



Devon and Cornwall Police and Crime Panel

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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 15 June 2018

10.30 am

Warspite Room, Council House

Members:

Councillor Croad (Devon County Council), Chair

Councillor Batters (Cornwall Council), Vice Chair

Councillors Atherfold (Cornwall Council), Barker (Teignbridge District Council), Derrick (Plymouth City Council), Bowie (Plymouth City Council), Excell (Torbay Council), Hackett (Torridge District Council), Dominic Fairman (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:

Mrs Sarah Wakfer (Cornwall and the Isles of Scilly), Emily Macaulay (Devon)

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

The panel will appoint a Chair of the Devon and Cornwall Police and Crime Panel.

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

The panel will appoint a Vice-Chair of the Devon and Cornwall Police and Crime Panel.

3. **Appointment of Independent Member (Devon) of Devon and Cornwall Police and Crime Panel**

The Panel will be asked to approve the Selection Panel's recommendations regarding the appointment of an independent member to the Devon and Cornwall Police and Crime Panel.

4. **Apologies**

To receive apologies for non-attendance submitted by Members.

5. **Minutes** **(Pages 1 - 4)**

To sign and confirm as a correct record the minutes of the meeting held on 2 February 2018.

6. **Declarations of Interest**

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

7. **Public Questions**

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

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

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

8. **Neighbourhood Policing (Genesis):** **(Pages 5 - 8)**

9. **Annual Report:** **(Pages 9 - 52)**

- 10. Potential Merger/Strategic Alliance: (Pages 53 - 64)**
- 11. Police and Crime Commissioner's Performance Report: (Pages 65 - 72)**
- 12. Police and Crime Commissioner's Update Report: (Pages 73 - 100)**
- 13. Report from the Office of the Police and Crime Commissioner in respect of any non-criminal complaints about the Police and Crime Commissioner: (Pages 101 - 102)**
- 14. Work Programme:**
- 15. Future Business Meetings**

Panel to agree the following dates for the future business meetings:

- 14 September 2018
- 16 November 2018
- 08 February 2019
- 15 February 2019 (Provisional)

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Devon and Cornwall Police and Crime Panel

Friday 2 February 2018

PRESENT:

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Atherfold, Barker, Hackett, Mathews, Penberthy, Rule, Sutton, Wingate, Wright and Sarah Wafker (Independent Member).

Apologies for absence: Councillors Downie, Excell, Nelhams, Sanders, Squires and Towill.

The meeting started at 10.30 am and finished at 12.05 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.

36. **Minutes**

Agreed the minutes of the meeting held on the 1 December 2017

37. **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 Matthews	39 – Police and Crime Commissioner's Budget and Precept	Pensioner for Devon and Cornwall Police	Personal

38. **Public Questions**

There were no public questions.

39. **Police and Crime Commissioner's Budget and Precept**

The Police and Crime Commissioner (PCC) presented the Budget and Precept, highlighting reserves, the Council Tax impact on communities, the expenditure proposals and the savings.

The PCC expressed thanks to those who promoted and/or replied to the online poll that ran for two weeks to gauge public opinion it was highlighted that:-

- a. 86% supported a greater need for investment in policing.
- b. 71% are willing to pay the £1 extra a month.

It was further commented that-

- c. Austerity started in 2009

- d. £60.2m of the budget savings had been made.
- e. 2010/11 the Police grant and central funding amounted to £191m; in 2018/19 it is at £179m.
- f. Council Tax revenue has increased from £95m to £115m.
- g. In 2018/19 Council Tax represents 39% of the funding for Policing.

The questions asked by the Panel related to-

- h. Bodmin Police building as a custody centre
- i. How much of the £7.2m is going into the pay award increase
- j. Whether any consideration had been given in reviewing numbers of PCSOs
- k. Consultation methodology
- l. Road safety budgets
- m. Future Council Tax increases
- n. Prosecutions against users of mobile phones
- o. Councillor Advocate

F

1. The Police and Crime Panel agreed the recommendations for the Police Crime Commissioners (PCC) proposal is for a £12 increase in the Band D equivalent for the police element of the council tax for the 2018/19 financial year.
2. The Police and Crime Panel noted –
 - That the reserves data will be published online to enhance transparency.
 - That the level of General Balances held will be no more than 5% or no less than 3% of the net annual budget at the end of the financial year.
 - Police Officers will be receiving an overall 2% increase in pay for the year to August 2018.
 - To reach, and maintain, officer levels at 3,015 it is anticipated the recruitment in the region of 575 officers over the next four years will be required.

40. **Police and Crime Plan and Commissioning Intentions Plan for 2018 - 2020**

The Office of Police and Crime Commissioner for Devon and Cornwall and the Isles of Sicily's Chief Executive (CEX) introduced the report.

The CEX asked the panel to:

- a. Note from the report that it is the intention of the OPCC to bring forward the Annual Report to April.

The CEX stated that the commissioning intentions plan remains broadly the same with a few notable exceptions as follows:

- b. OPCC is developing small grant schemes aimed at anti-social behaviour with the intention to launch it April 2018.
- c. The OPCC will not be pursuing this sexual offences lawyer that has been seen in previous iterations. There is an alternative means to delivering that change of relationship.
- d. There is a slight increase in funding to the Community Safety Partnerships that as detailed in the report on page 58.
- e. The OPCC is continuing the support and commitment to CCTV and that is important in terms of connectivity agenda across the region.
- f. The Councillor Advocate scheme is going live later on this month.
- g. There is an increased focus around the impacts of mental health as well as the impacts of policing and mental health.

The questions asked by the panel, related to-

- h. Fire and Rescue ASB budget
- i. Past figures reporting
- j. Focus on budget for solving locking up people and the victims
- k. CCTV

I. Community safety partnerships in Devon

The panel were all in agreement for the report to be noted.

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

The OCEX delivered the Police and Crime Commissioner's Performance Report. The majority of indicators were green, with two indicators which are on amber:

- a. Crime Data Integrity
- b. Non-priority call answering times

Panel members went on to discuss the visualised infographics that the OPCC provided, main points was:

- a. It provided a good basis for the report
- b. It must not forget the actual narrative of the report, which seems to be not as detailed as previous reports.

There was no questions asked of the report, but there was a discussion around how the template for the report was used and the Chair re-iterated to the Panel that it is a work-in-progress.

The Panel noted the report.

42. **Police and Crime Commissioner's Update**

The PCC introduced the Police and Crime Commissioner's Update report.

Key updates were as follows:

- a. The PCC is now the chairman of the Local Criminal Justice Board.
- b. Debbie Simpson, who is the Chief Constable for Dorset, is retiring and James Vaughan who is currently Deputy Chief Constable for the three counties is going to be acting Chief Constable for Dorset.
- c. Dr Karen Mellowdew has been head hunted by the former Chief Executive and gone to Lincolnshire so she'll be working in the Police environment in Lincolnshire.
- d. One key area the PCC has been working on is the Local Criminal Justice Board.

Cornwall Council had expressed its views:

- a. The Council very much welcomes the extension to the 'Cornwall safer towns' partnership.

The Panel noted the report.

43. **Non-Criminal Complaints against the Police and Crime Commissioner**

There was one complaint that has been recorded in the pack and has been noted.

44. **Work Programme**

The Lead Officer Ross Jago asked that Members are happy to take on new work-programme items for the new municipal year from May onwards.

A suggestion from the Panel related to:

- a. Consideration to the meetings that take place on the first Friday of February

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Devon & Cornwall Police

Neighbourhood Policing

Capacity and Capability

Assistant Chief Constable Paul Davies

Friday 15th June 2018





Devon & Cornwall Police

Current medium term financial plan maintains neighbourhood beat manager numbers but reduces PCSO numbers to **150** over **4 years**.

Natural turnover of PCSO's continues – **260** as at 1st May 2018.

No plans for compulsory severance. Detailed demand modelling to determine local allocations.

HR Guidance now in place to assist transitional management of demand / resources to ensure balanced distribution.

Also flexibility clauses in contracts are being used to ensure balanced deployment.



Devon & Cornwall Police

Additional Tri-service / blue light collaboration resources planned following welcome investment from PCC.

Context:

Next CSR process 2019.

Police funding formula may be revisited.

Precept on council tax.

Operational context – national requirements.

But to ensure legitimacy in policing and from listening to our communities we will consider maintaining 200 PCSO's during budget setting discussions.

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Police and Crime Panel

15 June 2018

Report from the Police and Crime Commissioner

Devon and Cornwall Police and Crime Commissioner

Draft Annual Report 2017-2018

The Draft Annual Report for 2017-2018 is attached for consideration and comment by the Police and Crime Panel.

Frances Hughes

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

nicola.long@devonandcornwall.pnn.police.uk

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PCC

Office of the Police
and Crime Commissioner
Devon and Cornwall

Annual report 2017/18



il remain committed
to delivering
Safe, resilient
and connected
communities
through my Police
and Crime Plan.î

Police and Crime Commissioner Alison Hernandez

Foreword by the Police and Crime Commissioner Alison Hernandez



This is my second annual report since taking up office in May 2016 and I am proud to be able to share the achievements of the last year with the residents of Devon, Cornwall and the Isles of Scilly.

I remain committed to delivering "Safe, resilient and connected communities" through my Police and Crime Plan and have made significant strides towards achieving this. But there is still more to do.

This annual report reviews the progress I have made between 1 April 2017 and 31 March 2018 in carrying out my responsibilities as police and crime commissioner (PCC) and overseeing the delivery of my police and crime plan.

My thanks go to all of those who participated in our council tax precept survey. Through your support to policing we have a much more stable financial position for future years. This will enable me to protect more of the services you value in years to come.

As a community we are already seeing the benefits of our collaborative and innovative approaches.

Transparency is at the heart of our work and in January my office was recognised for its continued commitment to operational transparency by CoPaCC, an independent organisation that compares OPCCs across the country on their statutory requirements to be open and transparent.

If we are to truly connect with our communities it is important that those who want to understand our work can find the information they need easily and quickly. To be judged that we are 'very good' is testimony to the hard work that our small team plays in the police family.

Connect to Protect is a theme running across many of our improvements this years – it was never better demonstrated than during the recent harsh winter, where communities showed their resilience and collective willingness to work together to safeguard others.

I am looking forward to the challenges of future years including the exploration of a merged police force with Dorset and working with the chief constable and his team, partner agencies and most importantly you, the community to achieve better outcomes for our area.

A handwritten signature in black ink, appearing to be 'Alison Hernandez', written in a cursive style.

