



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

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

Friday 1 December 2017

10.30 am

Council House (Next to the former Civic Centre), Plymouth

### **Members:**

Councillor Croad (Devon County Council), Chair

Councillor Batters (Cornwall Council), Vice Chair

Councillors Atherfold (Cornwall Council), Barker (Teignbridge District Council), Philippa Davey (Plymouth City Council), Downie (Plymouth City Council), Excell (Torbay Council), Hackett (Torrige District Council), James (Cornwall Council), Mathews (North Devon District Council), Nelhams (Isle of Scilly), Rule (Cornwall Council), Sanders (West Devon District Council), Mrs Squires (Mid Devon District Council), Sutton (Exeter City Council), Towill (Cornwall Council), Wingate (South Hams District Council) and Wright (East Devon District Council).

### **Independent Members:**

Vacant (Devon) and Sarah Wakfer (Cornwall and the Isles of Scilly).

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

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**Tracey Lee**  
**Chief Executive**

# Devon and Cornwall Police and Crime Panel

## 1. Apologies

To receive apologies for non-attendance submitted by Members.

## 2. Declarations of Interest

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

## 3. Minutes (Pages 1 - 8)

To sign and confirm as a correct record the minutes of the meeting held on 6 October 2017.

## 4. Public Questions

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

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

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

- |     |  |                        |
|-----|--|------------------------|
| 5.  | <b>Update on Neighbourhood Policing Review</b>                           | <b>(Pages 9 - 16)</b>  |
| 6.  | <b>Blue Light Collaboration</b>  | <b>(Pages 17 - 24)</b> |
| 7.  | <b>Police and Crime Commissioner's Update Report</b>                     | <b>(Pages 25 - 34)</b> |
| 8.  | <b>Police and Crime Commissioner's Performance Report</b>                | <b>(Pages 35 - 40)</b> |
| 9.  | <b>Non-Criminal Complaints against the Police and Crime Commissioner</b> | <b>(Pages 41 - 42)</b> |
| 10. | <b>Estates Strategy 2017 - 2021</b>                                      | <b>(Pages 43 - 60)</b> |
| 11. | <b>Police and Crime Plan 2017 – 2020 – presentation</b>                  | <b>(Pages 61 - 70)</b> |

## Devon and Cornwall Police and Crime Panel

**Friday 6 October 2017**

### **PRESENT:**

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Atherfold, Sam Davey, Downie, Excell, Hackett, Squires, Sutton, Towill, Wakfer and Wright.

Co-opted Representatives: Sarah Wakfer – Independent Member

Apologies for absence: Councillors Philippa Davey, James, Rule and Mathews.

Absent from the meeting: Councillors Barker, Nelhams, Sanders and Wingate.

Also in attendance: Alison Hernandez (Police and Crime Commissioner), Duncan Walton (Interim Chief Executive), Lisa Vango (Strategy and Planning Manager), Dr Karen Mellowdew (Performance Manager), Shaun Sawyer (Chief Constable), Sharon Taylor (Assistant Chief Constable), Jim Colwell (Chief Supt), David Thorne (Chief Supt), Jim Pearce (Chief Supt), Ross Jago (Lead Officer) and Amelia Boulter (Democratic Adviser).

The meeting started at 10.30 am and finished at 1.55 pm.

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

### 16. **Minutes**

Agreed the minutes of the meeting held on 18 August 2017 with an amendment to include after Sarah Wakfer – Independent Member.

### 17. **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 Greenslade	Minute 20 - Chief Constable's Connectivity Report	Son works for the Police.	Personal

### 18. **Public Questions**

There were no questions from members of the public.

### 19. **Strategic Alliance**

Sharon Taylor (Assistant Chief Constable) provided the Panel with a presentation on the Strategic Alliance between Devon and Cornwall Police and Dorset Police. The Panel were advised that –

- (a) there was a commitment to work together as equal partners and to explore new ways of working to protect frontline workers;
- (b) proper governance and scrutiny would take place around the alliance to ensure that it was fit for purpose and to provide resilience for the future;
- (c) comprehensive risk management would take place at every level;
- (d) Devon and Cornwall Police have to find £8 million a year in savings and maintain every year;
- (e) they would be able to concentrate on growth areas such as child sexual exploitation, human slavery and cyber-crime and by joining together would have the opportunity to invest in these growth areas;
- (f) one of the issues was the culture as the two forces were very different and the work undertaken to address this had been noticed and was being used as best practice nationally.

In response to questions, the Panel were advised that –

- (g) a detailed breakdown on where the savings had been made can be made available to the panel;
- (h) it was important not to affect the day job and they were communicating with staff with a strategic alliance roadshows, guidance on the intranet, regular newsletters and providing support to staff at every stage;
- (i) they were using existing arrangements to engage with the wider community, however there had been little interest with the press;
- (j) it would take a number of years before the two forces catch up to the same level of Council Tax. Talks regarding Council Tax had not yet begun;
- (k) they ensure they support offenders when they return back into the community and was more about making sure we provide a service to

our more vulnerable groups;

- (l) that officers do work cross county lines and the alliance programme would not shift and would continue support colleagues across the borders;
- (m) there would be two Deputy Chief Constables working across both forces and a Joint Delivery Board to hold the new alliance team to account;
- (n) once the alliance has been formed discussions would need to take place on whether to continue with two Offices of the Police and Crime Commissioner.

The Panel noted the Strategic Alliance Report.

20. **Chief Constable's Connectivity Framework**

Shaun Sawyer (Chief Constable), Dave Thorne (BCU Commander for Plymouth), Jim Pearce (BCU Commander for Cornwall and Isles of Scilly), Jim Colwill (BCU Commander for Devon) and Alison Hernandez (Police and Crime Commissioner) were present for this item. Alison Hernandez introduced the item and reported that during past year had undertaken a consultation with the public. It was very clear that connectivity with local police was not as strong as could be and as a result connecting policing and communities would be a clear theme throughout the Police and Crime Plan.

Shaun Sawyer ran through the presentation on the Connectivity Framework. The Panel were advised that -

- (a) a cohort of officers based within stations working for communities but behind closed doors and as part of the connectivity was how we make these officers more visible;
- (b) local policing dealing with local, national and international issues;
- (c) neighbourhood police were the specialists within the community;
- (d) 50 year anniversary celebrations took place within the communities celebrating our history;
- (e) part of the connectivity plan was to obtain greater consistency and to gain more public confidence;
- (f) connectivity builds on neighbourhood policing and this generation stills values PSCOs and a police presence on the streets.

Shaun Sawyer handed over to the BCU Commanders for Plymouth, Devon and Cornwall.

Jim Colwill (BCU Commander for Devon) advised that Panel that –

- (g) the Devon BCU was one of the largest areas in the country;
- (h) they have 1000 staff and 150 PCSO's, police volunteers and supported by an innovative senior support team;
- (i) they need to build the capacity to involve young people such as Police Cadets and the great work they do for us around crime prevention;
- (j) they were working in partnership to respond to issues around the night-time economy;
- (k) the Local Reference Group brings together independent advisors to discuss the delivery of policing and influence their work.

Dave Thorne (BCU Commander for Plymouth) advised the Panel that-

- (l) they have been working strongly alongside to members of the community;
- (m) the key priority for Plymouth was looking after our clients and people that we serve as well as the welfare of our officers to make sure they are supported.

Jim Pearce (BCU Commander for Cornwall) advised the Panel that –

- (n) he covers 9 policing areas in Cornwall including the Isles of Scilly which include just over 500 police officers and 150 support staff and a number of specials and volunteers;
- (o) strong relationship with statutory partners and the local authority;
- (p) the Business Plan was centred around vulnerability, such as CSE missing and domestic abuse and have a good collaboration with partners;

Shaun Sawyer concluded that this work falls under within the Police and Crime Plan and that neighbourhood policing was key. They were aware of the inconsistencies but each BCU had different way of problem solving these issues.

In response to questions, the Panel were advised that –

- (q) they were not able to list all the activities but with regard to CCTV they were in talks with Tav Valley and other areas;
- (r) policing was tasked focussed and feedback to communities was key;
- (s) they were trained and equipped for speed checks as there had been a

number of tragic incidents on major and minor roads this year.

The Panel noted the Chief Constable's Connectivity Framework Report and presentations.

### 21. **Draft Annual Report 2016/17**

Alison Hernandez (Devon and Cornwall Police and Crime Commissioner) presented the Draft Annual Report 2016/17. The Panel were advised that –

- (a) they were continuing to focus on the performance of the 101 service;
- (b) they were focussing the Police and Crime Plan;
- (c) helping victims and currently have over 70 organisations within their Victim Care Unit and Victim Services Network. They were also piloting support for young victims of crime;
- (d) they were supporting communities, championing Community Safety Partnerships and Street Pastors;
- (e) they had launched the Pathfinder to prevent reoffending. Investing in CCTV and piloting a virtual remand court, however this was at a high cost and therefore project paused until funding was available;
- (f) they were working on campaigns around modern slavery in which the Chief Constable was the Lead and Alison Hernandez the lead for Police and Crime Commissioners;
- (g) they were investing in drones and looking to lead this across the country.

In response to questions, the Panel were advised that –

- (h) staff numbers as outlined on page 59 of the report include the Victim Care Team Unit. It was confirmed that as at 31.03.17 the Office of the Police and Crime Commissioner had 19 members of staff and 3 commissioning officers;
- (i) it was confirmed that the Memorandum of Understanding between Devon and Cornwall Police, Devon and Somerset Fire and Rescue and Cornwall Fire and Rescue was signed in May 2017.

The Panel noted the Draft Annual Report 2016/17.

### 22. **Police and Crime Commissioner's Performance Report**

Duncan Walton (Interim Chief Executive), Dr Karen Mellodew (Performance Manager) provided the Panel with the Police and Crime Commissioner's

Performance Report which is based on the Police and Crime Plan. The Panel were advised that –

- (a) significant improvements had been made to the 101 performance. Gold Group set up to deal with the 101 issues and to address the sustainability with average wait times coming down to the 3 minute mark;
- (b) included within the report is the volume emails via the 101 non-emergency and there are currently 5,000 email contacts per month;
- (c) the HMRC FRS looked at Crime Data Integrity. A Gold Group was set up to work to a detailed action plan looking at process, technology, training, advice to frontline staff and leadership and quality assurance to deliver Crime Data Integrity;
- (d) overall performance shows that Devon and Cornwall police is first for public confidence and the existing victim survey shows an improvement against the baseline;
- (e) they are undertaking a review looking at Immediate Incident Times and would welcome feedback from Councillors and members of the public. They would be focussing on the public expectation and what to expect when you call 999;
- (f) they looked at the baseline public perception survey results and identified areas for improvement and set that in context against the Connectivity Framework and to measure progress against this framework.

In response to questions, the Panel were advised that –

- (g) the Police and Crime Plan we are reporting against for the period to the end of March 2017 includes the previous performance measures and include crime tracking such as domestic abuse.

The Panel noted the Police and Crime Commissioner's Performance Report.

### 23. **Police and Crime Commissioner's Update**

Alison Hernandez (Police and Crime Commissioner) reported that items within the Police and Crime Commissioner's Update Report have been covered during this meeting. The Panel were also advised that the Essex Police and Crime Commissioner now has the responsibility for the Fire and Rescue Service.

The Panel noted the Police and Crime Commissioner's Update Report.

### 24. **Non-Criminal Complaints Against the Police and Crime Commissioner**



Duncan Walton (Interim Chief Executive) reported that during the last period there were 3 complaints that have been responded to by the panel.

The Panel noted the Non-Criminal Complaints Against the Police and Crime Commissioner Report.

25. **Work Programme**

The Panel noted the work programme.

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## **Police and Crime Panel**

**1 December 2017**

### **Report of the Police and Crime Commissioner**

#### **UPDATE ON NEIGHBOURHOOD POLICING REVIEW**

##### **1. Purpose of the report**

- 1.1. This report provides the Police and Crime Panel with an update on the work being carried out by Devon and Cornwall Police to review neighbourhood policing (Project Genesis). Assistant Chief Constable Andy Boulting who is leading this work will attend the meeting to inform the Panel further about this work.
- 1.2. This review is ongoing and it is expected that there will be more detailed discussions in the New Year as work develops. However, due to the importance of this matter to the Police and Crime Panel, an interim update is being provided here, which sets out progress against the project milestone and activities which were sent to the panel at its July 2017 meeting and provides further information about what steps are being taken to manage transition.

