plan.

In 2016, HMIC commissioned a follow up survey. This report sets out the results of this survey. [Public views of policing in England and Wales 2016/17](#)

Contact for further information

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25 September 2017

Pathfinder Case Study

Tom* is a 24 year old male who has Cerebral Palsy and Epilepsy. His Cerebral Palsy has left him with a weak left side, he has an awkward gait and his left arm is held in an unnatural position. He has also been unable to work because his Epilepsy has not been sufficiently controlled.

Tom's offending was a Communications Act offence, whereby he made verbal threats via his mobile phone to a male who he perceived to have been bullying a friend of his. Tom had some offending history but it was for minor offences, none of which were recent. He was offered the Pathfinder Scheme in the place of a simple caution and accepted.

After only one meeting with Tom, he identified that he had some social interaction issues and reacts badly to some stressful or confrontational situations. The Pathfinder Scheme allows clients to identify their own needs and they are then supported to find ways to address them. Tom identified that he would like help with coping with those confrontational situations, which he says stemmed from being bullied throughout his life because of his disability. He often just wanted people to stop the confrontation and aggression was the only way that he knew to do this. Tom also identified other areas that he would like help with. He stated that he was bored as he was unable to work, the few friends that he has are all working and so he found it difficult to motivate himself throughout the day. He expressed a desire to work but his doctor had signed him off because of his Epilepsy was not sufficiently controlled. He also raised his housing as a factor, he lives in a shared house with individuals who caused his anxiety levels to be continuously increased and expressed a desire to live closer to his family on the other side of town. He had issues with managing his money as his benefits were not sufficient for him and he also had a small amount of debt. Over the next few meetings Tom stated that he had always wanted to become a football coach, but because of his disability and the fact that others had told him that would not be able to achieve this, he had never explored this ambition. He stated is very interested in sport in general.

Tom is now halfway through his Pathfinder contract and through strategies explored with his Pathfinder Keyworker, he now feels much more able to cope with stressful situations and recently gave 2 examples where in the past he would have reacted aggressively but managed to deal with the situations calmly and without raising his anxiety levels. He felt a great deal of pride in doing this and I'm sure it has given him the confidence to continue in this vein. Since the start of the programme Tom has been having regular appointments with his GP and as result his medication has been changed and his epileptic episodes are now infrequent and less severe. With help he has managed to obtain an increase in his benefit allowances and had also reduced some of his outgoings and paid off his debt, as a result he is now some £120 better off per month. He has had meaningful discussions with his housing manager and explained that his living arrangements are detrimental to his health. After paying off some outstanding housing arrears it is looking hopeful that he will be able to rent a property nearer to his family.

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As part of the Pathfinder contract Tom has to give something back to the Community and it was also felt that he would benefit from some mentoring with regard to becoming more positive and looking towards preparing him for a career. He had previously stated that he would like to work in accountancy as he is very good with numbers. Through the keyworkers contacts with various organisations he was aware of a Scheme run by a company called Westward Pathfinder, who help unemployed people back into employment through mentoring and education. They are the facilitators for a scheme for young people called Empowering Enterprise, which is a programme targeted at 18 to 24 year olds, with a view to giving them the skills, attitudes and education to obtain employment. The Scheme runs alongside a programme run by the Dame Kelly Holmes Trust, which is essentially a mentoring scheme run by a professional athlete over a 4 week period, teaching young people how to overcome obstacles and personal issues to enable them to be positive about their lives. Tom has enrolled in this scheme and will start work with the athlete on the 26th of September, in this case the athlete is a Paralympian triathlete and Tom is really enthusiastic about being mentored by someone who understands disability. This scheme should help to boost Tom's confidence and give him even more skills to be able to cope with stressful and confrontational situations. The keyworker has also linked in with Football in the community, the charitable side of Exeter City FC. As a result of a number of conversations it was agreed that Tom could volunteer as a coach for the club's 12 Ability Counts teams on a trial basis. Tom was especially excited to engage with this as this was a lifelong ambition for him. Tom has now attended his first session as a volunteer and the feedback from his mentor was extremely positive. Tom has agreed to volunteer for the remainder of the football season and there is talk of the club potentially funding Tom to become a qualified disability football coach in the short term and perhaps moving on to become a coach of able bodied players in the future.

Tom has engaged very well with the Pathfinder Scheme and although the circumstances of him finding it are criminal he expresses that it is the best thing that could have happened for him. He has not reoffended to date and is really enthusiastic about engaging with both schemes. He is only half way through the Pathfinder programme but hopefully he will benefit greatly from it and will give him the tools and confidence not to reoffend and so reduce the numbers of future victims.

*Name changed



Police and Crime Panel

6th October 2017

Report of the Interim 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

1. The number of complaints received and handled since the PCC's election on 12th May 2016 are shown below at Table 1. This paper covers the period up to 19th September 2017.
2. One formal complaint against the Police and Crime Commissioner was received in the last period (2nd May 2017) and was forwarded to the Police and Crime Panel to deal with appropriately. The OPCC has been advised that the Panel has now dealt with this complaint and the complainant has received a full response.
3. Three formal complaints have been received for the period of 1st June – 19th September 2017 and were all forwarded to the Police and Crime Panel to deal with appropriately. The OPCC understands that the Panel have now dealt with these complaints and the complainants have received a full response.
4. Issues relating to election expenses for the 2015 General Election were referred to the Independent Police Complaints Commission (IPCC) as a 'serious conduct matter' not a 'complaint'. After a full investigation by West Mercia Police, the decision for no further action was taken by the Crown Prosecution Service (CPS). A report from the Independent Police Complaints Commission (IPCC) is still awaited.

Table 1

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IPCC by the OPCC
12 th May – 15 th June 2016	0	0	0	0	0
16 th June– 26 th September 2016	0	0	0	0	0
27 th September - 23 rd November 2016	1	1	0	1	0



24 th November 2016 – 23 rd January 2017	0	0	0	0	0
24 th January -31 st May 2017	1	1	0	1	0
1 st June-19 th September 2017	3	3	0	3	0
Grand total				5	0

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Report updated: 19th September 2017

Devon and Cornwall Police and Crime Panel

Work Programme 2017-2018

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
	Confirmation Hearings	To make recommendations to the OPCC	Statutory
	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
6 October 2017	Annual Report		Responsibility of Panel
	Strategic Alliance	Full Briefing / Business Case / Impact	Panel Request
	Chief Constables Connectivity		OPCC 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
1 December 2017	Blue Light Collaboration		Panel Request
	Neighbourhood Policing		Panel Request
	Estates Strategy		
	Update Report on Plan, Budgets and Funding		
	Police and Crime Commissioners		Standing Item

	Performance Report		
	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
6 February 2018	Police and Crime Commissioner's Budget and Precept	For recommendation to the OPCC	Statutory
	Police and Crime Plan		
	Police Digitalisation		
	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
13 April 2018	Co-Commissioning Report		
	Police and Crime Commissioners Performance Report		
	Police and Crime Commissioners Update		
	Non-Criminal Complaints against the Police and Crime Commissioner		