Where Alison has been



Alison visited the Isles of Scilly



Alison had a tour of Exmoor National Park with Rangers



Engaged with rural communities at Holsworthy livestock market



Alison spoke at Mid and East Devon CSP AGM

April



Alison attended Devon County Show



Alison and staff attended Exeter and Plymouth after Manchester attack



Alison and Shaun buried a time capsule for Devon and Cornwall Police's 50th anniversary celebrations



Supported and attended Plymouth Blue Light Day

May

June



Alison attended a public meeting in Exmouth



PCC announces contract for delivery of new restorative justice services to Shekinah and Make Amends



Alison attended the Police Volunteer Awards



Alison met with Alliance Drones team

July



Summer engagement around how people find out information about their local policing team: Q - In the past 12 months how have you tried to find out what the police in your local area are doing? (Received just over 1,300 responses)



Panel approves OPCC executive appointments



Alison becoming a SCAMBassador



Alison attended multi-agency day of action focusing on the driving fatal five

August

September



Alison went to National Crime Agency to check out joint slavery and trafficking analysis centre



Attended End Slavery conference



Alison met with Caroline Mersey Deputy Director at the Home Office prevent and partnerships unit



Launch of the Estate Strategy

October

November



Visited Modern Slavery Unit in Exmouth alongside MP Sarah Newton



Alison spoke to Victim Care Unit networking day



Alison attended and launched the first joint Devon and Cornwall and Dorset Use of Force Scrutiny Panel



Passing out of police staff investigators



Staff spent time with rural specials



Police funding poll

Alison held a poll asking the public if they were prepared to pay more for policing



Alison visits neighbourhood base in Dartmouth



OPCC received Transparency Quality Mark

December

January



Alison supported Devon and Cornwall Police adopting Operation Encompass



Attended the NPCC child centred policing conference



Alison visited Cornwall Fire HQ at Tolvaddon with Dorset PCC (although CCTV Investment Strategy published in February 2017)



Held Takeover Challenge Day

February



Not all teenagers

Supporting and funded sexting campaign



Attended the BPA South West and Wales Diversity conference about how our forces can better reflect the diverse communities we serve



Alison visited staff in Devon and Cornwall after Beast From The East



Attended the launch of the Women's Centre Cornwall

March



Section 2: Our Priorities Local Policing Promise

It is vital that all our communities, no matter how remote or isolated they may be, can contact the police quickly and easily so that the police deliver a response appropriate to their needs. The PCC is committed to overhauling how the public interacts with the police and the different ways they can receive information and updates.

Key highlights

- Cornwall Safer Towns programme has been extended from six to ten towns following a £50,000 investment from the OPCC, allowing more people to benefit from a partnership response to local community safety issues such as antisocial behaviour. In April this year the four existing Safer Towns partnerships were joined by Falmouth, Bodmin, Camborne, Redruth, Liskeard and Saltash.
- A joint connectivity strategy, Connect to Protect contains 10 standards of service the public can expect from our policing teams across Devon and Cornwall. Connect to Protect helps us understand the needs of our diverse communities and keep the public better informed about what the police is doing and what they can do to keep themselves and their communities safe.
- 23 third party reporting centres have opened via partner organisations that have strong links to traditionally hard-to-reach communities, providing an alternative route for people to report crime. As a result, hate crime reports have doubled in Plymouth, enabling police to identify vulnerable victims and put safeguarding measures in place.
- Crime and disorder fell in the areas that have introduced the Best Bar None scheme where pubs and clubs work together and share information to protect customers and communities. Exeter, Plymouth and Torbay Best Bar None schemes scooped national awards for their achievements. The PCC is now supporting the creation of further schemes in new areas in Devon and Cornwall.
- The PCC continues to support street pastors, funding their training to enable Devon and Cornwall's first ever Response Pastor Unit.
- A new improved online reporting tool has made it easier for people to contact the police for key information. Neighbourhood Alert provides a free community messaging system informing the public about crimes and incidents in their area and now has more than 30,000 people registered.



AskNED helps the public with answers to commonly-asked questions.



- AskNED helps the public with answers to commonly-asked questions along with contact details of who can help and includes crime queries website, Ask the Police
- The PCC remains committed to the concept of a late-night levy and its potential to reinvest the money into initiatives to reduce alcohol-related crime and disorder.
- A new Crimestoppers regional manager for Devon has been recruited and has worked closely with volunteers and police to deliver an anti-hate crime campaign in Cornwall, a local CCTV project for Stoke village in Plymouth and a 10-year anniversary Crimestoppers campaign for the murder of Kate Bushell in East Devon.
- The new PCC Councillor Advocate scheme was launched in February 2018 to provide an informal free flow of information between the police, councillors and the PCC on crime and disorder issues affecting the communities they serve – over 60 councillors have already signed up.
- Under the OPCC Link Officer scheme, the public





and partner agencies can contact a member of the OPCC's staff who is the named single point of contact for their area for information and updates on the work of the office.

- Devon and Cornwall Police now has 598 policing support volunteers offering vital support to neighbourhood policing teams and councillor advocates. A further 32 engagement volunteers and 52 local policing support volunteers are currently being recruited. Community Speedwatch remains highly active with 200 volunteers. We also have 260 Neighbourhood Specials and the Force aims to recruit a further 100 Specials in 2018, including potentially 'Cyber' Specials to tackle rising online crime.
- The first Volunteer Police Cadet (VPC) scheme launched in January 2018 and builds on the already successful Community Cadet scheme introduced in 2007 which has 11 active cadet units across Devon and Cornwall and offers further exciting opportunities to engage with young people in Torbay.

The PCC continues to support street pastors, funding their training to enable Devon and Cornwall's first ever Response Pastor Unit.





Case study: David Eaton - CCTV project manager

“CCTV is an important tool in helping people feel safe in their communities as well as helping the police to prevent and detect crime, but in rural areas the expense of installing CCTV and the complex regulations surrounding its use can be real barriers.

“The PCC was very impressed by the centralised CCTV monitoring hub at Tolvaddon which is provided by Cornwall Fire and Rescue Service and felt this could be used as a template to develop other hubs across the region.

“The hub provides a modern high-quality and interconnected system that beams images into a police control room and council emergency contingencies control rooms, but with nine towns already connected, it has also gone a long way to rationalising CCTV provision across Cornwall.

“The importance of having a centralised hub is that it can add real value to local authorities because it reduces a range of costs associated with a stand-alone system. It can lower procurement and running costs, but also costs related to regulatory compliance. It’s also an opportunity to share best practice.

“The aim is that the additional funding will encourage other local authorities in Devon to bid in and set up their own monitoring hub, mirroring what has been achieved in Cornwall.

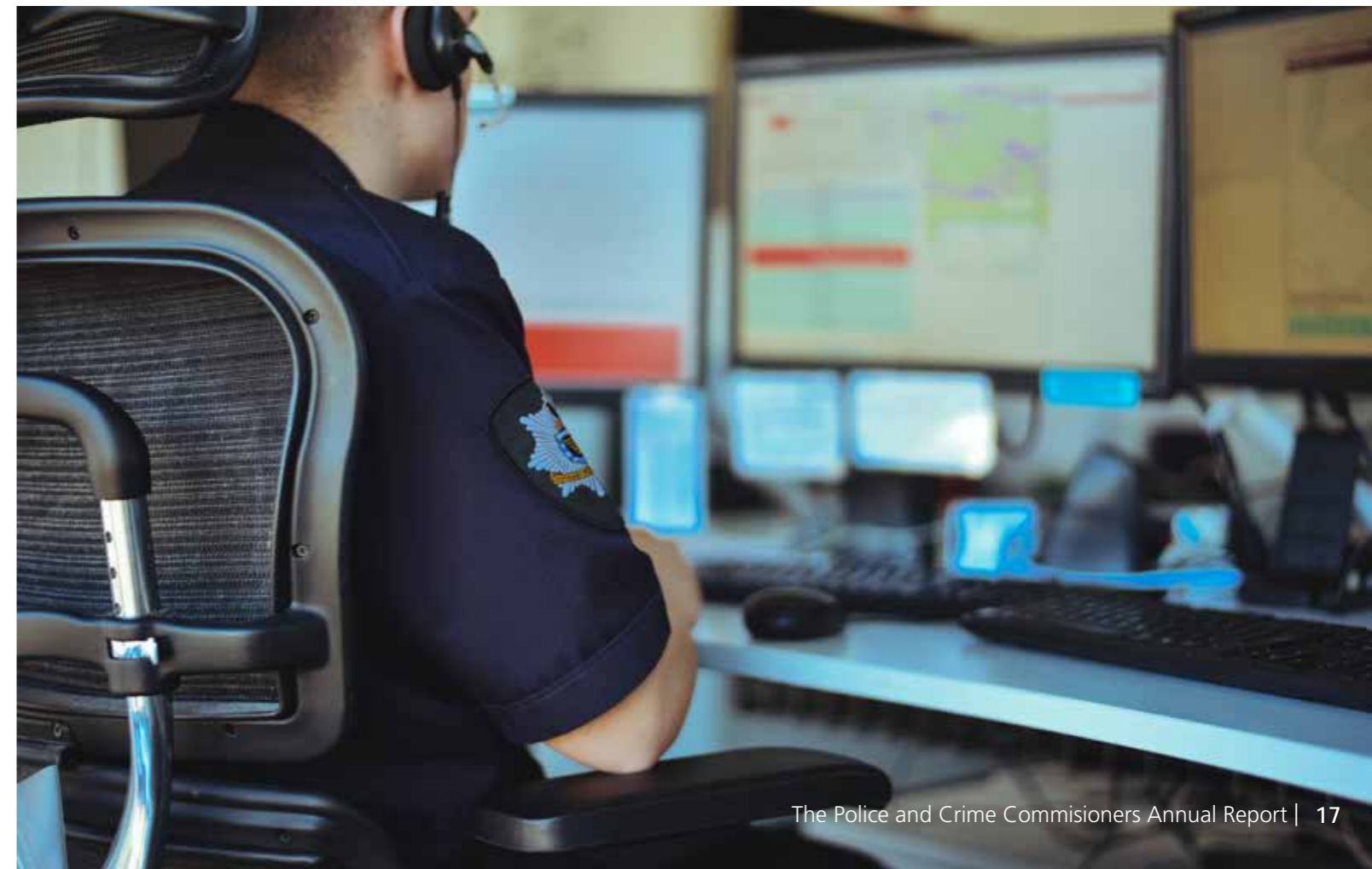
“One of the exciting things about having a modern, centralised hub is that it will allow us to take advantage of technological changes and advances. There could well come a time when police officers on the ground could receive live-streamed CCTV footage via their handheld devices, enabling them to search for vulnerable people or offenders. That’s a real possibility for the future.

“The work is already moving forward. The PCC and OPCC have engaged with a large number of local authorities over the past few months to understand the current CCTV landscape and to develop a strategy.

“The PCC has been clear that any investment in CCTV needs to focus on delivering high quality and sustainable systems. A set of principles have been agreed which will inform investment decisions and a clear process is being put in place by which those decisions will be taken.

“While considerable engagement with local authorities and stakeholders has already taken place, there will now be a process for local authorities to formally express a view of their needs.”

The importance of having a centralised hub is that it can add real value to local authorities because it reduces a range of costs associated with a stand-alone system.





Section 2B: Our Priorities. Preventing and Deterring Crime

The best way to keep our communities and individuals safe is to prevent them from becoming victims in the first place which is why we are transforming policing for the future and moving towards a more preventative approach.