##### **2. Background**

- 2.1. In February 2017 the Police and Crime Panel considered the Commissioner's proposed budget for 2017/18 and a four year Mid Term Financial Statement. In that documentation the Commissioner announced an additional £24million investment available to the Chief Constable over the next four years. The Chief Constable – in a public letter to the Commissioner – set out his plans to invest and reshape the police workforce to ensure it is able to meet the demands placed on the police service. This included investing in additional police staff investigators, additional police officers and a new remote record taking team. As part of this work the Chief Constable also announced his intention to reduce, over time, the number of PCSOs and to review existing neighbourhood policing structures and activity (named Project Genesis).
- 2.2. At its July 2017 meeting the Police and Crime Panel received an update on Project Genesis. That update provided further information to the Police and Crime Panel on the review process and the key areas of work and milestones.

### 3. The Commissioner's overview

- 3.1. The Commissioner has supported the Chief Constable in his plans to transform the workforce to ensure he is able to meet the demands placed upon the police service.
- 3.2. This transformation includes the work on Project Genesis as well as wider workforce initiatives, including the creation of new police staff investigator roles, increasing police officer numbers and piloting new ways we can reduce demand on the front line, such as the new Enhanced Record Taking Team at Camborne, which is working across Devon and Cornwall to offer a remote statement taking service over the phone.
- 3.3. A number of PCSOs have already moved on to different roles within Devon and Cornwall Police, either as police officers, or into other staff roles such as police staff investigators or professional problem solvers. These individuals will be actively working in these new positions for the benefit of our communities, bringing their PCSO skills and experiences into their new roles.
- 3.4. The emphasis of Project Genesis will be on designing an approach for future neighbourhood policing as a specialist capability within the broader policing services. The Commissioner recognises that the development of a sustainable and evidence based neighbourhood model will take some time to put in place but communities and staff need to be kept informed as arrangements change in local areas and future plans emerge.
- 3.5. The Commissioner recognises that there is considerable uncertainty at this moment within communities with regard to the future shape and make up of neighbourhood policing teams, and how specialist neighbourhood capability will be deployed and directed. These issues are regularly raised with the Commissioner by councillors across Devon and Cornwall at meetings and through correspondence into her office.
- 3.6. Given the uncertainty and concern felt by communities, it is vital that good communications are in place, to ensure that they are kept informed of work to review neighbourhood policing and understand how neighbourhood policing is operating in their area during transition. The Commissioner is seeking regular reassurance from the police service about how those changes are being managed and communicated locally.
- 3.7. Similarly communication and engagement with police personnel is very important and a significant programme of engagement and discussion is in place, including neighbourhood conferences, monthly communications and surveys.
- 3.8. The Commissioner also considers that greater progress now needs to be made to encourage the public to get involved in neighbourhood policing activity. This includes the scope for neighbourhood special constables and the introduction of new volunteering roles to support community engagement and connectivity.

**4. Project Genesis update**

4.1. The July 2017 report to the Panel explained that seven workstreams had been set up to take forward the review, and identified a series of key activities and milestones up to March 2018.

- Demand modelling
- Connectivity
- Activity analysis
- Problem-solving
- Training
- Futures group
- Tasking

4.2. An update on progress within the workstreams against the milestones set out in the July 2017 report to the Police and Crime Panel is provided below for the Panel's information.

Month	Activity	Progress
June, July, August	Initial staff engagement	Completed – see paragraph 4.10
	Update of all neighbourhood websites	Completed – see paragraph 4.3
September/October	Community profile pilot	Completed – see paragraph 4.3
	Demand modelling completion	Ongoing – see paragraph 4.5
	External engagement plans	Further action required – see paragraph 4.11
	HMIC inspection	HMICFRS inspection completed. Report awaited.
November	Implement problem solving structure	Completed – see paragraph 4.4
	Develop training plan for 2018/19	Ongoing. See paragraph 4.6
December	Analyse initial results of NH policing activity analysis	On track. See paragraph 4.7
	Tasking products to support NH teams	On track
	Review national College of Policing guidelines	Publication of draft guidance still awaited
March	Develop future approaches and implementation planning	Ongoing – see paragraph 4.8

4.3. *Connectivity*

- Development of the connectivity framework is progressing well and was presented to the Police and Crime Panel, at its October 2017 meeting, by the Chief Constable. It is expected that this framework, once signed off, will become operational in the New Year – with connectivity plans being put in place.
- A review and update of neighbourhood websites across the force area was completed in July 2017, to ensure that websites provide accurate and current information to inform and support their communities. Regular checks are being carried out to ensure websites remain a useful tool to communities. Additional work has also taken place over the summer to raise awareness of local websites as a source of information, including a pilot using Facebook advertising which saw a five-fold increase in hits to the sites covered by the pilot.
- New community profiles have been piloted to improve understanding of local areas and their particular needs and wider roll-out is currently being considered.

#### 4.4. *Problem solving*

- Following the Police Community Management Officer pilot, which completed earlier in 2017, a team of new Professional Problem Solvers have been recruited. Seven of the nine posts have been filled and further recruitment will be undertaken for the two remaining (West Cornwall and North Devon).
- These specialist resources sit in the geography (aligned with community safety partnerships) and work closely with community safety partners and local teams. The Professional Problem Solvers will play an important role in assisting neighbourhood policing teams to keep our communities safe.

#### 4.5. *Demand modelling*

- A new demand modelling tool, which will inform future deployment, has been developed and is currently under discussion within Devon and Cornwall Police.

#### 4.6. *Training*

- The development of a specialist training programme for neighbourhood teams is progressing with plans to launch a new neighbourhood academy in 2018. More immediate bespoke training is being provided at the neighbourhood conferences.

#### 4.7. *Activity analysis*

- The design of the future model will be informed by significant analysis, to understand and explore the current breadth of neighbourhood work.
- Over 750 activity audits have been completed with neighbourhood teams (500+ from PCSOs and 225 neighbourhood police officers). The team have also carried out 239 role surveys – seeking information from both PCSOs and police officers in neighbourhood teams, and analysed attendance data based on over 250,000 incident logs.

- The findings from this analysis will be examined further over the next two months to support the development of the future model.

#### 4.8. *Futures*

- Work is progressing in this area. A new sub group has been set up to specifically explore rural issues for neighbourhood policing, which includes representatives from the OPCC and the special constabulary's rural engagement team.

#### Staff and stakeholder engagement

4.9. A significant focus has been placed on engagement with staff and with partners over the past three months. Further work is required in this area going forward, in particular around transitional arrangements in local areas.

#### 4.10. Staff engagement

- 33 focus groups with staff were held over the summer which were attended by a total of 265 staff. In addition, four neighbourhood conferences took place which were attended by 300 staff.
- Monthly forcewide communications have been put in place to keep staff informed about the progress of Project Genesis.
- Three PCSOs now sit on the Project Genesis project board along with staff unions and the police federation.

#### 4.11. Stakeholder engagement

- A focus group session was held with CSP Managers across Devon and Cornwall, in September, to discuss the work of Project Genesis and connectivity plans.
- Local Policing Area Commanders are leading communications with key local stakeholders and materials have been provided to them to ensure consistent communications. A presentation was provided to Devon County Council Scrutiny Committee and further presentations are planned for the South Devon and Dartmoor CSP.

### **5. Devon and Cornwall Police's approach to managing local resources during Project Genesis development and transition**

5.1. Assistant Chief Constable Boulting will present to the Police and Crime Panel on the actions being taken to manage local resources during the neighbourhood policing review and future transition. Central governance and assurance arrangements are in place to understand the distribution of assets at a local level and ensure that the police service are actively managing any risks to staff and communities if there are capacity or capability challenges.

### 5.2. Specific measures being taken include:

#### *a. Management of PCSO resource availability:*

Devon and Cornwall Police are actively monitoring the numbers of available PCSOs across the force area. The project is providing monthly data to assist with tracking the numbers across a BCU, accepting the reductions are not proportionate within the local teams.

The changes in PCSO numbers that have been seen to date are in line with the projected path of reductions that were set out in the Medium Term Financial Statement for 2017/18. As of November 2017 the total number of PCSOs working within geographic commands is 280. A number of PCSOs who have been successful in recruitment processes for police officers, police staff investigators and professional problem solvers and therefore have left the neighbourhood environment, although they remain within Devon and Cornwall Police.

The responsibility for managing changes in local resources during the development of Project Genesis, and through transition, sits with the local police commanders who regularly review their resources and take mitigating action on how changes in PCSO availability could affect local service delivery. An escalation process is in place, where local areas face significant challenges or gaps in service due to PCSOs moving to take on new roles.

#### *b. Flexible resource management and allocation:*

People services (human resources) are part of the Project Genesis Board, and are providing guidance on the scope for moving PCSOs around an area, so that Local Policing Areas can understand how they are able to adapt or change areas of responsibility to address specific priorities or gaps that emerge due to PCSO availability.

The overall distribution of local policing assets, including officers, staff and all specialists delivering local policing are monitored locally and centrally by local commanders and Chief officers to ensure capacity and capability is deployed across all our communities to ensure a rational distribution against the threat, risk and harm experienced in our communities.

Local tasking and intelligence management approaches are being used to task wider local policing assets into our communities where risk and harm is present. This includes the increase in the distribution of police officers with specialist skills across the geography of Devon and Cornwall, including armed response and Force Support Group who are currently being deployed and tasked as a local policing resource.

#### *c. PCSO core duties and responsibilities:*

It has been identified during the review's analysis phase that PCSOs are filling numerous roles that deviate, in places, from defined core activities and delivery standards for the role. There is a clear direction from the Chief Constable that PCSOs should focus on their already identified core roles and responsibilities in order to help minimise the impact of resource changes.

#### *d. Engagement and communication:*

Engagement and communication with external stakeholders is led by local commanders, supported by the central Project Genesis Team. An updated communications plan and powerpoints are provided centrally to support this engagement work. The Project Team is preparing some key messages to deliver to members of the public, keeping them up to date with the totality of the local policing offer and proposed changes in the way local policing is resourced and delivered. These key messages will be shared with staff to provide them with some detail to share, and assist with maintaining a consistent message



across the social media platforms. The Commissioner and the OPCC Team are also engaging with key stakeholders to ensure they are kept informed.

*Achieving more through local partnerships and encouraging wider public participation:*

Creating new partnerships and encouraging wider public participation (through existing and new programmes) in the delivery of neighbourhood policing. This includes maximising opportunities to involve the public in areas like community engagement, through the Citizens in Policing programme, as well as opportunities for integrating services locally. New neighbourhood support volunteering roles have been signed off and are available for recruitment where a local need is identified and further recruitment into the special constabulary is planned for 2018.

*e. Exploiting new and specialist capabilities being developed by the Force and OPCC:*

Engaging with and exploiting the opportunities provided by new and specialist roles put in place by the Force and OPCC, which can help during the transitional period. These include assets already in operation, such as the new network of specialist problem solvers, the Enhanced Records Taking Team, the expanded police staff investigator cohort and the OPCC engagement workers.

### **Contact for further information**

Fran Hughes

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

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

Report prepared 20 November 2017

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## **Police and Crime Panel**

**1 December 2017**

### **Report of the Police and Crime Commissioner**

#### **BLUE LIGHT COLLABORATION**

##### **Introduction**

The Police and Crime Panel have requested an update on blue light collaboration with partners in Devon and Cornwall. This report sets out work being taken forward regionally, through the SW Emergency Services Forum as well as local activity with Devon and Somerset Fire and Rescue Service, Cornwall Fire and Rescue Service and the Isles of Scilly Fire and Rescue Service.

##### **Background**

Fire, ambulance and police boundaries in Devon and Cornwall are not coterminous. There are three fire services in our policing area: Devon and Somerset Fire and Rescue, Cornwall Community Fire and Rescue and the Isles of Scilly Fire and Rescue Service. A single ambulance service, the South West Ambulance Service Trust operates across the area which covers Devon, Cornwall, Dorset, Avon and Somerset, Wiltshire, Gloucestershire and the Isles of Scilly.

Historically there has been a strong history of collaboration between emergency services at the operational level in recognition of their shared objectives of keeping our communities safe and the reality that incidents often require the involvement of more than one of our emergency services. However under the Policing and Crime Act 2017 a new formal duty has been introduced for all three emergency services to collaborate.

The Devon and Cornwall Police and Crime Plan 'Safe, Resilient and Connected Communities' 2017-2020 published in January 2017 states: "The PCC and the Chief Constable will formalise and expand our collaboration programme with local fire and rescue services – seeking deep operational collaboration across organisations where it provides benefits for our communities. The PCC and the Chief Constable will focus on identifying new ways that we can share back office functions to generate savings as well as exploring ways we can provide better services to the communities we serve and protect people at risk of abuse and those who are vulnerable. A clear plan for blue light collaboration will be in place by September 2017".

##### **The national context**

In January 2016 the Government announced that responsibility for Fire and Rescue Services would transfer to the Home Office from the Department of Communities and Local Government. This transfer has now completed and Her Majesty's Inspectorate for Constabulary has formally taken on inspection responsibilities for fire.

The Policing and Crime Act 2017 set out a number of provisions with regard to collaboration and governance between the police and fire and rescue services, in recognition of the close relationship between their work. In addition to the broad duty placed on all emergency services to collaborate

(referred to above) the Act contained specific measures to bring governance arrangements between fire and police closer together.

This ranges from the introduction of combined Police, Crime and Fire Commissioners (with the first such Commissioner taking up this combined role in Essex in October 2017) to including Police and Crime Commissioners on Fire Authority Boards – to ensure a better strategic link up between policing and fire and rescue services.

The Government has not mandated which options should be adopted locally. The Commissioner has stated that it is not her intention at this time to seek to take responsibility for governance of fire services within Devon, Cornwall and the Isles of Scilly. The Commissioner prefers to focus on supporting deep operational collaboration and integration and working in partnership with fire governance leads to improve the strategic alignment between the services.

### **The regional context**

Emergency services across the south west are working closely together – through the South West Emergency Services Collaboration programme at both the strategic and operational levels. This collaborative initiative brings together 5 police constabularies, 6 fire and rescue services (including the three operative in Devon and Cornwall) and the South West Ambulance Service Trust (SWAST) along with their respective strategic and governance bodies, including the Police and Crime Commissioner and the local fire authorities.

The vision for this collaboration is ***Working together to meet local needs***. The agreed strategic objectives for this collaboration are to:

- provide more effective and efficient outcomes for our communities
- reduce risk within our communities
- improve services
- reduce demand on all public services
- reduce duplication
- create efficiencies; and
- demonstrate the ability to work collaboratively.

The South West Emergency Services Collaboration is supported by the secretariat function of the existing south west police collaboration service. An officer level working group has been established, chaired by Chief Inspector Holmes from Devon and Cornwall Police to take forward a number of projects and this work is supported by personnel drawn from across the south west emergency services.

There are 9 operative workstreams under the South West Emergency services Collaboration which are detailed in Annex 1 to this report. Each workstream is led by a Chief Officer from one of the emergency services and is supported by officers and staff.

This report draws the Panel's attention to two specific collaboration initiatives from the programme which are currently in place within Devon and Cornwall: the collapsed behind closed doors project and the high risk missing person searches project.

### ***Collapsed behind closed doors scheme***

This scheme – which came into effect in October 2016 in Devon and Cornwall relates to incidents where there is a concern for the safety or welfare of a patient inside premises and the ambulance service are unable to gain access to the premises. Traditionally the ambulance service will contact the police for assistance in gaining entry. Under this new scheme, which is based on similar pilots elsewhere in the country, it is the fire service who provide the assistance to ambulance crews to access the building. Our fire and rescue services have additional equipment, such as ladders and equipment for accessing

doors, which can speed up the process of gaining entry – providing a better service and improving the likelihood of better clinical outcomes for the patient. The scheme has been a great success to date – with the reduction in deployments by the police in Devon and Cornwall estimated at around 1000. There are also positive outcomes for the emergency services in terms of reduced ambulance time used per incident.

### *High risk missing person searches*

This collaboration allows the police to call upon fire service resources (Urban Search and Rescue team – USAR) and other specialist fire personnel to assist in searching for high risk missing people. Devon and Cornwall have higher than the national average of missing persons, many of whom are vulnerable due to their age, health or mental wellbeing. This collaboration opens up opportunities to use advanced equipment, such as thermal imaging and air scent dogs which are available within the fire service to support searches. It also provides additional personnel – who have been specially trained. The involvement of the fire service will augment and enhance the support provided by specialist volunteer search and rescue teams and existing police personnel – leading to improvements in search provision to help us locate and protect vulnerable missing people. The project is already underway. In the first 6 months we have seen the USAR team assist the police Devon and Cornwall Police 26 times in addition to assistance from wider specialist teams within the fire service. Both teams are working well with the dedicated volunteer search and rescue organisations across Exmoor, Cornwall and Dartmoor.

### *Other regional initiatives*

A broad range of other collaborative initiatives are also underway under the regional programme and are being progressed as part of the work streams set out in Annex 1, including:

- enhanced data sharing and tasking co-ordination
- community safety and safeguarding – identify possible duplication and opportunities to align activities
- drone capability and deployment – opportunities to avoid duplication and share resources
- enhancing links between control rooms to support real time communications – to aid quicker sharing of information and live time incident management
- wellness initiatives for staff – including trauma management and debriefs and access to gymnasiums
- road safety –collaboration with the fire service in handling highway obstructions by animals

The Chief Fire Officer for Devon and Somerset Fire and Rescue has been seconded to Avon and Somerset Police for 18 months to lead work on data analytics and information exchange on behalf of all emergency services within the region. This is a very visible demonstration of the collaborative approach being adopted within the south west region and the long term commitment that all the emergency services have to delivering this ambitious agenda.

### **Additional blue light collaboration in Devon and Cornwall**

In addition to collaboration at the regional level there is a significant volume of work taking place locally in Devon and Cornwall to enhance collaboration between the emergency services. This work is directly in support of the Police and Crime Plan 2017-2020 and the Chief Constable's vision.

A new operational Memorandum of Understanding (MOU) was signed in May 2017 between Devon and Cornwall Police, Devon and Somerset Fire and Rescue Service, Cornwall Fire and Rescue Service and the Isles of Scilly Fire and Rescue Service to improve joint working. The MOU confirms the existing working relationship between Devon and Cornwall Police and the fire services operating in our policing area and how they will work together to ensure communities will receive greater benefit from collaborative working. The Chief Fire Officer for Cornwall, Paul Walker has recently taken on

responsibility for the Isles of Scilly Fire and Rescue Service which will further enhance opportunities for collaboration and alignment.

An internal project team is working in Devon and Cornwall to:

- Identify current national good practice and seek to implement locally
- Understand current levels of collaboration
- Develop operational projects for short, medium and long term delivery in Devon, Cornwall and the Isles of Scilly
- Understand and implement enabling service changes that can affect demand.
- Keep new practice under constant review
- Communicate existing collaborations across all of the services and develop a communication method to regularly update.

A significant number of collaborations exist within Devon, Cornwall and the Isles of Scilly – these range from education and awareness campaigns to shared estates, to multi agency personnel deployed within communities, and long standing collaborative work on emergency planning, eg flooding. Operational commanders are working closely with their colleagues in fire and rescue services and with the centralised support team based at Middlemoor Fire Station to identify new opportunities that will benefit efficiency and effectiveness and enhance the service that can be provided to our communities. Localised initiatives are examined closely during pilot phases and early operation, with a view to identifying the potential for wider deployment across Devon, Cornwall and the Isles of Scilly and into the wider region.

Some of the key areas of collaboration are set out below for the Panel's information.

### **Estates**

#### *Fire station access pilot (North and West Devon)*

A pilot is taking place in 17 retained fire stations within rural communities in North Devon for police officers and staff to use the fire station (and wifi). Through these buildings police officers and staff have access to welfare facilities like toilets and kitchens, a quiet local space in which to complete paperwork and update incidents and are able to use the station facilities to meet with members of the public to take statements or discuss specific matters in a private space. This directly supports our focus under the Police and Crime Plan on connectivity with communities – helping us to enhance the police presence in rural locations which can be some distance from a police station. This pilot scheme is due to complete at the end of May 2018 and subject to a successful outcome for the pilot it is hoped that it can be rolled out more widely across Devon and potentially into Cornwall.

#### *Shared premises*

Devon and Cornwall Police have a strong record of facilitating co location of facilities and services with the both Devon and Somerset and Cornwall Fire Services. Successful collaboration includes the following;

**Hayle Tri Blue light Facility:** Devon and Cornwall police joined with Cornwall Fire and SWAST in the funding of a Tri Service facility where all three services are collocated and the first tri Service officer role was successfully implemented.

**Middlemoor Community Fire Station:** The relocation of a new Community Fire Station at Middlemoor was facilitated by Devon and Cornwall Police estates on a 99 year lease to DSFRS. The building also houses the Operational Blue Light lead, Inspector Tom Holmes and the integration team.

**Lynton Fire Station:** Local neighbourhood team collocated within the Fire Station

Axminster Fire Station: Police neighbourhood team located in jointly funded new build extension to the Fire Station.

St Columb Fire Station: Local neighbourhood team located within retained Fire Station.

Future estates collaboration schemes include Wadebridge Fire Station where the OPPC and Devon and Cornwall Police are working towards the re-provision of the existing Wadebridge Police Station through the colocation to the Fire Station. In St Ives we are intending to collocate the neighbourhood team from existing premises in St Ives to the Fire Station. Joint working opportunities are being explored at a number of existing police and fire workshops to assess the viability of Police, Fire and Ambulance light vehicle fleets being managed in a holistic manner.

### **Personnel**

#### *Tri service safety officers (Cornwall)*

The Tri Service Safety Officer (TSSO) initiative launched in November 2014 in Hayle supported by £100,000 of funding from the Department of Communities and Local Government (DCLG). The Tri-Service Safety Officer brings together the skills and responsibilities of a retained firefighter, a PCSO and an emergency 1<sup>st</sup> responder into a single individual based within the community. The TSSO worked out of the new tri-service station hub in Hayle.



*Hayle Tri Service Safety Officer*

This project was the first of its kind nationally. It won the Emergency Services Partnership of the Year (2015) award and has been the subject of significant nationwide interest. Following the successful completion of the pilot it has been expanded to two more areas for the next stage of the pilot. Two new TSSO officers have been put in place in Bude and Liskeard and took up their operational responsibilities following a significant period of training.

#### *Bi-service Police and Fire Community Support Officers (North and West Devon)*

Under this pilot scheme six PCSOs have been trained as 'on call' fire fighters for Devon & Somerset Fire & Rescue Service (DSFRS) so they can respond to fires in their PCSO duty time. This pilot helps both organisations to increase their resilience and presence in rural communities and to provide a more joined up service to our communities – for example by combining the provision of crime related advice and fire safety advice. This is a pioneering pilot which can provide both services and the community with significant benefits and has attracted national interest.

### **Joint working, awareness raising and information sharing**

There are a significant number of collaborative initiatives underway which relate to joint working, awareness raising and information sharing, including:

- Improving information exchange between police and fire services to aid operational activities. This includes the provision of direct radio access into each other's control rooms, a commitment to sharing information to assist in post trauma debriefs, ability for fire service to quickly access information relating to vehicles blocking access roads for fire and ambulance services

- Working together on key awareness and educational campaigns to keep the public safe, for example #Coastsafe Cornwall 2017 to raise awareness about the dangers of activities such as tombstoning to residents and visitors and the wide range of road safety educational collaborations such as Learn2Live and the Honest Truth.
- Identifying opportunities to link up our work on community safety and safeguarding. A pilot is currently underway in Exeter, East and Mid Devon to see if we can better support the fire service in identifying people who may be at risk of fire. A question on whether a 'home fire safety visit' may be appropriate is asked as part of the police questionnaire used to assess vulnerability (the ViST) when they attend an incident.
- Joining forces through a new arson reduction project to share intelligence and information and reduce incidents of arson, in particular anti-social behaviour related arson.
- Cornwall Fire and Rescue Service, the OPCC and operational policing are working together to support the further enhancement and expansion of CCTV services across towns in Cornwall. We are also working together to explore the opportunities provided by new technology to improve connectivity between the CCTV monitoring station and police control rooms and the potential for connectivity with hand held devices at the scene. This work is being taken forward as part of the Commissioner's CCTV Investment project.