Key highlights

- As part of the strategic alliance with Dorset a new Prevention Directorate has been created to drive best practice, oversee the management of offenders and deliver evidence-based support to our local policing teams, as part of our prevention and problem-solving strategy.
- Ten professional problem solvers have been recruited and have been based in the community where they work closely with local police and community safety partners to prevent crime and find solutions for crime-related issues blighting their communities.
- Pathfinder, a new and ground-breaking diversion scheme, offers offenders who are suitable to be offered an out of court disposal an alternative to criminal proceedings, addressing instead the reason for their offending.
- A new Local Criminal Justice (LCJ) Reducing Offending Board has been set up to reduce the offending and reoffending of adults and young people in Devon and Cornwall in order to reduce crime, prevent further victims and create safer communities. The board consists of criminal justice partners, local authorities, health and the voluntary, community and social enterprise (VCSE) sector working collaboratively to bring about



transformational change to reduce offending or those at risk of offending in accordance with a reducing offending strategy 2018-2021. The Reducing Offending Board, chaired by HMP Dartmoor Governor Bridie Oakes-Richards, reports to the Local Criminal Justice Board (LCJB), and works with partners to ensure efficient and effective services are in place to address the root causation of crime. A strategic group will also be formed to improve the services and outcomes for female offenders.

- The OPCC Transforming Justice project, in consultation with partners and stakeholders, identified gaps in the current provision of services for offenders and has implemented the following solutions to improve the services and reduce offending:
- Short term prisoners (especially those serving less than 12 weeks) are increasing in Devon and Cornwall, yet their resettlement and rehabilitative needs are not being met (for example 40% of prisoners are leaving without any accommodation in place). A newly-employed resettlement coordinator will work with partners and the VCSE, to ensure prisoners have the right support in place two weeks before their release and on their departure, under a new 12-month resettlement pilot at HMP Exeter.
- A lack of suitable accommodation for prisoners is increasing reoffending rates, victims and risk to

the public, as this impacts on an offender's ability to engage effectively with pathway support and engage with purposeful activity that will reduce the likelihood of offending. Exeter City Council has been given £83,000 to secure a provider to source and manage accommodation for short term prisoners released from HMP Exeter and HMP Eastwood Park. The provider will provide

The PCC has accepted the role of Scambassador

quality, suitable and supported accommodation which meets the resettlement and rehabilitation needs for prisoners with a local connection to Devon and Cornwall. Female offenders will be accommodated in designated women-only provision. Plymouth City Council will source a provider to offer a housing support service to allow ex-offenders to access appropriate housing where they have a local connection to Plymouth and are at risk of imprisonment or recall due to a lack of suitable accommodation. Female offenders will be accommodated in designated women-only provision.





- CoLab Resilient Women has been commissioned to:
 1. Help reduce female offenders and victims in the criminal justice system, by (a) working with Pathfinder to divert women from the system and supporting them to desist from crime (b) running a weekly Exchange for Women (women's multi- agency 'drop in' sessions and follow up activities which assist with making women more resilient and offer a whole system approach) and (c) referring female offenders who have also been victims of crime to the Victim Care Network to ensure they have access to services;
 2. Strengthen collaborative working to improve the provision of services for women and outcomes for women in the system and;
 3. Support the OPCC in the development of a whole system approach to women and a peninsula wide women's strategy.
- Local tech businesses have come together as part of the South West Cyber-Security cluster to provide advice and support for small and medium-sized enterprises. The OPCC has developed cyber-security workshops to inform businesses on how to best protect themselves from online threats.
- The OPCC has worked to raise awareness of Action Fraud, the national online reporting website, to encourage greater reporting. The police have supported the banking protocol where bank staff are trained to spot vulnerable people being coerced into withdrawing money which has prevented £820,000 in financial fraud in Devon and Cornwall.
- The PCC has accepted the role of Scambassador and uses public meetings, radio phone-ins and other events to raise awareness of scammers who target the vulnerable and the elderly by bombarding them with letters to elicit money from them.
- Engagement and consultation on a business crime strategy is underway. Due to be published in early 2019 it focuses on crime issues affecting businesses and offers advice on how they can better protect themselves. It also shows how businesses can keep their communities even safer by supporting staff wishing to volunteer for the Special Constabulary.

Local tech businesses have come together as part of the South West Cyber-Security cluster

Case study:

Pathfinder manager Sarah Carlsen-Browne



Pathfinder is a pilot scheme launched by Devon and Cornwall Police to reduce re-offending and harm. Rather than accept a simple caution for a minor offence, the individual is allocated a key worker who works with them to tackle underlying issues that may have led to the offence in the first place.

Offenders very often have a complex mix of problems that may be linked to the reason they offended in the first place. These can include homelessness, adverse child experiences, mental ill health, drug and alcohol issues or an abusive relationship. By opting to take part in Pathfinder that individual has a real opportunity, possibly for the first time in their lives, to confront these issues.

“Pathfinder harnesses a genuinely teachable moment in clients’ lives to prevent further escalation into criminal behaviour, but that doesn’t mean it’s a soft option.

“When an individual joins Pathfinder they sign a four-month contract which contains conditions including a pledge not to re-offend, the offender making amends for harm they’ve caused, including engaging in Restorative justice if the victim agrees, interventions based on their needs and voluntary work in the community.

“So far, our clients have undertaken approximately 3,000 hours of voluntary activities in the community as part of their contract, but many carry on after their contract has ended.

“One of the interesting things to have come out of the pilot is that the initial ‘carrot’ of not receiving a simple caution becomes irrelevant and it quickly becomes about the individual addressing their problems and changing their lives.

“We have 13 key workers who work very hard to support the clients, but they also challenge their behaviour that led them to offending. The key workers are very creative in terms of looking for ways to support their clients.

“By engaging in the Pathfinder scheme, the individual can embark on positive long-term change not just for

themselves but for the community they live in.”

“An important aspect of the Pathfinder scheme is that it is victim-led. We try to engage with victims to discuss their victim care needs and to offer Restorative justice. We also keep victims updated on our client’s progress. Some want more involvement than others and it is important that we respect their wishes.”

“What’s genuinely innovative about Pathfinder is that it is run by Devon and Cornwall Police and meets the first Peel Principle of Policing that is to prevent crime. That approach enables us to act as a bridge between the criminal justice system and partners and to have very robust assessment and case management arrangements.

“The scheme has been running for six months and has already had 346 referrals. The pilot runs until March 2019 and will be evaluated by Professor Larry Sherman of Cambridge University. Less than 3% have disengaged with the scheme

“This is a very important part of the pilot as it will provide a robust and independent evidence-based evaluation of the impact of Pathfinder.

“However, already we have many individuals who are telling us that Pathfinder has made a huge difference to their lives and has given them another chance.

The scheme has been running for six months and has already had 346 referrals. The pilot runs until March 2019.





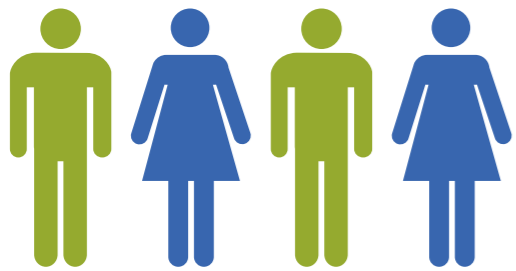
Section 2C: Our Priorities Protecting People at Risk

Vulnerable people are often at the greatest risk of harm which is why, as part of the Police and Crime Plan, the PCC has prioritised protecting those people who are at risk of abuse.

Key highlights

£133,433

for 4 safeguarding children and adults boards to tackle CSE



- The UK's Modern Slavery Police Transformation Unit was set up in Exmouth, employing 70 people across the UK and internationally and providing police colleagues with better intelligence, better training and specialist tactical advice to strengthen the national response to modern slavery.
- The Joint Slavery and Trafficking Analysis Centre, based at the National Crime Agency (NCA), has been created to develop a strategic intelligence picture, increasing our understanding of modern slavery.
- The OPCC has provided £133,433 for four safeguarding children and safeguarding adults boards to tackle a range of priorities including child sexual exploitation and neglect.
- A campaign highlighting the dangers of sexting was launched in tandem with Devon and Cornwall Police's new Snapchat account aimed specifically at young people. The campaign included awareness-raising videos and posters focusing on the impact of sexting. The PCC hosted a youth conference for practitioners to share best practice and promote the anti-sexting campaign.
- In line with changes in national guidance on sexting, Devon and Cornwall Police and Dorset

Police have created a new policy to raise awareness of what the changes mean for young people. All head teachers have received letters explaining these changes. Officers dealing with sexting incidents have information booklets for parents and carers as well as children and young people. The booklet includes an area where individuals sign to say they have deleted all images. A total of 25 sexting incidents were reported from January to September 2017.

- A website for schools and professionals to share information and resources on sexting has been developed by the Alliance Youth Services Team and has been updated to include new pages for young people and parents.
- A new approach to missing persons using police community investigator officers (PCIOs) is being piloted by Cornwall and Isles of Scilly BCU, as part of the Summer Policing Plan. A system to transfer relevant data on child sexual exploitation gathered from 'return home' interviews with missing children by partner agencies onto the police intelligence system has been introduced.
- A Disruption Tactical Manual has been published and a vulnerability lawyer who focuses on using civil orders to safeguard children has been recruited.
- Operation Encompass has been launched across Devon and Cornwall. This means if police have attended a domestic incident involving a child, they will inform a specially-trained lead individual at the child's school before 9am to enable the school to better understand and respond to the child's needs.



As part of the Local Policing Promise, the PCC has allocated £200,000 to support local authorities wishing to invest in CCTV systems and set up a centralised CCTV monitoring hub.



Case study:

Claire Gollop - programme director

With the support of the PCC, Devon and Cornwall Police successfully bid for £8.5m to fund a national response to modern slavery, on behalf of all forces in England and Wales. It led to the creation of the National Modern Slavery Policing Transformation Unit (MSPTU), based in Exmouth.

Clare Gollop, Programme Director for CC Shaun Sawyer's national policing portfolio (modern slavery, OIC and asylum).

"It was a bold and courageous step to bid into the Police Transformation Fund. We knew there were gaps in the policing response, but there was no road map to follow – this has been one of the largest programmes to take place through the police transformation programme: everything we were doing, we were doing for the first time.

"Through the programme, we now understand more about the crime of modern slavery and can use that knowledge to improve the way in which we try to combat it. It is the type of crime where the more you look for it, the more you will find it. It is also one of the most challenging types of crime to investigate.

"The PCC has remained closely involved in the programme. She is passionate about victims and has encouraged us to always focus on putting victims first. She has pushed us to develop the best police response for victims who are very often broken and highly fragile at the point when we encounter them. That ethos is reflected in all that we do.

"Our aim, through the funding is to improve the conditions in which police investigations take place, removing any obstacles that are identified by sharing guidance, offering support and learning lessons across the police service.

"The MSPTU is at the heart of this, drawing on the knowledge and expertise of 70 modern slavery practitioners from across the country. This has enabled a strong understanding of the problem,

MODERN SLAVERY

Police Transformation

mapped across the country, and a body of evidence to inform any policy changes, but also to try and get upstream of the problem and prevent a person being trafficked in the first place.

"Our work has led to video masterclasses available across the entire police network, a four-day investigators' course which has already trained 300 people and awareness-raising days that have been attended by 1,200 officers all over the country. Specialist interviewers have been trained in better ways to support victims of slavery.

"We have people embedded in regional organised crime units (ROCU) providing support locally and we have people working in the National Crime Agency and Europol. The police service is currently running



more joint investigation teams with other countries than ever before in addition to the 600 live investigations in the UK.