### Future plans

Collaboration between emergency services is progressing well – there is an ambitious but deliverable regional programme in place which is supported by a local collaboration framework and dedicated resources. The Commissioner expects to see significant new inroads made over the next 12-18 months as the projects under development regionally begin to come online and the results of pilots start to emerge.

There remain some challenges, including the challenges around ambulance attendance at incidents – as the Police and Crime Panel may be aware after press coverage and debates in the House of Commons earlier this year. Progress is being made and emergency services are actively working together to ensure that challenges are overcome and good outcomes delivered for the public.

As we move forward with collaboration locally I am particularly keen to explore enhanced opportunities for collaboration in a number of areas. I see significant opportunities for us to work more closely with fire services to increase and enhance connectivity with communities and to support our work on road safety, in particular the potential to assist with the enhancement and expansion of community speedwatch.

As we progress it is important that we share information with partners and the public about our blue light collaborations and the Commissioner will be developing a new section on her website to give greater prominence to this work and to enable others to track its progress.

### For further information contact

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Report updated: 15<sup>th</sup> November 2017



### **1. Community risk (data index)**

*To develop a community risk map for the SW region using a range data sets*

- The risk map will be a 'live' document available to all services;
- Enable targeted prevention activity;
- Support community resilience capability;
- Inform operational deployment innovation;
- Understanding organizational demand;
- Identify at risk groups in our communities.

### **2. Early intervention (prevention)**

*Delivering a healthier, safer and more secure community through education and promoting self-help*

- Reducing demand on public services;
- Focus on identified 'at risk' groups in our communities;
- Introduce relevant multi agency interventions to reduce known risk;
- Seek to intervene at the earliest possible stage where risk 'ACE' criteria are identified;
- To support the community resilience agenda.

### **3. Sharing good practice**

*To explore examples of collaborative projects, plans and initiatives from across the UK suitable for upscaling on either a regional or sub-regional basis*

- To avoid duplication of effort;
- To seek to implement initiatives that have proven to be successful elsewhere (*borrow with pride*);
- Balancing demand across services to ensure the provision of the most appropriate resource at the right time.

### **4. Community resilience/capacity building**

*To work with and support Town and Parish Councils to help reduce the risk from emergencies in their communities*

- To support the existing Town and Parish Council emergency plans;
- To provide resources (facilities) to support emergency preparedness;
- To support the coordination of emergency preparedness activity;
- Dramatically improving people's ability to help themselves;
- Educating residents about when to call upon public services;
- Reducing demand on public services;
- Support public services by having expert residents as their eyes and ears in communities.

### **5. Policy and service redesign (from first principles where not able to be 'lifted and shifted' from elsewhere)**

*Seeking new and innovative solutions to provide better joined up service for our communities*

- Constant evaluation of current practice to identify opportunities for improvement.

### **6. Culture/leadership (how we do business)**

*Explore and conceptualise the potential for a fully integrated public service*

- Integrated leadership and management development training;
- Explore the ability of our organisations to merge our cultures to a desired end state.

### **7. Communication/engagement (staff/public)**

*Ensuring a coherent communication strategy exists to engage and inform staff and public of our direction of travel*

- Achieve economy of scale by mandating regional campaigns for recurring themes;
- Maximising the effectiveness of communication mechanisms;
- Cross-pollination of messaging across public services.

### **8. Strategic planning/programme (governance)**

- The provision of robust Governance processes and structures to support collaborative working.



## **Police and Crime Panel**

**1 December 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 - any of 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**

##### Complaints pilot

The Policing and Crime Act 2017 introduces significant reforms to the police complaints process. These include:

- An extended definition of a complaint to include all expressions of dissatisfaction and requiring all to be recorded.
- Broadening the expected outcome to provide for resolution that is proportionate and appropriate
- A mandated role for PCCs in determining appeals about complaint outcomes
- An opportunity for PCCs to adopt a more proactive role in the police complaints process either through first contact triage or by acting as the sole point of contact throughout the complaint process.

It is expected that the legislation will come into effect in mid 2018 and preparations are underway for the introduction of new systems. The Commissioner and her counterpart in Dorset, Martyn Underhill have agreed with both Chief Constables to develop a joint approach in recognition of our strategic alliance. A PCC led process is under development and the two OPCCs are working together to build a pilot Customer Service Team that will explore how this function can be developed and to maximise the potential to improve the way that complaints are resolved. The pilot will commence in March 2018.

### Extending our Strategic Alliance: exploring a potential merger with Dorset

On 6 September 2017, the Chief Constables of Devon and Cornwall and Dorset Police announced plans to explore further collaboration and closer working between the two forces. These plans are supported by the two Police and Crime Commissioners. There is an established Strategic Alliance programme between the forces which has seen significant efficiencies and better working in the last four years. Whilst this announcement does not preclude any outcome, one avenue now being explored further is the possibility of a full merger between the two forces.

The PCCs and Chief Constables recognise that the Strategic Alliance has increased resilience, streamlined leadership and provided new opportunities all allowing re-investment in services. The collective view is that it is right to explore whether a full merger between the two forces will bring additional benefits above and beyond those that can be achieved through collaboration.

Governance arrangements and resourcing are currently being assembled to support this work and work packages are being defined. We will be drawing on existing Strategic Alliance governance processes where possible and the lead for the Strategic Alliance ACC Sharon Taylor will also be the programme Director for this new exploratory work. A new Convergence Board chaired by the PCC for Devon and Cornwall has been established and a Steering Board chaired by Chief Constable Shaun Sawyer will drive forward this exploratory work with a view to developing a clear business case for consideration.

PCCs and Chief Constables are still at the very early stages of consideration, and will need to work through the detail, and consult with stakeholders and most importantly with the public. The current expectation on timescales is that should a full merger be the preferred option this process should be completed ahead of the May 2020 PCC elections. The exploratory team are working on the basis of completing the development of a business case by November 2018.

### PCC's Councillor Advocate Scheme

The Panel was provided with a progress report on Connectivity at its last meeting. This included an update from the Commissioner on establishing the Councillor Advocate Scheme which will be an important element of the wider connectivity strategy.

The Councillor Advocate Scheme is part of our efforts to better connect communities with the police. Local Councillors have an in-depth knowledge and understanding of their communities and we want to work with them to help build a stronger connection with policing. Councillors are recognised, influential, prominent local leaders, who have profound connections with the communities they represent. Because of this, they are in a unique position of being able to help develop and strengthen the connection between their communities, the police and the commissioner.

Councils has already been invited to put forward an individual as their Councillor Advocate. Every quarter the Councillor Advocates for each policing area will meet with their local police and with the Commissioner's Link Officer for the area. This discussion will enable each Councillor Advocate to raise issues on behalf of their own local area and allow the police the opportunity to update all Councillor Advocates on relevant information and/or request support with a specific issue. The Councillor Advocates will receive information and supporting materials to cascade to all councillors in their area.

Councillor Advocates will also be provided with bespoke and consistently communicated information throughout the year to support them in their role, along with a Councillors Crime Prevention Pack and specific training.

The scheme aims to ensure that:

- councillors are informed about crime and policing in their local area
- councillors feel equipped to inform the public about crime and policing, educate their communities and support/encourage greater reporting of issues to the police and other appropriate partner organisations
- consistent, accurate and honest information relating to crime and community safety is cascaded to the public
- a formal route exists to enable councillors to bring information from their local area to the police
- the time of police officers is used to its optimum by enabling the cascade of information to be efficient and without duplication
- the Police and Crime Commissioner is kept informed of community views across Devon, Cornwall and the Isles of Scilly, so that she can effectively hold the Chief Constable to account for policing

The scheme is currently being developed and a number of councils have already contacted the OPCC with the details of the councillor that they wish to take the role of advocate. The OPCC is in contact with those councillors and has provided them with more detailed information about the scheme and their role and what they can expect from the police and the commissioner within the process. Their views are also being sought as we finalise arrangements for the scheme and the content of the information that is being designed specifically for their use.

Each year advocates will be invited to attend a seminar (one in Devon and one in Cornwall) and it will be the views of the advocates themselves that will dictate the agendas for those events. The scheme will formally launch in January 2018, to enable a period of genuine consultation with councillors between now and then.

### Transforming Justice Project

The Commissioner is taking forward an ambitious project to explore how services can be enhanced and improved locally – to tackle reoffending and improve outcomes for our communities. This work is part of our Home Office funded Police Transformation project

on Offender Pathways. The Commissioner was awarded Police Transformation funding in 2016 to implement a two-phase project; phase 1) is the Pathfinder Deferred Charge scheme already operating across Devon and Cornwall. Phase 2) is the Transforming Justice project.

Our Transforming Justice project will set out an options appraisal to bring closer alignment of offender services with consideration of criminal justice devolution models across Devon, Cornwall and Dorset. The options paper and business case will be submitted to the Home Office for consideration in April 2018.

This project is similar in concept to the devolution programme in Greater Manchester and London. In partnership with the Local Authorities across the three counties, the criminal justice agencies are keen to explore areas of shared interest in an effort to protect the public and reduce reoffending whilst reducing the demand on already stretched services.

It provides a unique opportunity to join up services, which are operating in silos whilst managing the same cohort of people who have complex needs and pose the greatest challenge to our operational staff. Through collaboration across criminal justice, social care and health, the project will make proposals to redirect or pool budgets and co-design a service which will benefit the communities and agencies working locally.

As part of this work the OPCC has been carrying out extensive discussions and consultations with partners across Devon and Cornwall, including local authorities, Community Safety Partnerships, Clinical Commissioning Groups, NHS England, HMP Exeter, Dartmoor and Channings Wood, NPS, CRC, HMCTS and CPS as well as police operational teams.

The Commissioner has submitted a response to the current Justice Select Committee inquiry into Transforming Rehabilitation setting out some of the key challenges that are currently being experienced locally with the CRC arrangements as well as external challenges such as accommodation and mental health services.

### Operation Encompass roll-out

The Commissioner is delighted to be supporting the roll-out of Operation Encompass in Devon and Cornwall (<http://www.operationencompass.org/>). Operation Encompass is a simple yet highly effective scheme which was initially devised in Plymouth by David and Elisabeth Carney-Howarth but is now in operation in a number of counties across England and Wales. Under the scheme the police will inform a school before 9am if they have dealt with a domestic incident at which school age children were present. This enables the school to better respond to a child's needs that day and to engage with them with a much better understanding of how they might be feeling. To operate the scheme schools are required to nominate a dedicated lead and to undertake specific training. The scheme is now operative in Cornwall and preparations are in hand to roll the scheme out fully into Devon and Plymouth.

### PCC's Annual Report 2016/17

Following submission of the PCC's Annual Report for 2016/17 to the October 2017 Police and Crime Panel meeting the report has been finalised and will be published by the end of November 2017.

### CCTV Investment programme

The Police and Crime Plan 2017-2020 'Safe, resilient and connected communities' sets out a commitment to support local authorities that wish to invest in CCTV systems. This commitment is part of the 'Supportive' element of the Local Policing Promise. The Plan sets out the Commissioner's broad approach to CCTV investment and undertakes to publish an overarching CCTV Investment Strategy.

The CCTV Strategy was published in February 2017. The Plan states clearly that the Commissioner's approach will be to provide a contribution to capital investment costs (not revenue) and that the focus will be on supporting the creation of interconnected, high quality and sustainable systems. The Commissioner has committed to providing 'up to £200,000' over the lifetime of the Plan.

The OPCC has been developing its approach to CCTV investment since publication of the Strategy. A detailed landscape review of current CCTV provision in Devon and Cornwall was carried out – working closely with external partners and practitioners, including local councils and Cornwall Fire and Rescue Service. An Expressions of Interest exercise ran over the early summer. As a result of this exercise 50 responses were received – ranging from a small 4 camera plan to significant hub provision. There were responses from the three unitary authorities and from 24 authorities each in Devon and Cornwall. The PCC's office is in contact with all of these' and actively working with those which are currently looking at options for installing and upgrading CCTV systems, or have an expressed an interest in doing this.

There is considerable potential through this work to generate value for all parties by working together to develop common certification, compliance and code of practice arrangements for CCTV across Devon and Cornwall. This new workstream is being led by Cornwall Fire and Rescue Service who operate the West Cornwall Towns CCTV system located at Tolvaddon.

The CCTV Investment Project has 4 distinct strands of activity

1. Hub Development
2. Certification, compliance and codes of practice
3. Connecting towns into Hubs
4. Police interoperability, technology and Dorset

Workstream 4 has been developed and scoped with the police with a view to maximising operational benefits to policing from the hub network. This includes benefits from networking CCTV hubs into police control rooms, the scope for linking CCTV with feeds

from drones and body worn cameras and the potential for live-streaming images to hand held devices on scene. This workstream is also exploring the opportunity that technology advancements like vehicle and people tracking and facial recognition might be able to provide both in terms of tackling crime and protecting vulnerable people. The OPCC team are also working with Dorset to align approaches where we can.

### Police Transformation Fund

On 2 November the Home Secretary announced the third round of successful projects to receive funding from the Police Transformation Fund 2017/2018.

Devon and Cornwall was part of a consortium of several Forces that has secured £3.15m over three years to work with fire and rescue services, local authorities, NHS and commissioning groups and the private sector to establish a multi-agency integrated services analytics hub. This will support closer working between partners to identify and protect vulnerable people at the earliest opportunity, making communities safer and reducing partner agency demand and cost.

Along with all forces, Devon and Cornwall will also benefit from an award to the College of Policing of £2.3m over three years to develop and implement the evidence base for workforce transformation in policing across England and Wales.

This is in addition to the existing Police Transformation Fund projects that are currently underway in Devon and Cornwall, which include the national police cadets programme, our Offender pathways Project (which includes Pathfinder) and the £8.5 million national programme to transform the police response to modern slavery.

### Sexual Assault Referral Centres/Independent Sexual Violence Advocates (ISVAs)

SARC Commissioning. The closing dates for bids have now passed, evaluation is currently underway prior to bidder interviews being held through December 2017. The intention is to announce the successful provider late February with a contract start date of 1<sup>st</sup> October 2018. In the meantime work is currently taking place between the OPCC and Plymouth City Council to identify alternative SARC premises within the city, as yet no agreements have been reached however partners are being supportive in this endeavour.

ISVA Commissioning. Lime Culture have just been commissioned to carry out a review of current ISVA provision to inform the service specification that we intend to release in January. Current providers and key stakeholder have been informed of the OPCC's intention to commission the service with a contract start date of the 1<sup>st</sup> October 2018, which is intended to align with the SARC procurement timetable.

### Restorative Justice

The OPCC has carried out a full procurement process in relation to the restorative justice service. The award of contract was made in July 2017 and Make Amends / Shekinah were the successful providers. The new contract for restorative justice services commenced on the 1<sup>st</sup> October 2017 across the Peninsula. This service is



funded via the Victim Service grant that the Commissioner receives from the Ministry of Justice.

### Local Criminal Justice Board (LCJB)

Since taking office the Commissioner has taken an active role in the Local Criminal Justice Board and her Police and Crime Plan contains a strong focus on reducing offending and prevention. During this time the Board has shifted its focus to move away from operational processes to a more strategic focus on prevention. This includes specific work on reducing offending levels and action to address some of the wider externalities that can lead people to enter the criminal justice system, such as mental ill health. The LCJB is also playing a key role in supporting the work on transforming Justice discussed above.

### • **Meetings with Parliamentarians and Ministers**

#### Policing Minister, Rt Hon Nick Hurd MP

On 1 November, the Commissioner and Chief Constable met with Nick Hurd MP, Minister of State for Policing and the Fire Service. This is one of a series of meetings the Minister is holding with PCCs and Chief Constables across the country as the Home Office conducts work ahead of the funding settlement to better understand police demand and other financial plans each Force has.

The Commissioner raised a number of critical issues directly with the Minister including management of reserves, workforce efficiency, collaboration including the Strategic Alliance and the pressures of the changing funding landscape.

#### Ministerial visit to Modern Slavery Police Transformation Unit, Exmouth

On 8 November, the Commissioner welcomed the Minister for Crime, Safeguarding and Vulnerability, Sarah Newton MP on a visit to the Modern Slavery Police Transformation Unit (MSPTU) in Exmouth.

Last year, Devon and Cornwall Police was granted £8.5 million from the Police Transformation Fund to deliver a response to modern slavery on behalf of all police forces in England and Wales.

The unit has been established here in order to make best use of the police estate. Investigators and police staff from all over the country with expertise in tackling trafficking have temporarily joined Devon and Cornwall to enable us to run this team of 70 people with minimal abstractions from Devon and Cornwall Police. The MSPTU will have staff working all over England and Wales, including some postings with Europol.

The MSPTU has already assisted investigators to make progress in the fight against modern slavery. Forces have been helped to improve support for vulnerable victims and bring their perpetrators to justice. The unit helps bridge the gap between forces and other agencies and facilitates information sharing on local, national and international levels. For the first time it provides an overview of operational activity in all 43 police forces; links can be made and good practice identified.

Chief Constable Shaun Sawyer is the National Police Chiefs' Council (NPCC) national policing lead for modern slavery.

### Meeting with Mel Stride MP

The Commissioner met with Rt Hon Mel Stride MP in early November to discuss the funding challenges that face policing and to explore possible opportunities for the future. The Commissioner and Mr Stride discussed the scope for raising the current cap on council tax precept and the possibility of re-introducing the policing allocation from business rates. Mr Stride invited the Commissioner to write to him formally in his position as Financial Secretary to the Treasury and Paymaster General to continue these discussions.

### Upcoming roundtable discussion with south west MPs

The Commissioner has invited all 18 of Devon and Cornwall's MPs to meet with her and the Chief Constable in Westminster in early December for roundtable discussions on a number of important policing matters including neighbourhood policing, the Strategic Alliance with Dorset Police, police funding, modern day slavery, counter terrorism and the demand on policing within Devon and Cornwall. These discussions supplement the regular meetings the Commissioner has with MPs during the course of the year.

- **Ministerial changes**

Victoria Atkins MP (Louth and Horncastle) has been appointed the new Parliamentary Under Secretary of State for Crime, Safeguarding and Vulnerability, replacing Sarah Newton MP (Truro and Falmouth) who has become a Minister at the Department for Work and Pensions.

Mrs Atkins holds Ministerial responsibility for a wide range of important crime and community safety policy areas including countering extremism, crime prevention, ASB, child sexual exploitation and abuse, mental health, modern slavery and domestic violence.

- **OPCC Senior Management Changes**

Fran Hughes commenced work as the Chief Executive of the OPCC on 31 October. In the early weeks Fran has held a number of introductory meetings with key stakeholders including the Chief Constable, the Chief Executive of Plymouth City Council and has attended the Cornwall and Isles of Scilly Senior Leadership Board. Fran attended the joint summit of the Association of PCCs and National Police Chiefs' Council in London in early November. Fran joins Nicky Allen who joined as OPCC Treasurer in September 2017.

Jo Robison, the Criminal Justice, Partnerships and Commissioning Manager will be leaving the OPCC in December 2017. Duncan Walton, the OPCC Treasurer and interim CEO formally retired from the OPCC on 17<sup>th</sup> November 2017.

- **HMICFRS reports update**

On 9 November 2017, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published a national overview and separate Force report on police efficiency which grades Devon and Cornwall Police as 'good' an improvement from last year's result of 'requires improvement'.

HMICFRS Police effectiveness, efficiency and legitimacy programme (PEEL) Efficiency Inspection for Devon & Cornwall 2017

The force has been graded **good** across most elements of the PEEL Efficiency programme. Summary:

Overall judgement – **good**

How well does the force understand demand – **requires improvement**

How well does the force use its resources – **good**

How well is the force planning for the future - **good**

The results of the inspection on Efficiency in Devon & Cornwall suggest that the force have delivered real improvements in a number of key areas of performance in the last year.

Overall the findings rate the force as delivering a 'Good' level of efficiency for the public. The report highlights concerns about the efficiency of call handling systems and processes and in particular concerns about the consistency of service provided to non-urgent calls to the 101 service. Considerable work has already been undertaken in the Contact Centre to deliver a more sustainable service to the public and work continues to implement technological change that will support this more effectively.

Overall it is gratifying that HMICFRS has recognised the considerable work that the force has done in the last year to deliver a stronger and more developed understanding of current and future demand and to develop the Police Resource PRISM operating model.

Panel members will be aware that Devon and Cornwall attracted some national attention when the national reports on PEEL were published, in particular with regard to abandoned calls on 101. The Commissioner's concerns about the 101 service are set out in the Performance Report submitted to this Panel and will be taken forward with the Chief Constable.

### **Contact for further information**

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Report prepared 10 November 2017

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**Police and Crime Panel  
1 December 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 exactly 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 October 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.

**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 to-date against the headline strategic indicators for the performance year ended 31<sup>st</sup> October 2017 is contained in Appendix 1.

Most 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.

Two indicators are listed as Red:

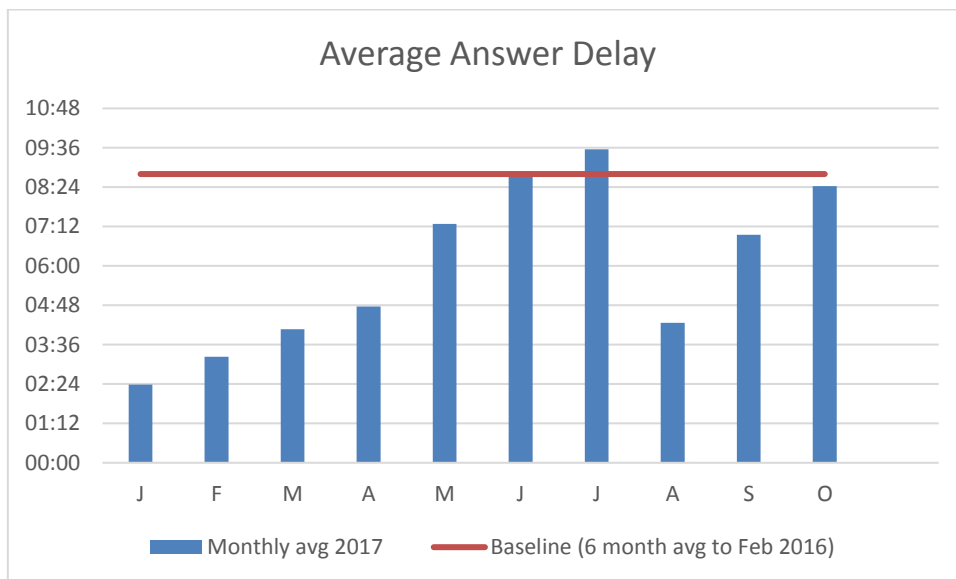
- 101 – which is discussed at section 3 of this report.
- Crime data integrity – graded red based on the original HMIC report earlier in 2017. A re-inspection is imminent and good progress appears to have been made as covered in section 4 of this report.

There are two 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 which will report in December.

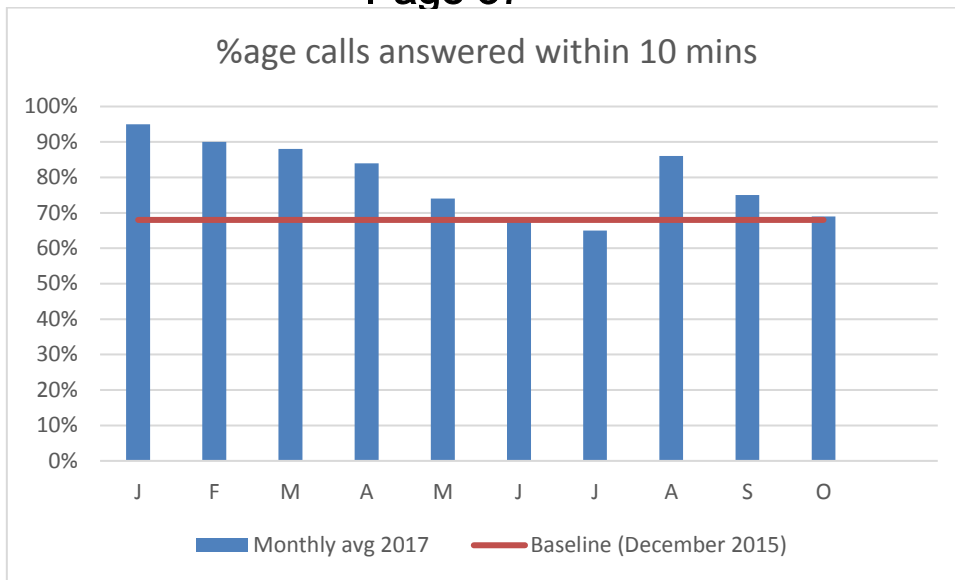
**3. 101 Performance**

The first part of 2017 saw improvements in the performance of the 101 emergency service. However, as reported previously, during May 2017 performance was challenged by a series of concurrent issues including 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. Performance dipped as a result of these challenges but following further significant work the situation was recovered. The average wait time during August 2017, the peak period of summer demand, was 4 minutes and 16 seconds, a significant improvement in performance

However it is apparent from the Chart below that average wait times have begun to increase once again and during October 2017 were close to baseline performance.