"We are incredibly proud of all of the teams, but particularly the work of the - Joint Slavery and Trafficking Analysis Centre (JSTAC) - which brings together analysts from a range of agencies including policing, Immigration Enforcement, HMRC, and the Gangmasters and Labour Abuse Authority share and to analyse intelligence.

"Pulling together all these different agencies has given us a fuller picture and a greater understanding we all need to work on this together. It is a model for the future and looks set to have a lasting impact, making a real difference to victims of all different types of crimes.

"Our ambition is to get upstream of modern slavery. We want to prevent victims from ever being exploited in the first place. Many victims are vulnerable, so we are trying

to reduce the conditions surrounding their vulnerability whether that is by prevention or intervention. With partners, we want to reach these people before the offender reaches them. That is what we are working towards.

Our aim, through the funding is to improve the conditions in which police investigations take place.

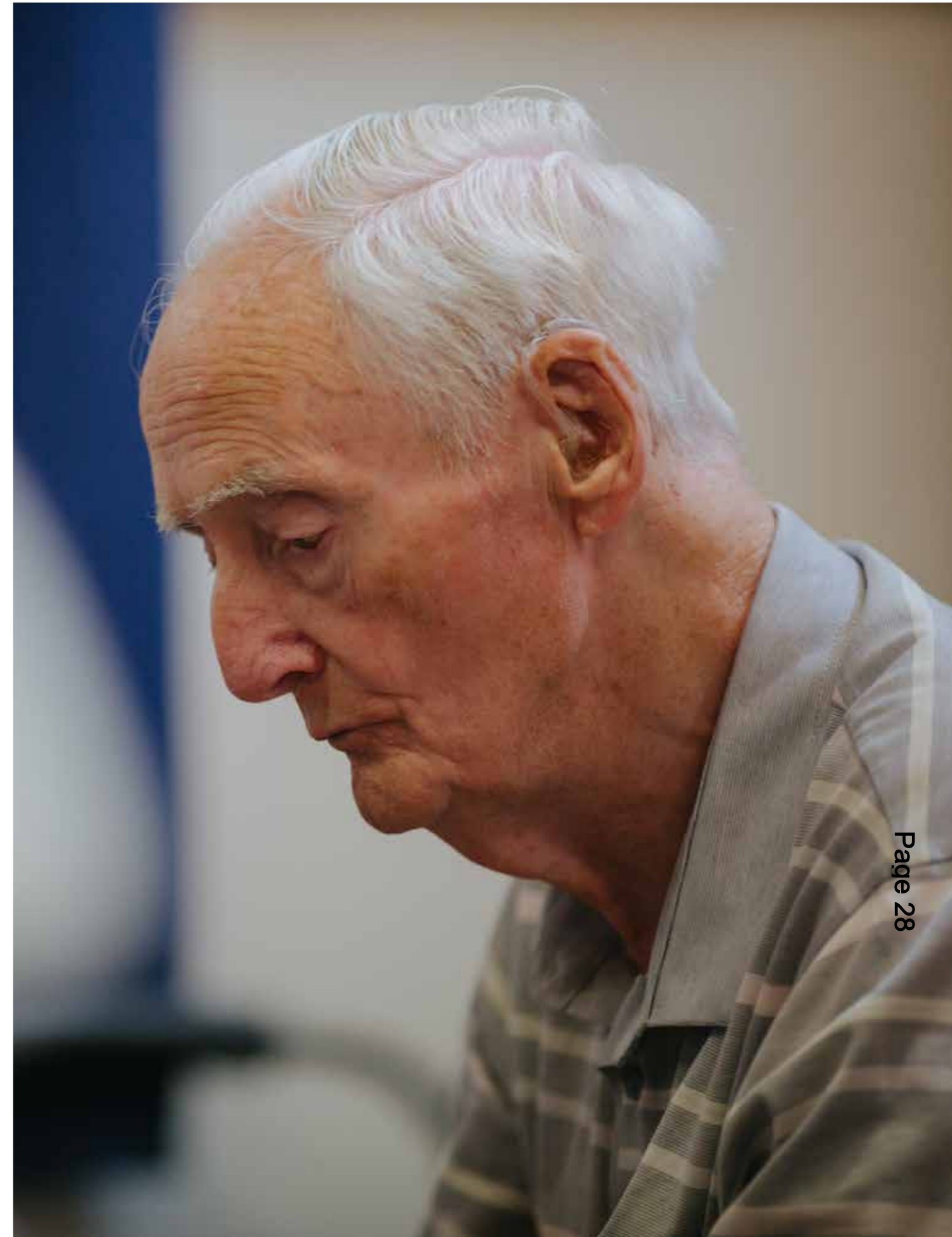
Section 2D: Our Priorities Supporting Victims and Witnesses

Victims must be at the heart of all police work which is why the PCC has focused on victim services including establishing a new victim-led restorative justice process across Devon, Cornwall and the Isles of Scilly to support victims in coming to terms with what has happened to them.



Key highlights

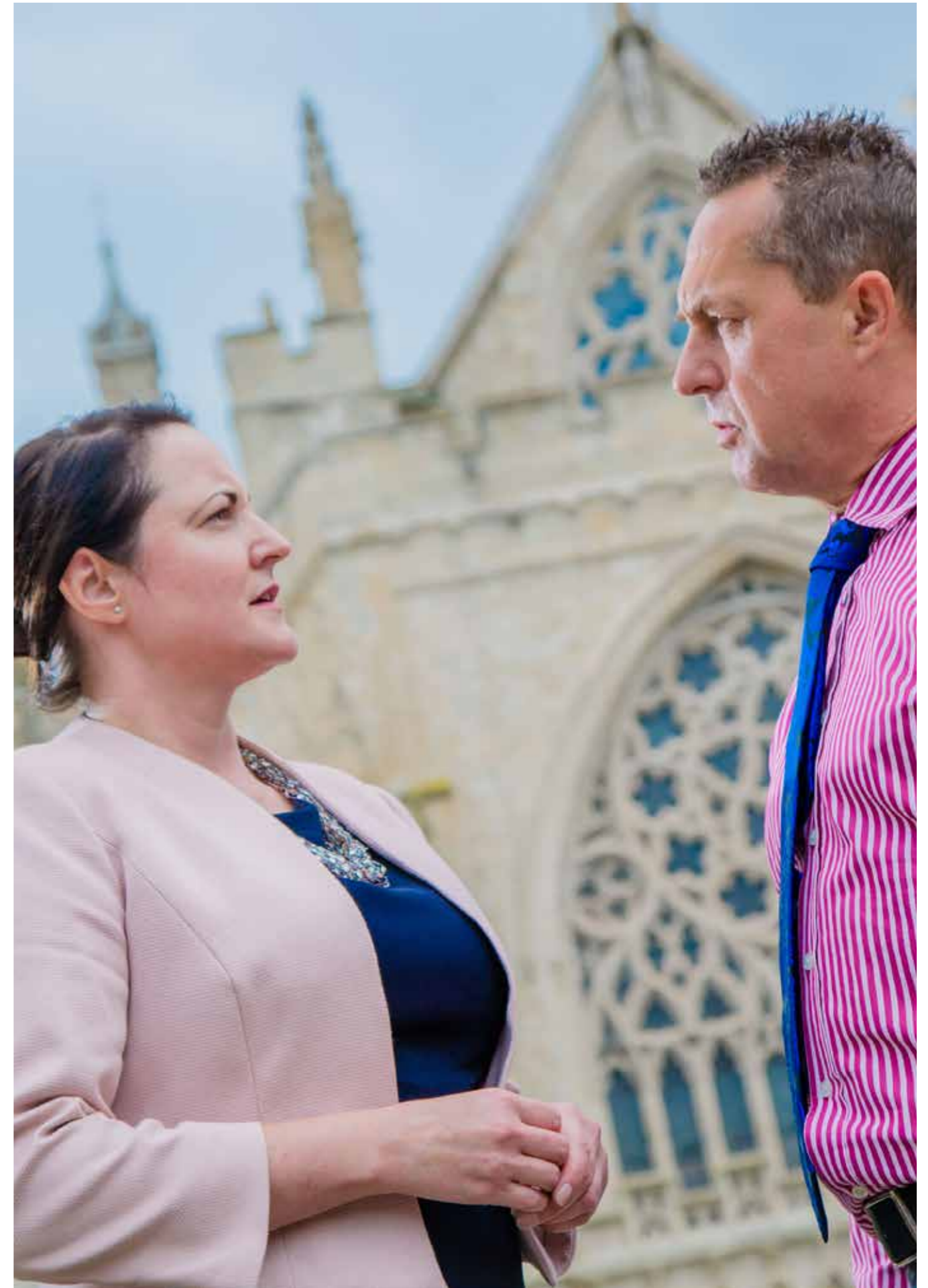
- The UK's Modern Slavery Police Transformation Unit was set up in Exmouth, employing 70 people across the UK and internationally and providing police colleagues with better intelligence, better training and specialist tactical advice to strengthen the national response to modern slavery.
- The Joint Slavery and Trafficking Analysis Centre, based at the National Crime Agency (NCA), has been created to develop a strategic intelligence picture, increasing our understanding of modern slavery.
- The OPCC has provided £133,433 for four safeguarding children and safeguarding adults boards to tackle a range of priorities including child sexual exploitation and neglect.
- A campaign highlighting the dangers of sexting was launched in tandem with Devon and Cornwall Police's new Snapchat account aimed specifically at young people. The campaign included awareness-raising videos and posters focusing on the impact of sexting. The PCC hosted a youth conference for practitioners to share best practice and promote the anti-sexting campaign.
- In line with changes in national guidance on sexting, Devon and Cornwall Police and Dorset Police have created a new policy to raise awareness of what the changes mean for young people. All head teachers have received letters explaining these changes. Officers dealing with sexting incidents have information booklets for parents and carers as well as children and young people. The booklet includes an area where individuals sign to say they have deleted all images. A total of 25 sexting incidents were reported from January to September 2017.
- A website for schools and professionals to share information and resources on sexting has been developed by the Alliance Youth Services Team and has been updated to include new pages for young people and parents.
- A new approach to missing persons using police community investigator officers (PCIOs) is being piloted by Cornwall and Isles of Scilly BCU, as part of the Summer Policing Plan. A system to transfer relevant data on child sexual exploitation gathered from 'return home' interviews with missing children by partner agencies onto the police intelligence system has been introduced.
- A Disruption Tactical Manual has been published and a vulnerability lawyer who focuses on using civil orders to safeguard children has been recruited.





- Operation Encompass has been launched across Devon and Cornwall. This means if police have attended a domestic incident involving a child, they will inform a specially-trained lead individual at the child's school before 9am to enable the school to better understand and respond to the child's needs.

In line with changes in national guidance on sexting, Devon and Cornwall Police and Dorset Police have created a new policy to raise awareness





Case study: Aimee Williams - Victim Care Unit manager

“The Victim Care Unit was created around 2015 in response to a national development where the funding for supporting victims was devolved to a local level to allow us to focus on supporting people in the local community.

“Devon and Cornwall took quite a brave decision to carry out an assessment victim support services in the area. The overwhelming feedback was that the public did not know what was available to them or how to access it.