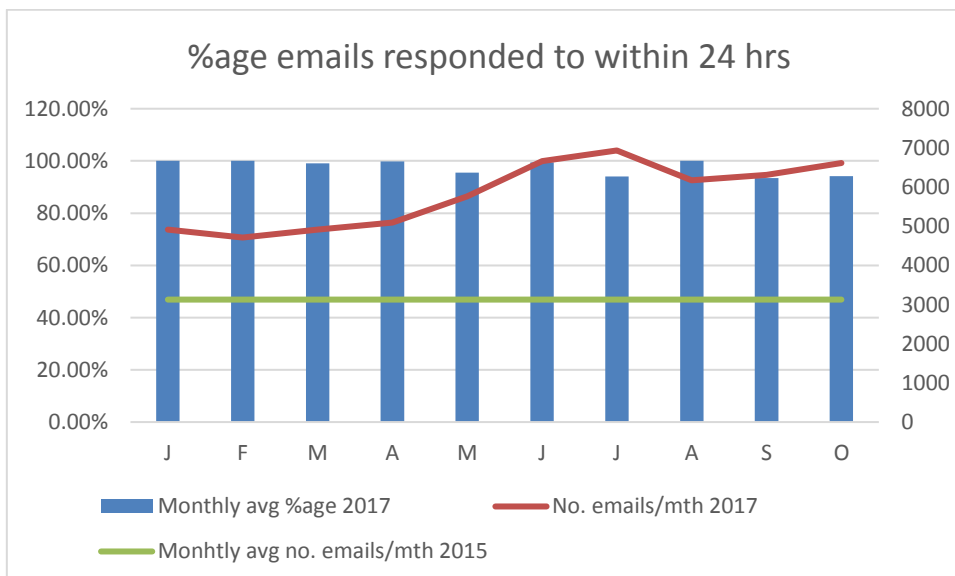
Similar performance has been observed in the percentage of callers waiting for less than 10 minutes.



The recent HMICFRS report on Efficiency in Devon & Cornwall also highlights concerns about the efficiency of call handling systems and processes and in particular concerns about the consistency of service provided to non-urgent calls to the 101 service.

The length of time that the public have to wait to get through to someone who can help them via the 101 number is frequently raised as an issue by the public. The Commissioner remains concerned about performance in this area and continues to challenge the Chief Constable to deliver sustained performance in response to calls for service through the 101 non- emergency contact number.

Performance in relation to emergency 999 calls has however been maintained to a high standard throughout with more than 95% of calls answered within 10 seconds throughout 2017.



In addition the volume of email messages responded to has almost doubled compared to the baseline monthly average during 2015. Despite this increase in volume the percentage of messages responded to within 24 hours has been remained above 90% throughout 2017.

The challenge for the 101 service will be to return performance to the levels seen in 2016

#### **4. Crime Data Integrity**

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 Commissioners request a victim's representative is now involved. An extensive action plan has been developed and delivery is 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 28% increase in recorded crime in Devon & Cornwall in the three months to end of October 2017, compared to the equivalent period in 2016.

A further inspection of performance in this area is scheduled for the end of November 2017 and indicative results will be available in December.

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.

#### **Contact for further information**

##### **Frances Hughes**

Chief Executive











Office of the Police and Crime Commissioner for Devon and Cornwall

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Report prepared 17 November 2017



**OPCC Performance Report to 31st October 2017**

Headline Measure	Aim	Baseline	Rolling 12 months to 31/10/2017	%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%	30.30%	29.3%	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%	81.00%	13.0%	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. This improvement has been maintained consistently over the last 12 months	
Median attendance times for immediate calls for service	Aim to be established following review which is due to be published in December	14:03	14:11	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	£88.60	-7%	Baseline taken from the national figure. Currently being attained.	
Police staff cost per head of population	For information	£38.90	£36.20	-7%	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. Data shown from 2016. 2017 data does not include baseline at this point	
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 and therefore graded Red at this stage. 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



## Police and Crime Panel

1<sup>st</sup> December 2017

### Report of the Chief Executive of the Office of Police and Crime Commissioner

#### COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER RECEIVED UNDER THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT

1. The number of complaints received and handled since the PCC's election on 12<sup>th</sup> May 2016 are shown below at Table 1. This paper covers the period up to 3<sup>rd</sup> November 2017
2. No formal complaints against the Police and Crime Commissioner were received in the last period (20<sup>th</sup> September – 3<sup>rd</sup> November 2017).
3. 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 <sup>th</sup> May – 15 <sup>th</sup> June 2016	0	0	0	0	0
16 <sup>th</sup> June– 26 <sup>th</sup> September 2016	0	0	0	0	0
27 <sup>th</sup> September - 23 <sup>rd</sup> November 2016	1	1	0	1	0
24 <sup>th</sup> November 2016 – 23 <sup>rd</sup> January 2017	0	0	0	0	0
24 <sup>th</sup> January -31 <sup>st</sup> May 2017	1	1	0	1	0
1 <sup>st</sup> June-19 <sup>th</sup> September 2017	3	3	0	3	0
20 <sup>th</sup> September – 3 <sup>rd</sup> November 2017	0	0	0	0	0
			<b>Grand total</b>	<b>5</b>	<b>0</b>



**Fran Hughes**

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

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Report updated: 15<sup>th</sup> November 2017



## **Police and Crime Panel**

**1 December 2017**

### **Report of the Police and Crime Commissioner**

## **OFFICE OF THE POLICE AND CRIME COMMISSIONER'S ESTATE STRATEGY 2017-2021**

### **1. Introduction**

In line with the Police and Crime Commissioner's Police and Crime Plan priorities, a new five year Estates Strategy has been produced. The Strategy aims to deliver the Chief Constable's operational requirements in terms of providing a sustainable and flexible estate, and facilitate connectivity with our communities through co-location opportunities with partners. Surplus parts of the estate will continue to offer rationalisation opportunities for reinvestment and will be assessed on a case by case basis. This Strategy will be delivered with a backdrop of continuing financial pressure.

The estate is comprised of 132 buildings over 94 sites – 89 freehold and 43 leasehold. The average building age is 45 years.

### **2. Core Objectives and Messages**

Location reduction is no longer the primary driver of the Strategy. This Strategy will focus on:-

- Accessibility
- Flexibility
- Integration
- Efficiency
- Wellness

**Accessibility** – An Access Strategy will be developed to bring together the wider aspects of accessibility with the connectivity framework and this Estate Strategy. To increase accessibility we will taking forward the concept of “Safer Places” for the public.

**Flexibility** – The needs of the service continually change. The Strategy will drive Smarter Working to encourage a mobile workforce and reduce the pressure on the physical estate. We will also look to provide flexible space, wherever practical and appropriate, which can be accessed by the community and volunteers.

**Integration** – Partner integration enabling continuity of service delivery remains at the core of estate re-provisioning. An Estates Strategic Alliance with Dorset Police will be

undertaken and collaboration ventures with other emergency services partners will be explored, in line with the Policing and Crime Act 2017.

**Efficiency** – Running cost savings will be targeted through the use of modern technologies and scheduled maintenance initiatives. The existing building stock will be reviewed to assess how we can use our key assets better. Commercialisation opportunities will be explored on redundant sites which could generate reinvestment into operational policing. Viability will be assessed on each development.

**Wellness** – The Strategy will create safe and healthy workplace environments which aim to meet the wellness objectives and provide solutions to support workforce wellbeing. The use of drop down areas will be promoted and increased. A programme of refurbishments will also provide better working environments.

The Exeter Programme is a significant financial commitment within the strategy. This includes construction of the Exeter Police Hub on the Middlemoor site, disposal of Heavitree Road Police Station and surplus land at Middlemoor, development of a 10 year strategy for Middlemoor and co-location of officers in Exeter city centre.

An update on achievement against the key measures will be reported back to the Panel in the Annual Report.

### **Contact for further information**

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Treasurer

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Report prepared 21 November 2017





# Estate Strategy 2017-21

## Connect to Protect

## Foreword

### Alison Hernandez, Police and Crime Commissioner

Through this *Estate Strategy 2017-21* I will provide a well maintained, fit for purpose and flexible estate to support safe, resilient and connected communities.

I will ensure we embrace the opportunities afforded by mobile data, look to enhance our presence in communities, maximise benefits from smarter working and use our estate to support volunteering as much as we can.

I will continue to invest in improving existing accommodation and will deliver new facilities like the much needed custody replacement in Exeter.

We will continue to pursue collaboration and integration opportunities with partners – making best use of public money and improving the way we work together to keep the public safe.

Where estate is no longer needed we will seek to get the best value for it – so we can reinvest in policing. By doing all of this we can make sure our estate enables efficient and effective policing.



Alison Hernandez

A handwritten signature in black ink, appearing to be 'Alison Hernandez', written over a white background.

### Shaun Sawyer, Chief Constable

The *Estate Strategy 2017-21* outlines how the estate will support the Local Policing Promise to better connect communities with policing to ensure policing in the local area is accessible, responsive, informative and supportive.

The operational need of the police estate continues to change as crime and demand alter. The estate is changing to become more flexible to support the increasing use of mobile technology and opportunities for integration with partners.

Reinvestment in estate is crucial for officers, staff, volunteers and the public, and we are delighted with the investment in the force's largest build project in the new custody and administration hub in Exeter.

This multi million pound development will replace the ageing Heavitree Road and be a flagship building for innovative working, sustainable technologies and the promotion of a healthy working environment.



Shaun Sawyer

A handwritten signature in black ink, appearing to be 'Shaun Sawyer', written over a white background.



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  - c. Sustainability
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7. Key measures
8. Governance and finance to support the strategy
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## 1. The Strategy

The estate is key to policing in Devon, Cornwall and the Isles of Scilly. It will help deliver the police and crime commissioner's *Police and Crime Plan* and the chief constable's 'Policing Promise' by supporting sustainable operational policing and better connectivity with communities through "Connect to Protect" framework.

Over the next five years, our strategy will focus on:

- Accessibility – providing space where it is needed for the public to interact with our staff and officers;
- Flexibility – adapting to changes in the workforce mix, the operating model and maximising partner opportunities;
- Integration – exploring where we can share premises with partners in places which enhance services;
- Efficiency – driving down running costs and enabling capital reinvestment to support diverse police functions;
- Wellness – providing safe and healthy working environments.



*Headquarters main entrance, Middlemoor, Exeter*

## 2. Introduction

The *2011-2015 Estate Strategy* was largely focussed on rationalisation. By reducing the estate portfolio through the sale of redundant property, we delivered efficiency savings of £640,000 in revenue, reduced the size of the estate by 7.8% and reduced carbon footprint by 19.5%.

The primary driver of the *Estate Strategy 2017-21* is no longer location reduction. Partner integration enabling continuity of service delivery remains at the core of estate re-provisioning with significant opportunities still remaining. The disposal of redundant property will be balanced against local connectivity and community needs and in line with operational policing requirements.

*“Location reduction is no longer the primary driver of the Estate Strategy”*

Building on the strategic alliance with Dorset Police, the strategy’s focus on flexible workspace arrangements and the master planning of Middlemoor headquarters site will support the work into exploring a full merger in the future. It is intended to bring together the estate work for both Devon and Cornwall and Dorset into an alliance function.

The publication of the Policing and Crime Act 2017 offers an opportunity to transform co-location with other emergency services into collaboration ventures. It also makes reference to the modernisation of IT systems and this strategy sets out how we will promote improved connectivity and how the building portfolio will contribute to the force’s Smart Working agenda for the strategic alliance, and Devon and Cornwall Police and the police and crime commissioner.

The *Estate Strategy 2017-21* will be delivered with a backdrop of continuing financial pressure and an existing estate of 132 buildings with an average age of 45 years. Changes to offices will be iterative, where priorities may change as new opportunities present themselves. Even with these challenges the multi-million pound re-provision of custody at Exeter will be delivered and we will be looking to provide custody facilities across Devon and Cornwall that meet future need.

*“The introduction of Smart Working will challenge traditional ways of working, reducing the burden on space in our buildings”*

### 3. Core objectives

- 1) To provide fit for purpose solutions to support operational policing in providing:
  - an accessible presence in communities in line with the connectivity framework and deployment strategy;
  - stronger links into geographical areas to better understand ongoing operational need;
  - the right facilities in the right places;
  - operation of non-specialist police functions from the wider public owned estate;
  - a pilot to launch public access points, “Safe Place” points and drop-in spaces to engage with communities;
  - PRISM and the policing model by reviewing how estate can play a part in improving the quality of service.
  
- 2) To create workplace environments which aim to:
  - meet wellness objectives and provide innovative solutions to support workforce wellbeing, making buildings nice places to work;
  - lead on Smart Working, encouraging a mobile workforce through the creation of drop down areas;
  - reduce the desk to person ratio to 6:10 in new build facilities.
  
- 3) To make the best use of estate by:
  - collaborating with partners and businesses to:
    - implement an estate strategic alliance and support the exploration of a full merger with Dorset Police,
    - explore collaboration ventures with partners,
    - explore the opportunities arising from the government’s One Public Estate initiative,
    - engage and consult the community on changes to our estate;
  - Providing flexible space wherever practical which can be accessed by the community and volunteers;
  - Ensuring that redundant sites optimise financial return, including the exploration of commercial opportunities.



4) To aspire to:

- reduce the cumulative running cost of the estate by a minimum of £800,000 by 2021;
- build new premises to a minimum BREEAM standard of Very Good, reflecting a commitment to sustainability;
- reduce the estate carbon footprint by a minimum of 10%.



## 4. Connecting communities and policing



*Exeter Civic Centre, where the Heavitree Road neighbourhood team will be relocated in 2018*

### Connecting with communities

The *Estate Strategy 2017-21* will support the *Police and Crime Plan* in maintaining a physical presence in local areas. A significant amount of partnership work has already been undertaken to enable non-specialist police functions to operate from the wider public owned estate.

This strategy will drive, where appropriate, further partnering agreements. Partnership opportunities will be extended to include all partners, private sector, public sector and voluntary sector.

We will explore, on an area by area basis, the demand for policing services and how the estate can support the 'Connect to Protect' mission. This will look at demographic information on growth to support any changes, for example - the blue light requirements of new towns such as Cranbrook and Sherford.

These developments will enable emergency services colleagues to sit side by side in fit for purpose premises, enhancing links with communities by delivering services to the public in a more joined up way. The nine existing enquiry offices will be retained with other stations continuing to provide an appointments system.

*"The Estate Strategy supports the Local Policing Promise to enable a service that is Accessible, Responsive, Informative and Supportive"*

## Supporting policing operations

We will work more closely with operational teams to ensure buildings are fit for purpose for modern day policing.

We will look at building adaptations to make best use of our existing space and support the growth in officer numbers across local policing and criminal investigation teams. An example of this is the investment in Exmouth Police Station to accommodate the Modern Slavery Unit and our previously delivered Air Support Facility housing the National Police Air Service (NPAS) and the Devon Air Ambulance Trust (DAAT).



*Airport*



*An officer using mobile data to view crime logs*

We will reassess our planned maintenance programme to prioritise works to stations deemed to be in a poor state of repair. We will undertake internal layout changes within our older buildings to remove cellular working environments and to tackle accommodation issues that restrict cross team flows of information.

All new buildings and major refurbishments will plan for advances in technology upgrades in the construction design phase. Smart Working will help maximise the benefits of mobile data by ensuring the estate meets new mobile ways of working. We will roll out Smart Working drop in hubs at Middlemoor and Crownhill to allow officers and staff to work more efficiently when away from their normal place of work.

## Communication and consultation

A proactive communication strategy underpins the *Estate Strategy 2017-21* to enable maximum support from all stakeholders. The strategy aims to provide up-to-date information to staff or officers directly affected by any changes to accommodation. We will ensure that we engage and consult with the community, partners, stakeholders and influencers, including the media, with regard to the reasons for station changes. This will include the use of the Councillor Advocates and Community Link Officers.

All of our communications emphasise that redeveloping redundant estate will enable reinvestment in policing, improvements to the existing estate and no reduction in service provision.

## The estate

The estate comprises 132 buildings, located over 94 sites with a gross internal area of approximately 10,000m<sup>2</sup>. The average building age is 45 years and the total book value is £148 million. Across the portfolio, 67% (89) of the properties are freehold and 33% (43) are leasehold.

The condition of our estate is reviewed every three years as part of an operational property health check. This takes the form of an asset management plan which assesses the suitability of the property portfolio in meeting the operational needs of the force. The health check also includes:

*"Our custody facilities are outdated. The new Exeter custody building will pave the way for innovative working"*

- information on running and maintenance costs, the estimated backlog of repairs and outstanding legislative compliance;
- site development/partnering opportunities, which could influence the prioritisation of repair works
- potential capital receipts for reinvestment;
- location of operational and support staff.

The operational property health check is due to be completed in early 2018 and its findings will influence the delivery of the estate strategy. It is recognised that current custody arrangements are an area of risk, where outdated accommodation, combined with legislative changes will require action. This will be partially addressed through the delivery of a new facility in Exeter.

## Getting the best from assets

This strategy reflects the shift in focus from radical rationalisation to strategic re-provisioning. Redundant sites will continue to be assessed on a case by case basis and will either be held, sold or developed depending on market conditions.

All opportunities will be explored with a view to optimising revenue. Long term leases of large premises will continue to be avoided, ensuring value for money and flexibility in our estate. Public sector partnership initiatives remain the preferred model for medium term requirements such as neighbourhood team bases or community hubs, whilst specialist functions will remain in our own bespoke freehold premises.



*Plymouth House (Residential Plot A) at Middlemoor, Exeter, which is on land to be redeveloped for reinvestment examples of reducing demand on the estate*



We will explore the opportunities of the Government's One Public Estate initiative and work with public sector partners across the peninsula to collaborate where schemes contribute to accessibility, flexibility, efficiency and wellness. This is already well advanced in Cornwall, where a Blue Light Property Integration Programme Board has been established to explore opportunities to co-locate and improve working practices.

## Sustainability

Sustainability and environmental considerations are important elements of the strategy. These are contained within planning consents and are key points of interest when consulting with the public over changes to the estate. These requirements will be considered under four headings:

- **Location** – Providing the right facilities, in the right place;
- **Environment** – Energy efficiency, waste and recycling, utilities, travel to work initiatives and car parking;
- **Economy** – Partnerships with public/private sector providers and support of local small/medium enterprises;
- **Community** – taking into consideration the impact on the local community of the facility in construction and then in use.



*Devonport Police Station, constructed to BREEAM Very Good*

We are committed to a reducing carbon footprint. Having achieved a reduction of 19.5% between 2011 and 2015, the objective is to reduce carbon by a further 10% by 2021. We aspire to construct all new buildings to the Building Research Establishment Environmental Assessment Model (BREEAM) "Very Good" as standard.

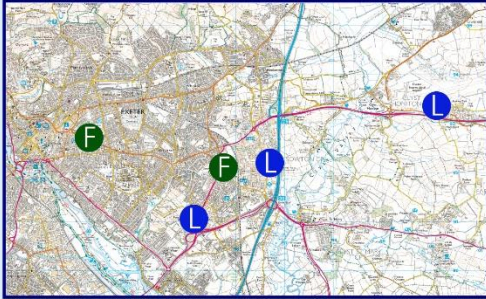
Creating a sustainable estate is also about future proofing our buildings to ensure they are robust yet flexible in their use to accommodate changes to the workforce. Reviewing our space utilisation will contribute to sustainability in its widest sense.

## Security

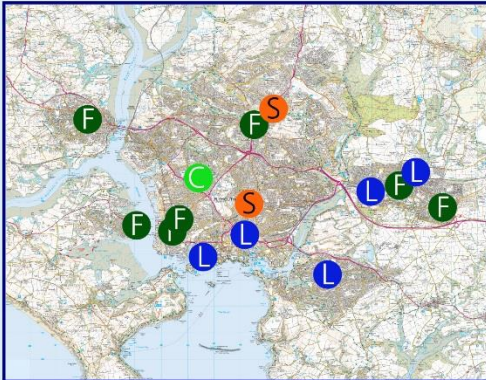
A force-wide security review was undertaken in 2015 which assessed the threat level at each station. From this review, a number of recommendations were made to improve site security and these are being implemented in priority order through the maintenance and capital programmes. All new build and major refurbishment projects will aspire to the principles of the national police "Secured by Design" standard, with the new custody suite built in accordance with the Home Office *Police Building Design Guide*.



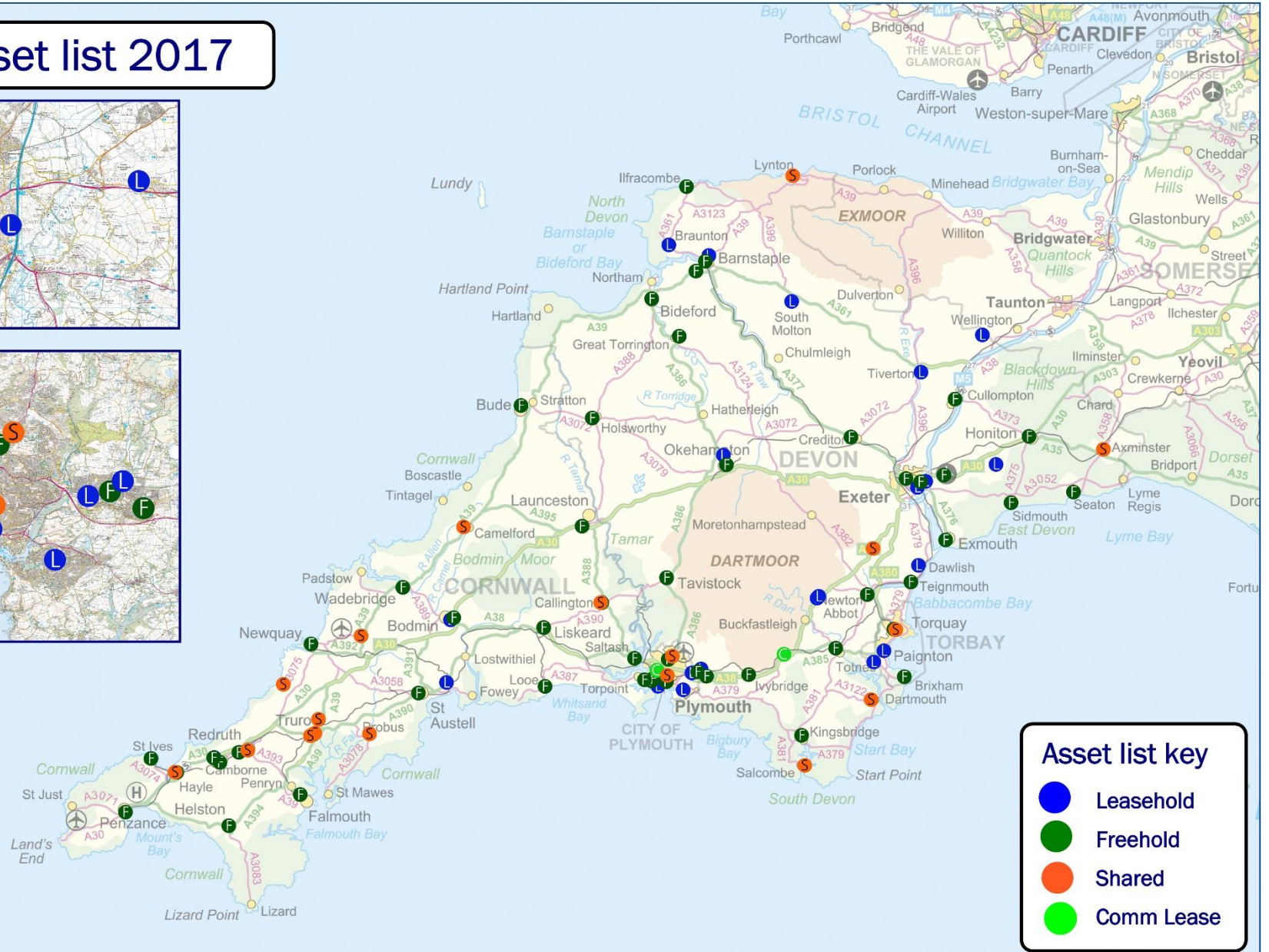
# OPCC Asset list 2017



Exeter



Plymouth



**Asset list key**

- Leasehold
- Freehold
- Shared
- Comm Lease

ISLES OF SCILLY  
 St Martin's  
 St Mary's  
 St Agnes

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 Created by the Force Mapping Unit - Contact X303512 (01392 226512)

## 5. Key deliverables supporting objectives

Work emanating from the *Estate Strategy 2017-21* is contained within a detailed delivery plan, with key deliverables outlined below:

1. The following strategies will be developed:

- Access strategy;
- Middlemoor strategy to include a car parking strategy.