“An in-house victim care unit enabled us to provide a bridge between the police and a network of 69 organisations across the region that existed already in the charity or voluntary sector and which offered all different kinds of support for victims

“Being part of Devon and Cornwall Police is important. When a crime is reported to the police, the officer carries out a needs assessment that captures the effect that crime has had on the person. Because we’re in-house, those impacted by crime can be referred to us quickly and easily

“Crime affects people differently. Some don’t feel they need much support while others do. People sometimes find they are fine at first, but then realise they are not coping. The important thing is that they know they can come back to us any time and we will support them.

“We can signpost individuals to many different organisations, depending on their needs, although we find that referral works better for as we’re able then to keep an eye on what’s happening and to follow up, if necessary.

“Being part of Devon and Cornwall Police means people view the police beyond just being an organisation that just catches criminals. It shows them that the police are putting victims at the heart of what they do, and it gives victims a voice. They know that if they speak to us, their voices will be heard.

“Officers also like the service. There’s a customer element to this. Officers don’t have the time they once had or would like to spend with victims, but they know that when they refer them to us we will spend as long as is needed supporting the victim and responding to their needs.



“Officers are geographically based and couldn’t possibly be expected to know all the organisations out there and what they offer. By having a dedicated victim care unit, we’re able to build the knowledge and expertise across the two counties which means we can refer the individual to the right organisation for them and their needs.

“We now have a huge network of organisations and we find that they will also refer within themselves. Individuals can also self-refer. Sometimes people will disclose they have been a victim of further offences not previously known to the police.

“We do have to manage expectations, but, ultimately, the greatest impact of the Victim Care Unit is that victims are given the opportunity to tell us how crime has affected them and know that they will be listened to.

“And so far we have helped 5,160 people to deal with the issues created when they have become victims of crime.”



Our aim, through the funding is to improve the conditions in which police investigations take place.



Section 2E: Our Priorities Getting the Best out of the Police

As a public service it is essential that the police are as efficient and as effective as they can be which is why the PCC champions innovative service delivery, whether that is better technology, greater collaboration or promoting a healthy workforce.



Key highlights

- The UK's first tri-service safety officer was appointed in 2017. The officer, a former on-call fire-fighter at Camborne Community Fire Station, is trained to deal with crime, casualties and fire and rescue situations. Two more officers were recruited in November 2017.
- An exciting new pilot combining the role of police and fire community support officers was launched in North Devon. Six PCSOs have been trained as on-call firefighters for the Devon and Somerset Fire and Rescue Services so they can respond to fires whilst on duty to increase resilience and visibility in rural communities.
- The south west police forces – Devon and Cornwall, Dorset, Avon and Somerset, Wiltshire and Gloucestershire have developed a regional capability to respond to the most strategic threats from organised crime, terrorism and major criminality which, collectively, pose the highest risk to local communities and also national security. These include a regional organised crime unit (ROCU), forensics and counter terrorism. Devon and Cornwall has 152 officers within these regional collaborations.



- The south west emergency collaboration programme brings together five police forces, six fire and rescue services, the South West Ambulance Service Trust (SWAST) and respective governance bodies, including the PCC and local fire authorities and has significantly streamlined service delivery.
- The Collapsed Behind Doors scheme has led to 1,000 less police call outs as the fire service now assists ambulance crews in accessing buildings. The fire service's Urban Search and Rescue Team (USAR) also supports the police in searching for high-risk missing persons with thermal imaging, air scent dogs, specialist volunteer search and rescue teams and assisted police 26 times in 2017.
- Police officers and staff in north and west Devon can now use 17 retained fire stations as a base to update incident reports, meet the public and take statements without having to return to a police station.
- The Force is the first in the UK to train two 'digital dogs' to sniff out mobile phones, hard drives and other digital devices, following a collaboration with police colleagues in the United States.
- Devon and Cornwall Police also launched the UK's first dedicated police drone unit with six drones and three full time staff to help find missing persons and, in time, track suspects in fire arms incidents as well as counter-terror operations.
- Body worn video was rolled out to all firearms officers in 2017. A full roll out to all officers is planned from July 2018.
- The newly-published Estate Strategy 2017-21 will enable the Force to adapt to changes in the modern workforce. It explores sharing premises with partners, driving down running costs and enabling capital reinvestment to support a wide range of police functions as well as providing a safe and healthy working environment.
- Plans to develop a new and bespoke custody suite as part of the £25m development at police headquarters in Middlemoor, Exeter, are currently in the pre-construction phase. Revenue from the sale of further land at Middlemoor will be reinvested into this project. Plans to establish a new £13m county headquarters in Bodmin in Cornwall are also forging ahead.



- The ActivAte 2020 Programme was introduced in 2017, providing a long-term force-wide health and wellbeing strategy to promote physical activity, improve nutrition and sleeping habits. The Force also has 34 well-used gyms and a network of health and wellbeing champions. Over 1,000 staff have received advice, as part of the Force's healthy lifestyle sessions. An 'Eat Well' programme has been published and the Force is trialling long-term use of wearable fitness devices with Exeter University.





Jeannette Ritson, Learning and development manager.

“Many people joining the service come with a rich mix of skills and experiences. It’s not that unusual for many to have already had a career elsewhere. We find people join the service with the expectation and aspiration of wanting to be empowered to make a difference.

“Our aim is to create a framework and environment that allows them to do this. We want to tap into that individual’s potential and we want to develop it. One way of doing that is to ensure our leaders have the skills to enable their team members to flourish. Our organisation is a better place for it and, more importantly, so is our service to our communities.

“We have now had around 235 sergeants and inspectors who have completed our core leadership programme. However, the future of policing is that it is becoming more streamlined. Many teams are now a

mix officers and staff so, last year, we decided to give our first line police staff managers the opportunity to take part in the programme as we felt they too would benefit from leadership training.

“We selected 15 for a week’s training course which is based on the course the uniformed officers had completed. We had a very enthusiastic response, demonstrating a clear appetite for this kind of training.

“There is a phrase in policing ‘know yourself, know your team, know your business’. In the past, the emphasis has been on knowing your business first, but we now understand that the most effective leaders know themselves first, then their team and then their business.”



David Hammond

Inspector

“Our approach is quite a departure for the police service. The police service is, by its nature, process driven. Officers are used to being told what to do, but the aim of our leadership courses has been to move towards a transformational model where police leaders create the right environment for individuals in their team to make decisions based on their own skills and training.

“It is a cultural change that will take time to embed, but it is essential for ensuring officers and staff get the most out of their team.

“Our starting point is for leaders to understand where their own strengths lie and what kind of a leader they are. When they have done this then they can start to identify the strengths and weaknesses of those in the teams that they lead.

“Once they understand that, they are then in the best position to support their team members and encourage the best from them.”

Our starting point is for leaders to understand where their own strengths lie.



Sergeant Sid Siddall

Resourcing officer

“We have been recruiting since 2013, but this has really accelerated since last year and we are now looking to recruit 384 recruits over a three-year period which will allow us to meet our pledge of having an officer strength of 3,015. This is alongside recruitment drives for the Special Constabulary and Citizens in Policing, as well as our support staff roles.

“What this means is that we now have a steady schedule and we can plan our activity of ongoing engagement with communities across the force area. These relationships and partnerships are fundamental to ensuring diversity in our recruitment process. We now have that momentum.

“It’s both a challenge and an opportunity. We run six assessments every year, in pairs of three. Those attending the assessment centres have already registered their interest online and taken a couple of online tests, including a questionnaire on behaviours and a test on judging situations. This normally attracts around 1,000 registrations. That number will be whittled down to around three to four hundred individuals who then take a competency-based questionnaire. From that process, 192 will be invited to one of our assessment days.

“We have adopted the ‘little and often’ approach.

This is important as it gives the Positive Action Group, which I also lead, the time and space to target under-represented groups. This helps to ensure that the 192 people attending the National Assessment Centre represent all our communities across Devon and Cornwall as much as possible. Those under-represented groups include minority ethnic groups, but also the LGBT community, and in an area the size of Devon and Cornwall, it can be geographical. There are also certain cultural barriers for us to overcome so people to enable people to view policing as a career.

“We are very working hard towards this. An establishment figure of 3,015 allows us additional resilience and greater visibility on our streets. This, in turn, allows far greater engagement with all our communities some of whom may go on to be the next generation of police officers.”





Section 3: Spotlight on Commissioning

A range of services have been commissioned to protect the most vulnerable in our communities. The OPCC commissioned over £1.1m of services in 2017/18, in addition provides over £1.6m to Community Safety Partnerships to help address priorities in their locality as well as those within the Police & Crime Plan

Key highlights

- A new restorative justice contract was awarded to Make Amends in partnership with the charity, Shekinah, in October 2017. This exciting new venture brings together people harmed by crime or conflict with those responsible for their harm to find a positive way forward. Since the new contract started to the end of January 2018 the service has accepted 126 referrals, 87 of which were initiated by the victim, while 21 were initiated by the offender.
- The OPCC has provided £260k to support the running of three sexual assault referral centres (SARCs) located across Devon and Cornwall. These centres provide essential help and support to victims of rape and serious sexual assault, no matter their age or gender, or whether or not they choose to report to the police or not.
- The OPCC has been working with partners across the region to procure a single provider to deliver a Sexual Assault Referral services across the peninsula. North Devon Health Care NHS Trust will provide the new service from 1 October 2018.
- To support the new SARCs, the PCC is leading on commissioning a separate independent sexual violence advocacy (ISVA) service for autumn 2018.



Our aim, through the funding is to improve the conditions in which police investigations take place.

The contract is expected to be awarded in May 2018.

- Street triage is an ongoing initiative that sees police and mental health services work together to ensure people suffering a mental health crisis receive the care they need. The scheme continues to contribute to a significant decrease in the number of people detained under s136 of the Mental Health Act 1983.
- Following a collaboration between Young Devon, Young Cornwall and Kooth to deliver a pilot to

support young victims of crime, as part of the Victim Care Network, Young Devon has developed a better understanding of the many challenges facing young victims, especially the emotional impact of crime.

- £1.6m has been granted to community safety partnerships across Devon, Cornwall and the Isles of Scilly. The monies help fund the commissioning of a number of key services such as domestic violence advocacy services, therapeutic provision for children & young people affected by sexual abuse and/or exploitation, refuge provision, healthy relationship programmes for children and young people, substance misuse treatment services, street wardens and street pastors to support the evening and night time economy.

Case study: Dr Davina Cull - service manager Make Amends

"This funding is a huge turning point for us as it will allow us to extend our reach over a far greater area. More victims of crime are going to hear about us and that is essential because we want people to know where to find us when they need us. It has also enabled us to have a full-time restorative justice coordinator to ensure the right practitioner is allocated to the right case which is vital to its success.

"We've already started to see results in the number and quality of referrals we're receiving. There were 137 referrals in the years 2016/2017 across Devon and Cornwall reported as part of Why Me's valuing victims campaign, but we've already had 88 referrals in the first four months of the contract going live in October 2017.

"This indicates that more professionals are working with victims to understand the potential of RJ and how it can help them move on in their lives.

"Our association with the police is really important to the success of what we do. We have a seamless relationship with the police and I'm proud of that. Working under the umbrella of the OPCC has allowed us to gather momentum and to come together with the police to build the service.