2. We will deliver the Exeter programme including:

- The Exeter police hub, a bespoke custody facility and attendant office space on our Middlemoor site in Exeter;
- Disposing of the surplus land on Middlemoor site and seek to optimise its capital value whilst ensuring the continued viability of the remaining police operation;
- Development of a 10 year strategy for Middlemoor. This will include a car parking strategy for the site;
- Develop a disposal strategy for Heavitree Road Police Station site and implement in 2020;
- Co-location of police officers in partner building in Exeter city centre.

3. Key projects

- Liskeard police station rebuild.
- Torpoint re-provision.
- Dartmouth re-provision
- Okehampton re-provision.
- Cambourne refurbishment.
- Barnstaple rationalisation and refurbishment.

4. Alongside operational teams we will assess the ageing custody estate, to build a pipeline of custody replacement schemes combined with operating hubs at key locations.



*Artist's impression of the new Custody Hub and offices at Middlemoor, Exeter, due for delivery in December 2019*

5. We will maintain the estate to an acceptable standard by:
  - Producing a policy of clear objectives and methods to be employed in keeping buildings fit for use and secure. Statutory compliance will be at the forefront of our objectives;
  - Using benchmark data from the national police estates group to identify improvement opportunities in the running cost of our estate.
  - Ensuring the ongoing procurement of soft facilities contracts to support the police service and provide value for money alongside key performance indicators.
  
6. We will continue to work with partners to:
  - Deliver the south east Cornwall rationalisation programme to include the provision of a police facility in Liskeard and further joint emergency services schemes at Wadebridge and Looe;
  - Explore opportunities for wider co-location across the region;
  - Explore the expansion of drop down areas.
  
7. We will develop our working with Dorset police by:
  - Appointing a joint head of estate;
  - Working towards bringing together the estate work for Devon and Cornwall and Dorset into an alliance function.
  
8. We will ensure that the strategy reflects the operation requirements of the force by:
  - Ensuring strong governance through the resources board and joint management board;
  - Ensuring proactive operational input and representation on all major project boards.

## 7. Key Measures

These measures will be used to monitor the success of the strategy.

1.	Completion of key projects	Details shown under key deliverables
2.	Delivery of the Exeter programme	Details shown under key deliverables
3.	Completion of the access strategy and Middlemoor strategy	Completion
4.	To reduce the number of leasehold properties within the portfolio	Reduce by 2
5.	To reduce the number of freehold properties within the portfolio	Reduce by 5
6.	To increase the number of co-locations/integrations across the region	Increase by 7
7.	Maintain the current number of enquiry desks across the region	No change
8.	Reduce the carbon footprint across the estate	By 10%
9.	Reduce the cost of maintaining the estates	By £800,000
10.	Optimise the financial return on our redundant sites	£18m Capital Receipts
11.	Take forward and increase the number of “drop down” facilities	
12.	To increase accessibility to policing we will be taking forward the concept of “Safer Places” for the public	



## 8. Governance and finance to support the strategy

### Finance statement

The estates strategy concentrates upon the re-provisioning of stations where the demand exists and where connectivity with the public can be maintained or enhanced, the disposal and development of existing assets to generate capital receipts for re-investment and/or creating new facilities within development schemes within the existing portfolio.

The PCC requires that capital receipts from the sale of surplus assets is optimised in support of operational policing, within acceptable risk parameters. In order to optimise capital receipts the following courses of action will be explored:

- Sites sold with market facing planning consents;
- Redevelopment of the site prior to resale on the open market;
- Retaining sites with commercial value to provide a revenue return.

The ongoing maintenance of the estate will be continually evaluated to ensure value for money. This strategy will be seeking to achieve a reduction in revenue running costs of £800,000.

The finance focus for this strategy will be on value for money and efficiency. All decision made will be subject to annual funding settlements.

### Governance

Decision making on estate projects is subject to a governance structure which allows input from both the OPCC and senior operational leaders. All estate projects will feed into the wider organisational governance by way of the resources board and, where appropriate, will then be presented to the joint management board.

The strategy will be reviewed annually and reported internally to the joint management board and externally to the Devon and Cornwall Police and Crime Panel within the *Annual Report*.

## Interdependent strategies, policies and guidance

### Strategies being developed

**Access strategy** – will set out how the public can access estate based services and enhance the PCC’s connectivity with the *Police and Crime Plan*.

**Middlemoor strategy** – will set out our long term vision for the HQ site. This will include a car parking strategy.

**Reinvestment Strategy** – will cover redundant estate and their values based on planning assessment for reinvestment into operational policing.

**Parking policy** – will include travel initiatives to promote sustainable travel, reduce the impact on the environment and manage operational issues.

**Space standards** - includes information on the standard space provided for individual offices, meeting rooms and rest areas calculated by occupant levels.

### Existing strategies

**Our Buildings and the Equality Act 2010** - we will continue to provide fully accessible buildings, adapting existing stock where necessary to comply with the Equality Act and modern legislation.

**Force wellness agenda** – we will consult with the force wellness team to ensure all projects have due regard to wellness issues.

**Health and safety in operational partnerships and shared workplace arrangements** – includes details to assess and control health and safety matters to ensure a safe environment

**Furniture and materials policy** explains how we will seek to recycle furniture when not procuring new furniture through the force framework and how we will use recycled or local products and materials in all developments.

**Sustainability policy** – as a minimum, new buildings will incorporate technologies such as photovoltaics, solar heating, air source heating, water harvesting linked to the force’s sustainability agenda. We will be mindful of improvements and changes in technological upgrades to enhance our construction delivery.

**Procurement strategy** – we continue to work with the Regional Procurement Unit to use OJEU compliant frameworks to reduce tender costs and process time.

**Smarter working policy** - how we will organise space and employees, to provide a better working environment and improve performance and outputs.

**Decommissioning and disposal of force buildings** – details the process of clearing buildings in accordance with Information Assurance strategies.

**Communication strategy** - defines all parties with an interest in the Reinvestment Strategy, to articulate its objectives and to explain the means and frequency with which to share information.

**D110 security of police premises** – owned by the Criminal Justice Department and details changes to premises security dependent on the national model for threat levels.



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

# **Police and Crime Plan 2017-2020**

## **Overview of progress and future landscape**



- The Police and Crime Plan was launched in January 2017 and a range of activity has been carried out by the OPCC and Chief Constable.
- The PCC is under a statutory obligation to keep the Plan under review.
- Ahead of February Police and Crime Panel the PCC will consider budgeting and plan delivery requirements – to reflect emerging priorities and the funding landscape.
- An overview of Plan delivery to date is provided here to inform the Panel of developments ahead of a more detailed report to February 2018.





- **Police and Crime Plan progress**
  - The Plan contains specific milestones but also ways of working
  - This report updates on progress against milestones in the Police and Crime Plan
  - Oversight on general ways of working is delivered through scrutiny processes



# Police and Crime Plan 2017-2020

## Completed milestones

- **Police Service Standards:** published March 2017: includes contacting police, public information, feedback, correspondence and 101 [[weblink-click here](#)]
- **OPCC Link Officer:** role established and areas allocated – January 2017 [[weblink-click here](#)]
- **PCC Commissioning Intentions Plan** – published January 2017 [[weblink-click here](#)]
- **CCTV Investment Strategy** – published February 2017 [[weblink-click here](#)]
- **Prevention Strategy** – agreed November 2017 across Devon, Cornwall and Dorset
- **Pathfinder Delayed Charge Scheme** – launched June 2017 [[weblink-click here](#)]
- **Victim Strategy:** The final draft has been signed off by the CC and the PCC.
- **Restorative Justice** – new RJ service commissioned contract awarded October 2017.
- **Blue light collaboration** – operational MOU with Fire signed May 2017
- **Estates Strategy** – Strategy agreed by PCC and Chief Constable November 2017. Sent to Police and Crime Panel.



# Police and Crime Plan 2017-2020

## Current Activity Against Milestones

- **Councillor Advocate Scheme:** outline approach sent to Police and Crime Panel October 2017. Further development taking place with councillor volunteers. Due to launch January 2018.
- **Attendance times review:** date adjusted to reflect terms of reference for internal and external reviews. Now due to report to PCC December 2017.
- **Third party reporting scheme:** larger pilot in operation in Plymouth with a view to future roll out across the area.
- **Chief Constable's Connectivity Plan:** Framework being finalised following discussions at Police and Crime Panel in October 2017. Underlying plans will be developed and owned locally.
- **Road safety:** developing overarching road safety strategy. PCC national lead on road safety.
- **CCTV:** development of investment plans in hand following EOI process
- **ENTE:** continuing work in partnership with local businesses and councils to support key schemes like Best Bar None, street pastors and helpzones.



# Police and Crime Plan 2017-2020

## Current Activity Against Milestones

- **Transforming Justice Project:** significant consultation process underway. Scoping report due by end March 2018.
- **Online safety:** working with key partners to develop proposals for two projects aimed at parents and businesses – for early 2018.
- **Business Crime Strategy:** strategy still under development. Slight delay from Autumn 2017 to reflect move to make it a three counties strategy with Dorset. External consultation due in January 2018.
- **Missing people:** significant volume of work within force and partners.
- **Sexting/revenge porn:** series of campaigns held in latter half of 2017
- **Modern slavery transformation programme:** Exmouth based unit and national network in place.
- **Criminal Justice Process Review:** limited progress to date. Individual reviews into elements of the system have been carried out but scoping work is required to determine best value approach by PCC.



# Police and Crime Plan 2017-2020

## Current activity against milestones

- **Funding formula review:** significant work carried out in first 6 months of 2017 to support national review. Work paused by government following general election. Announcements awaited.
- **Complaints reform:** pilot for new customer service triage system (with Dorset OPCC) due to launch in March 2018 – following delays in legislation.
- **Operational policing:** workforce transformation activity underway through PRISM Change portfolio, including Neighbourhood Policing Review (Project Genesis)
- **Citizens in Policing Strategy and future delivery:** Draft Strategy in circulation. Infrastructure support for volunteering in place. New roles, including neighbourhood volunteers agreed but not yet in place.
- **Strategic Alliance:** business case development and implementation remains on course to complete agreed business case areas



# Police and Crime Plan 2017-2020

## Work not yet commenced against milestones

- **Enhancing physical presence in local areas:** initial timescales reviewed from original end of 2017 date due to link to Estates Strategy and Connectivity Framework. Will be taken forward linked to those areas.
- **PCC Young Persons advocate Scheme:** intended to commence 2018
- **Track my crime:** work has not yet commenced (was due 2017). This ICT requirement is being taken forward by the Force as part of PRISM Change portfolio. The PCC is seeking recovery plan.
- **Working with partners to reduce confusion on respective roles in areas such as asb and parking:** scoping work scheduled for early 2018.
- **Helping communities to have a stronger voice in community matters:** scoping work scheduled for early 2018
- **Reviewing support systems in place for volunteer watch schemes:** work not planned to commence until early 2018. some scoping underway.
- **Review support for victims of asb:** not scheduled to start until mid 2018.
- **Supportive funding for CPS lawyers on sexual offences:** this work will not proceed due to inability to agree arrangements with CPS.



## Forward look - issues to consider as we move towards February 2018:

- Emerging priorities
- Potential merger
- Funding landscape

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