"We find the police are heavily invested in the idea of RJ and in referring cases to us. They are actively gaining consent from victims and offenders and they are sharing the progression and outcomes of cases. Their perspective is invaluable and because we work jointly on cases we're able to offer the best support for the people we work with.

"Submitting a bid with Shekinah, a Devon-based charity that provides opportunities for people in recovery or seeking recovery was also a very important step for us. Shekinah is a perfect fit. As a result of the successful bid, Make Amends fully transferred into the charity which has given us lots of added value for those people who we work with.

"Also, RJ is a slow burn. It's not the first thing on people's agenda. We're constantly trying to raise awareness of the right of victims to have more information about RJ, as well as increasing access to



the service. This has come about because of the funding we've received.

"Ultimately, the funding will ensure that Make Amends-Shekinah will be able to provide access to RJ for all victims of crime right across the South West Peninsula."

Picture

Make Amends delivers a choice of restorative justice (RJ) approaches that seek to heal the harm caused by crime, conflict, antisocial behaviour and the harmful actions of others.





Section 4: Engaging our Communities

The PCC has a duty to engage with all communities in Devon, Cornwall and the Isles of Scilly. In 2016 Alison Hernandez carried out the largest consultation ever held into policing to inform her Police and Crime Plan. In 2018, for the first time she held a poll with the communities she serves, asking if they supported a rise in council tax precept to support an investment police services. The results of this survey were overwhelmingly positive with more than 4,000 residents taking part. She has ensured that public engagement is considered carefully in everything the OPCC and the Force does.

more than
4000



people completed
the precept poll

Key highlights

- The PCC has maintained strong links with a range of partners and stakeholders during the course of the year to broaden understanding of the work of the PCC and OPCC with partners and the community such as sitting on local reference groups, community safety partnerships and safer town groups.
- Local authorities are regularly updated on progress on delivering key elements of the Police and Crime Plan. The PCC has worked closely with Local Authorities on a number of strategies including the CCTV strategy, estate strategy and in establishing the Councillor Advocate scheme.
- The OPCC holds regular roundtable discussions with the eight community safety partnerships (CSPs) across Devon, Cornwall and the Isles of Scilly where partners share issues affecting the community and work together to improve services to the public.
- The OPCC regularly meets community representatives and leaders including MPs, council leaders, senior public-sector officials and business leaders across the peninsula. MPs are invited to meet the PCC and the chief constable in Westminster every six months to discuss strategic issues where the PCC may need politicians' support in Whitehall or to brief MPs on important policing issues.
- The PCC is an active member of a wide range of local and national boards, including executive board member of the National Rural Crime Network, deputy lead for the Association of Police and Crime Commissioner's local policing and partnerships portfolio and chair of the Local Criminal Justice Board.
- From county shows to 'Meet Your PCC' events at local supermarkets, the PCC has attended or was represented at 42 public events across the region. In 2017 we engaged with many thousands of people and during the summer events carried out a poll asking people how they found out what the police in your local area are doing. Over 2,000 people took part.
- Working closely with our diverse communities, the PCC supported events such as Exeter Respect, North Devon Sunrise and Pride events in Cornwall, Totnes, Exmouth, Bideford, Exeter and Plymouth.



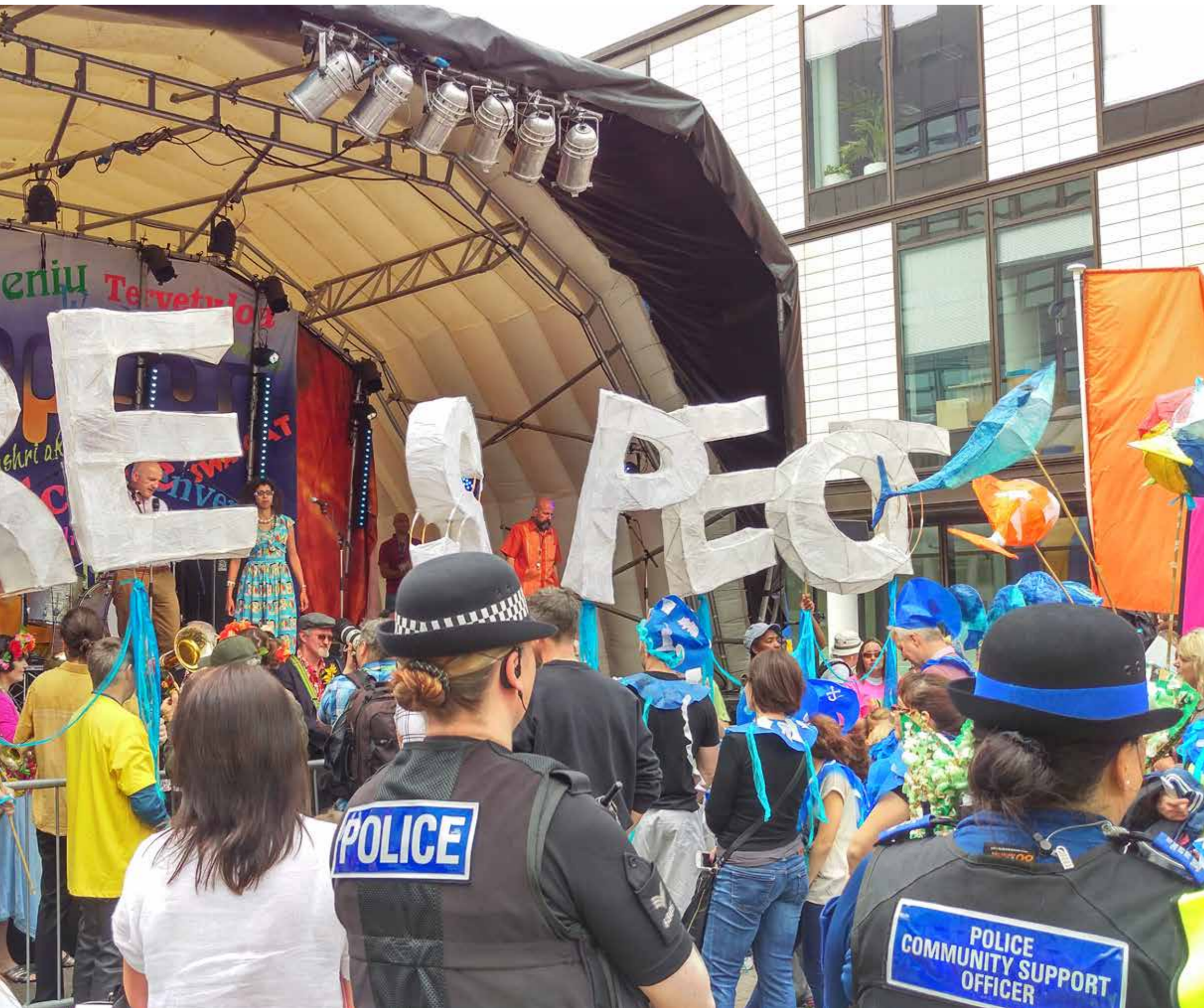
Our aim, through the funding is to improve the conditions in which police investigations take place.



- Plymouth's Respect Festival is set to return to the city following financial backing and additional resources from the OPCC.
- For the first time, the PCC helped fund and resource the Blue Light Days, an important event that helps those with learning needs to understand the role of our bluelight services.
- More than 50 public service students attended the OPCC Takeover Challenge day at Middlemoor as part of the PCC's commitment to greater engagement with young people.
- The OPCC has grown its social media reach to 7,000 followers on Twitter and over 1,500 on Facebook. The OPCC's Instagram went live in 2017 to further engage young people.
- Almost 4,000 people received the PCC's bi-monthly newsletter, an increase of over 30 per cent.
- The PCC writes a weekly blog which is published across Devon by the Western Morning news and associated titles. Subjects have included: modern slavery, youth engagement, Operation Encompass, tackling hate crime, joint working in the criminal justice service

More than 50 public service students attended the OPCC Takeover Challenge day at Middlemoor as part of the PCC's commitment to greater engagement with young people.





Case study: Julie Paget - Plymouth and Devon Racial Equality Council manager

- “We’re absolutely delighted that the Respect festival is taking place this year. It is a great multi-cultural event, and this will be the 20th year since the first event was held in the city’s Guildhall. The festival celebrates communities coming together to promote respect and equality for all.
- “Plymouth is a dispersal city for a lot of asylum seekers. Over the last 20 years, the diversity of the community has changed immensely and will continue to change. We have a huge variety of communities that have made Plymouth their home including Thai, Greek, Kurdish, Chinese and African communities and Respect really is a wonderful opportunity to bring all those different people together in this fantastic celebration.
- “The Respect festival gives diverse communities an opportunity to celebrate and showcase themselves and their culture through amazing displays of food, dance and entertainment reflecting the wonderful diversity of our city.
- “It’s a fantastic opportunity for everyone to get involved and is such a great way of bringing people together and that’s just as important today as it was when we had our first festival 20 years ago.
- “Plymouth is an international city and it is vital that we create community cohesion between our communities and the only way we are going to achieve that is for people to get used to each other and to get to know it each other.
- “I go to events and talk to lots of people and they say that their communities aren’t diverse and that they don’t get the opportunity to meet people from different cultures, but events like the Respect festival give people the opportunity to do just that.”



The PCC's engagement team is working with Plymouth and Devon Racial Equality Council (PDREC), Plymouth Police Diverse Communities Team and other organisations to relaunch Plymouth's Respect festival this summer.

- "To have the support of the PCC, the police and other organisations is very important for us. It sends a huge message of inclusivity out to all our communities that all people matter. It shows that people are taking diversity seriously.
- "The festival is also important for our minority communities as it is something they can take ownership of. It provides a safe space for them to express their culture and their traditions. In the past, we've had around 15,000 festival goers. This year, we've gone back to our roots for a more community-based event, but it still promises to be a wonderful day. Colourful, vibrant, noisy and rich – it's a real assault on the mind and the senses."



Section 5: Wider OPCC Activity

The PCC is directly accountable to the public for the delivery of the Police and Crime Plan. It is important that the public is kept well informed on developments and progress whilst knowing where to access further information should they need it.

It is the PCC's role to hold the Chief Constable to account for policing on behalf of the people of Devon, Cornwall and the Isles of Scilly. The PCC scrutinises activity across a broad range of areas such as complaints, use of force and the service provided to victims as well as financial efficiency and how information and communication technology changes are being delivered. Scrutiny is carried out by the PCC, her staff and specially set up panels. Scrutiny panels include specialist professionals with knowledge and expertise in a particular area, as well as volunteer panel members from relevant communities.



Key highlights

- Devon and Cornwall's OPCC was one of just five forces in England and Wales to be awarded 'very good' for its statutory commitment to openness and transparency by CoPaCC, an independent organisation that compares OPCCs across the country to ensure they meet their statutory obligations.
- The chief constable received 14 complaints in 2017. The PCC received five complaints. A total of 2,150 calls were received by the office and 802 items of correspondence which required further action. These related to roads policing, complaint service delivery, antisocial behaviour and neighbourhood disputes.
- The OPCC provided mediation between members of the public and local policing teams, where appropriate, helping to resolve concerns raised. The OPCC also provided a single point of contact for members of the public to support them through the complaints process, explaining the legislation and procedures and writing and submitting complaints on their behalf.
- During the year, 23 independent custody visitors (ICVs) made 191 checks on police custody suites to ensure officers treated those detained in custody in accordance with the Police and Criminal Evidence Act (PACE) 1985. Nine new volunteers joined in October 2017 and have already completed 27 visits.
- The OPCC supported seven misconduct panel hearings, providing independence to the police misconduct process and ensuring the highest levels of conduct and professionalism from all our officers.
- In 2018 the OPCC oversaw a process to recruit a new panel of independent members to sit on these panels.
- The OPCC supported three police appeals tribunals in 2017, in line with statutory guidance.



The chief constable received 14 complaints in 2017.



23 ICVs completed
191 Checks on police custody

Case study:

Bill Thornton

Bill Thornton, an independent custody visitor (ICV) based in Cornwall, talks about his role and the skills needed to carry it out. Manager of Plymouth and Devon Racial Equality Council.

I applied to be an independent custody visitor because I wanted to do some voluntary work that was a bit different to the perceived norm of volunteering and also something I felt was worthwhile to the police service. I also wanted to contribute to a role in society as a whole by demonstrating the high standards of care shown in the detention of detainees through independent assessment.

I am able to do this through good training received and from skills I have acquired in my working life and previous voluntary work, such as auditing, report writing and work placed investigations.

Personally I think I bring to the role a professionalism which supports the integrity needed to be able to carry out the inspections in what is a highly regulated environment. You also need a good eye for detail and be able to express your observations both verbally and in writing.



Good communication and people skills are important when speaking with people in detention. My experience has been that they do appreciate a friendly face and one that is interested in their welfare. For the short time we are with them I do hope we make their day better giving the assurance someone independent is looking

out for their interests.

Equally I also think custody suite staff appreciate our visits as it is an opportunity for us to assess their working environment and concur that they are meeting the required standards needed to look after detainees. It is also a chance for them to highlight any unaddressed concerns they have which can often result in some discussion around possible solutions or actions needed.

When we visit custody it is done unannounced so this can be on any day, at any time, which compliments the independence of the process.

Upon arrival we introduce ourselves and show our identity passes and check who the attending officer is for our visit.

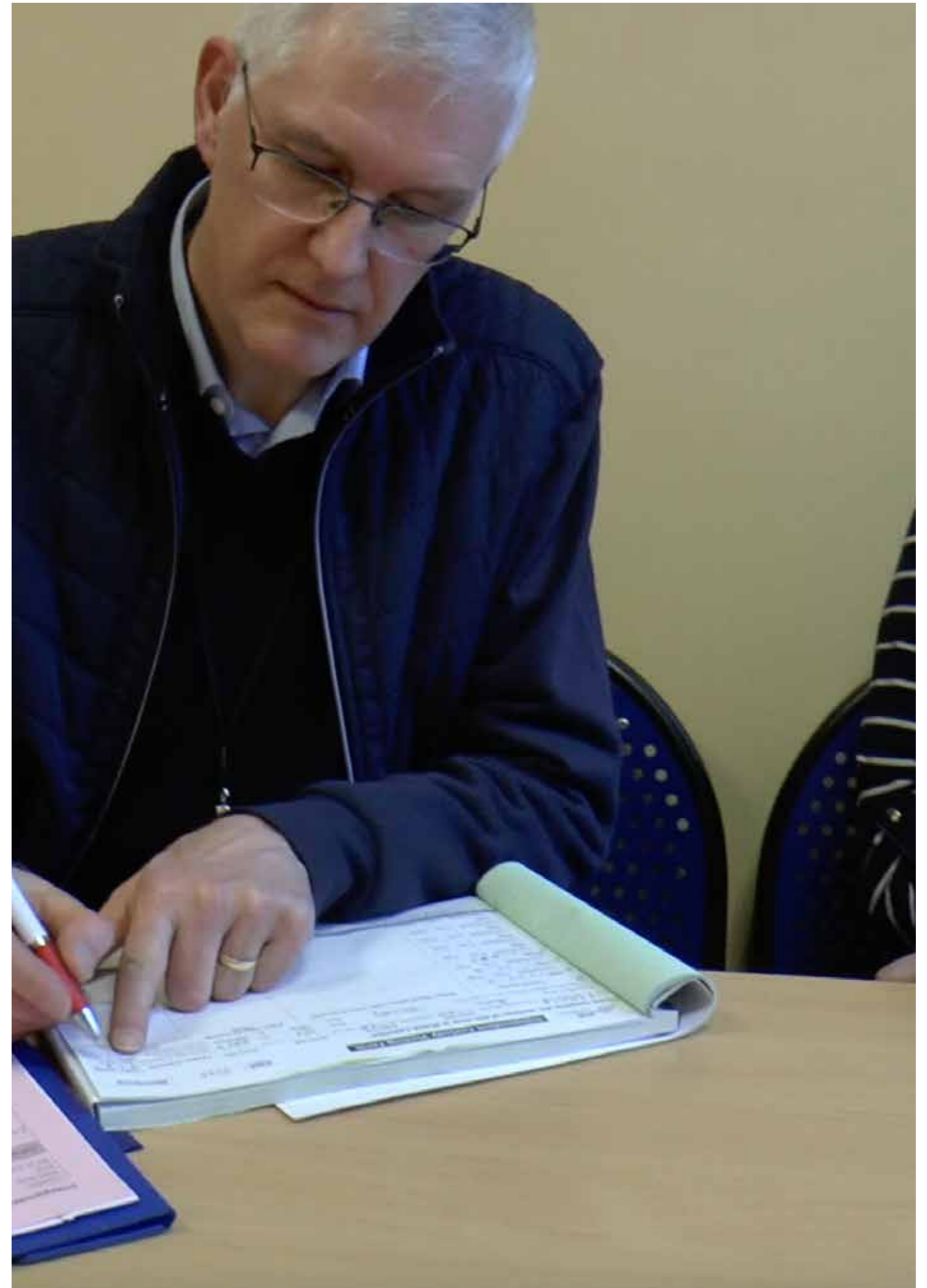
Upon arrival we introduce ourselves and show our identity passes and check who the attending officer is for our visit. We establish the number of detainees and how long they have been in detention. We then go to each cell and perform a scripted introduction and subsequent discussion with the detainee.

This establishes that all the processes and procedures have been adhered too and if there are any concerns or needs that both the ICV and the detainee might have during the detention period to date. There is also a check of the data held on computer, again to check that the required steps and actions have taken place and have been correctly recorded in a timely way during the detention period to date. We ask a lot of questions!

Whilst on site we also take the opportunity to check other areas like empty cells, food preparation areas (including dated food products), interview rooms and finger print room for cleanliness, damage and any relevant observations will be noted. We also check on store rooms and items available for the religious requirements of detainees

At the end of the visit a report is filed and explained to the escorting custody officer who will confirm our findings. The visit can take anything between 30 mins and two hours depending on the number of detainees and the issues found.

It is a really interesting role, no two visits are the same and there is a great sense of satisfaction when it is concluded.





Section 6: Police Performance against Targets in the Police & Crime Plan

Chief constables have a huge responsibility to run their police force and protect the public. With such an important and powerful role it is important that the public understand: what the chief constable does; why he makes certain decisions; how the police are performing; and how public money is spent. By giving the public this information openly, they can form their own informed views about whether or not they have confidence in their chief constable and their police force.

It is the role of Her Majesties Inspectorate of Constabularies (HMIC) and Fire and Rescue Services (HMISFRS) to inspect the police.

Key highlights

- Devon and Cornwall remains one of the safest areas in the UK with the seventh lowest crime rate in England and Wales although total recorded crime rose by 21 per cent in the year to September 2017.
- According to the Crime Survey for England and Wales, Devon and Cornwall Police has one of the highest levels of public confidence of any force across the country at 86%.
- Violence against the person and sexual offences recorded increases above the national average. However, it is too early to say if the increase is due to changes in how the Force records crime in response to HMICFRS' Crime Data Integrity inspections, which revealed only 76.1 per cent of violent crimes were recorded or is due to a rise in crime levels. This performance has now improved and received a rating of 'good' by HMICFRS in the Crime Data Integrity re-inspection 2018.



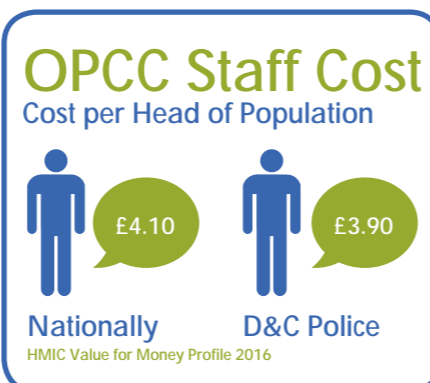
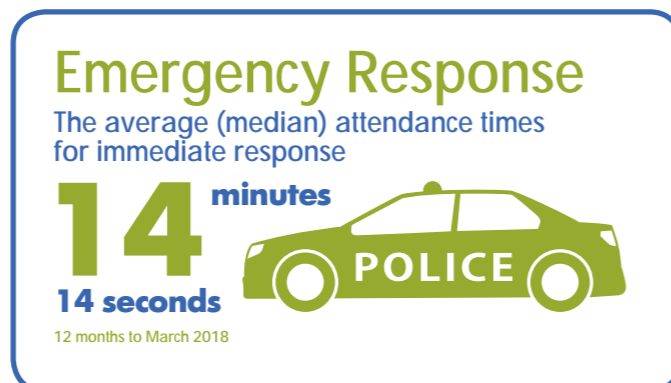
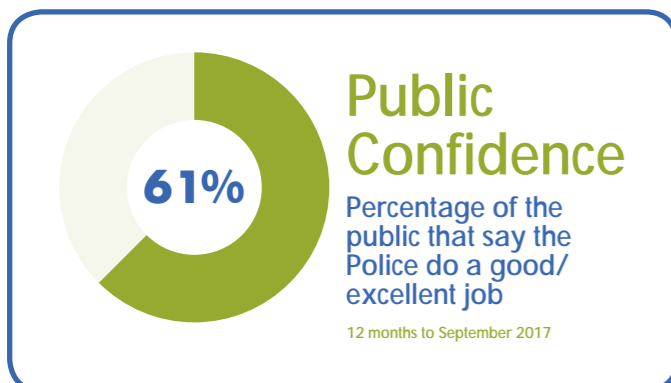
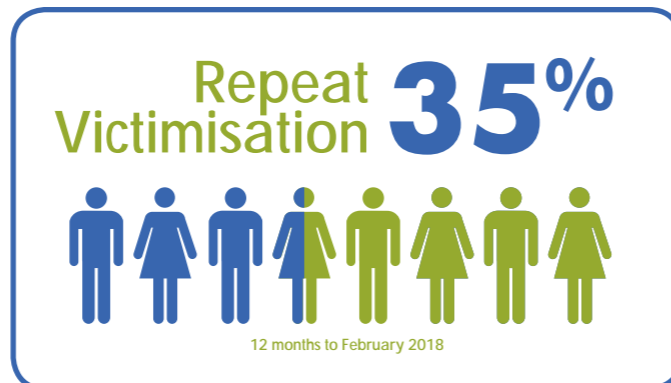
- Improving the 101 service remains a key performance challenge. Waiting times for reporting missing persons and crime to the 101 non-emergency services have fallen by around a third. However, waiting times for the remaining calls have risen by 52 seconds compared with 2016.
- Management software has been introduced to meet the challenge of matching sporadic demand for the 101 service to shift assignments. A recent ICT upgrade along with planned technological improvements may further enhance performance.
- Devon and Cornwall improved its efficiency in 2017 achieving a 'good' in the HMICFRS' PEEL Police Efficiency 2017 inspection, compared with 'requires improvement' in 2016. Devon and Cornwall



Police also retained its overall 'good' rating when it comes to keeping people safe and reducing crime, following HMICFRS' PEEL Legitimacy 2017 inspection.

- In HMICFRS' PEEL Police Effectiveness 2017 inspection Devon and Cornwall Police remained at the 'requires improvement' grade. While HMICFRS's PEEL inspections were mostly positive, some areas of improvement were mentioned. HMICFRS noted that the force needs to improve how it investigates crime, for both low risk offences, and investigations involving vulnerable people. HMICFRS judged the force's ability to understand demand as requiring improvement, specifically in relation to 101 non-priority call handling.
- The OPCC commissioned a survey on public perceptions of policing within Devon and Cornwall to provide some of the strategic measures assessing the success under the Police and Crime Plan. A comprehensive analysis of the results of the survey will be contained within its own report.

According to the Crime Survey for England and Wales, Devon and Cornwall Police has one of the highest levels of public confidence of any force across the country at 86%.



Devon and Cornwall Police has made considerable progress in how the Force records crimes following concerns raised by the HMICFRS in 2016.

Custody Inspector Ryan Doyle coordinated the Force’s action plan and response to HMICFRS recommendations.

“Crime recording is a vital part of policing so it’s essential we get it right. We had a fantastic team of people who worked hard to address the concerns raised by the HMICFRS, putting in place a range of measures that have already had an impact. As a result, we’ve made considerable progress since the inspection report.

“The inspection revealed many domestic abuse crimes were incorrectly recorded as ‘Enquiries’ so much of the training we have since introduced has focused on the proper identification and recording of crime.

“Significant effort and resources have gone into producing a brand-new training package called Putting Victims First which is an innovative and engaging programme that highlights the importance of quality supervision of crime recording decisions.

“Our senior leaders have also been involved, taking part in a tailored version of this training which focuses more leadership responsibilities around crime recording and culture.

“Since this training was introduced, 807 officers and staff have received face-to-face training and a further 1,455 have completed the e-learning package.

“Crime-related logs that are closed without a crime number are now scrutinised by a sergeant from one of the crime management units to ensure a crime hasn’t been missed and we regularly circulate our Green Thumb – Best Practice bulletins which outline the clear responsibilities of sergeants and supervisors involved in crime recording decisions.

Deputy Chief Constable James Vaughan is gold commander for crime data integrity improvement. “I am delighted that the Force has made excellent progress in its crime recording accuracy since HMIC’s 2017 report.

“This has been achieved through a whole-force approach to improving our systems, processes and supervision as well as training our staff in the key areas identified by HMICFRS in 2017.

“Audit, governance and timeliness has also improved, thus providing victims and the wider public with reassurance and confidence that crimes are now being recorded more accurately.”



Section 6: Financial Overview

We work collaboratively around our estate and chair Cornwall's One Public Estate board and participate in the new Devon and Torbay One Public Estate plan.

Case study:

Chief Superintendent Jim Pearce - Cornwall BCU Commander and Temporary CS Sam De Reya - Devon BCU Commander

“The plans to upgrade Bodmin Police Station and for it to become Cornwall’s police headquarters are still in the early stages, but, in terms of operational capability, we’re aiming to provide a similar environment to facilities planned for Devon county police headquarters in Exeter. This could potentially include a new custody suite, additional office space and a Learning and Development area.

“We’re looking forward to Cornwall having its own county headquarters. It forms an important part of the Force’s wider alliance with Dorset Police as it will mean each area will have its own county headquarters.

“The headquarters in Cornwall will provide an important focal point not just for officers and staff, but also for our partners including the local authority, health authorities, criminal justice agencies and our emergency services colleagues. It will build its own identity and

history whilst retaining those close links with the Devon and Dorset Headquarters and, in time, it will enable us to become a centre of excellence around investigation.

“Given the rural geography of Cornwall, the new headquarters is strategically placed between the A30 and A38. This allows ready access for our officers and staff, particularly from east and mid Cornwall, and that means we will be able to serve our communities in Cornwall more effectively.”

This building will provide the modern policing facility our people and communities deserve and will further support the delivery of quality policing.



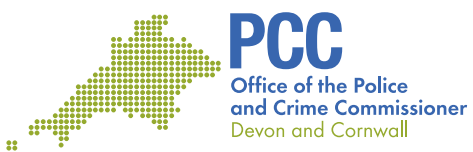
Temporary Chief Superintendent Sam de Reya, Devon BCU Commander. “We are excited to see the new development coming together for delivery in 2019 at Middlemoor. The current buildings our staff are working from are no longer fit for purpose due to the age of the properties, the way policing has changed, the need for smarter working environments and improvements in technology as well as the storage of tools and equipment.

“This is an opportunity to bring our operational teams and major crime together into one central building to provide greater team working and an improved delivery of policing services to the public.

“The new development will also provide capacity for a 40-cell custody provision to ensure we deliver the most up to date and safest detention of the vulnerable people we deal with on a daily basis and bring into the custody environment.

“The custody suite includes improved interview facilities and technology to support the highest standards of investigation expected by the public and the criminal justice system.

“This building will provide the modern policing facility our people and communities deserve and will further support the delivery of quality policing.”



General contact details

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Police and Crime Panel

15 June 2018

Report of the Police and Crime Commissioner

UPDATE ON DEVELOPMENT OF STRATEGIC ALLIANCE AND EXPLORATION OF A POTENTIAL MERGER WITH DORSET POLICE

This report provides the Police and Crime Panel with an update on developments looking into the potential for expanding the existing Strategic Alliance with Dorset, in particular the exploration of a full merger between Devon and Cornwall Police and Dorset Police. This report focuses in particular on the process for the development and consideration of a business case locally and by government.

Background

As the Police and Crime Panel are aware, many areas of the two forces are currently fully engaged into a Strategic Alliance which has seen significant efficiencies and better working in the last four years. 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.

In September 2017, the Chief Constables of Devon and Cornwall and Dorset Police announced their intentions to explore further collaboration and closer working between the two forces. These plans are supported by the two Police and Crime Commissioners. 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

Devon and Cornwall Police and Dorset Police put in place project management and supporting governance for this new exploratory work, with Assistant Chief Constable Sharon Taylor taking on the role of Programme Director. A Convergence Board chaired by the PCC for Devon and Cornwall has been established and a Steering Board chaired by Chief Constable Shaun Sawyer is responsible for taking forward this programme of work with a view to developing a business case for consideration by November 2018.

Developments to date

The first step in this exploratory work is the development of an outline business case to understand what the potential costs and benefits might be of any merger. In order to achieve any merger there would be a number of procedures and legal requirements

which would need to be undertaken ahead of the PCC elections in May 2020 and these are also being fully explored.

The PCCs and Chief Constables have held discussions with Home Office and wider government officials to clarify such requirements and to ensure that all relevant considerations and legal processes are being fully considered as part of the development of the business case. Discussions have also been held with the Ministry of Housing, Communities and Local Government on what processes and procedures would apply for any required aligning of the police element of the council tax precept across both Dorset and Devon and Cornwall.

As reported previously to the Police and Crime Panel at its meeting in December 2017, the PCCs and Chief Constables have appointed Local Partnerships, a consultancy jointly backed by HM Treasury and the Local Government Association to develop the business case on their behalf. Currently they are working on the development of an outline business case – and subject to sign off this would then proceed to the creation of a full business case.

If the outline business case is positive then work will progress to the development of a full business case which will explore all of the issues, benefits and costs in detail.

The full business case process

Following local agreement, any full business case will need to be submitted to the Home Office for consideration. Subject to Ministerial agreement, Home Office officials would then need to issue an order under Section 32 of the Police Act 1996 to be laid before Parliament. This must be laid by 7th November 2019 at the latest to comply with electoral commission guidelines ahead of the PCC elections in 2020.

The Home Office has requested the full business case by 12th October 2018 to provide sufficient time to complete the required stages within their timeframe.

There are no formal statutory tests for the business case as this exploratory work relates to the potential for a voluntary merger between two policing areas. However, the development of both the outline and any full business case will follow best practice guidance that has been used to shape fire service and police force collaborations elsewhere in the country.

These best practice criteria include tests of: a clear economic rationale; clear improvements to the efficiency and efficiency of both forces; and a positive impact on public safety. In considering any business case the Home Office will want to see sufficient support locally, from the public, local Members of Parliament, Local Authorities as well as staff and Unions. There is also an expectation that there will be no clear objection from key policing bodies i.e. Police and Crime Panels, the National Police Chiefs Council, the College of Policing and/or Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. A programme of engagement will be put in place with partners, stakeholders and the public.

Governance and assurance processes

Any decision to move to a merged police force across Devon and Cornwall and Dorset is a significant one and it is fully recognised by all of the corporation soles that clear governance and assurance processes need to be put in place.

There is an overarching set of principles which each of the four corporations sole need to see fulfilled in order to gain adequate assurance and be satisfied with any final business case. In particular the respective PCCs will need to ensure that the respective communities that they represent are adequately served by the Strategic Alliance and subsequent merger proposals.

The drivers for Alliance and merger are different for each PCC and Chief Constable, and therefore the identification of the range and quantity of services within an Alliance is different whilst the forces remain separate identities.

There is a shared view from the Chief Constables that a merger of the two Forces offers the best long term solution for all parties. However, in considering the future it is important that we understand the community impact of any decisions in this area and that we identify and properly mitigate any optimism bias.

There will need to be key decision points built into the development of the final business case for merger. The evolving nature of policing and the needs of our communities mean that these will need to be flexible.

The PCCs will seek assurance at various stages of the process. The Chief Constables will likewise want the same discretion. As a minimum the Commissioner will be seeking assurance once the following are known:

- Public responses to the engagement on the merger;
- Council tax alignment;
- Clarity on any financial imperatives for each separate Police force; and
- PCC scrutiny of alliance performance.

The Police and Crime Panel will be provided with regular updates as this work progresses. For transparency, this paper will also be shared with the Dorset Police and Crime Panel.

Contact for further information

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Report prepared 26th March 2018

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PCC

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Devon and Cornwall

The path to developing a Final Business Case to consider a Merger Between Devon and Cornwall Police and Dorset Police



Merger Process

There are a number of key steps that will need to take place to implement a merger proposal:

- ▶ Development of a strong local business case with local support
- ▶ Secure precept alignment agreement with MHCLG
- ▶ Ministerial consideration of business case against assessment criteria
- ▶ Lay order under section 32 of the Police Act 1996 in Parliament
 - ▶ As this is a voluntary merger, subject to the negative procedure
- ▶ Implementation period (including shadow state)

Timeline and Deadlines



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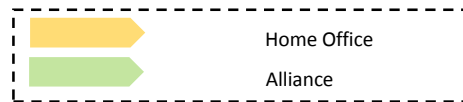
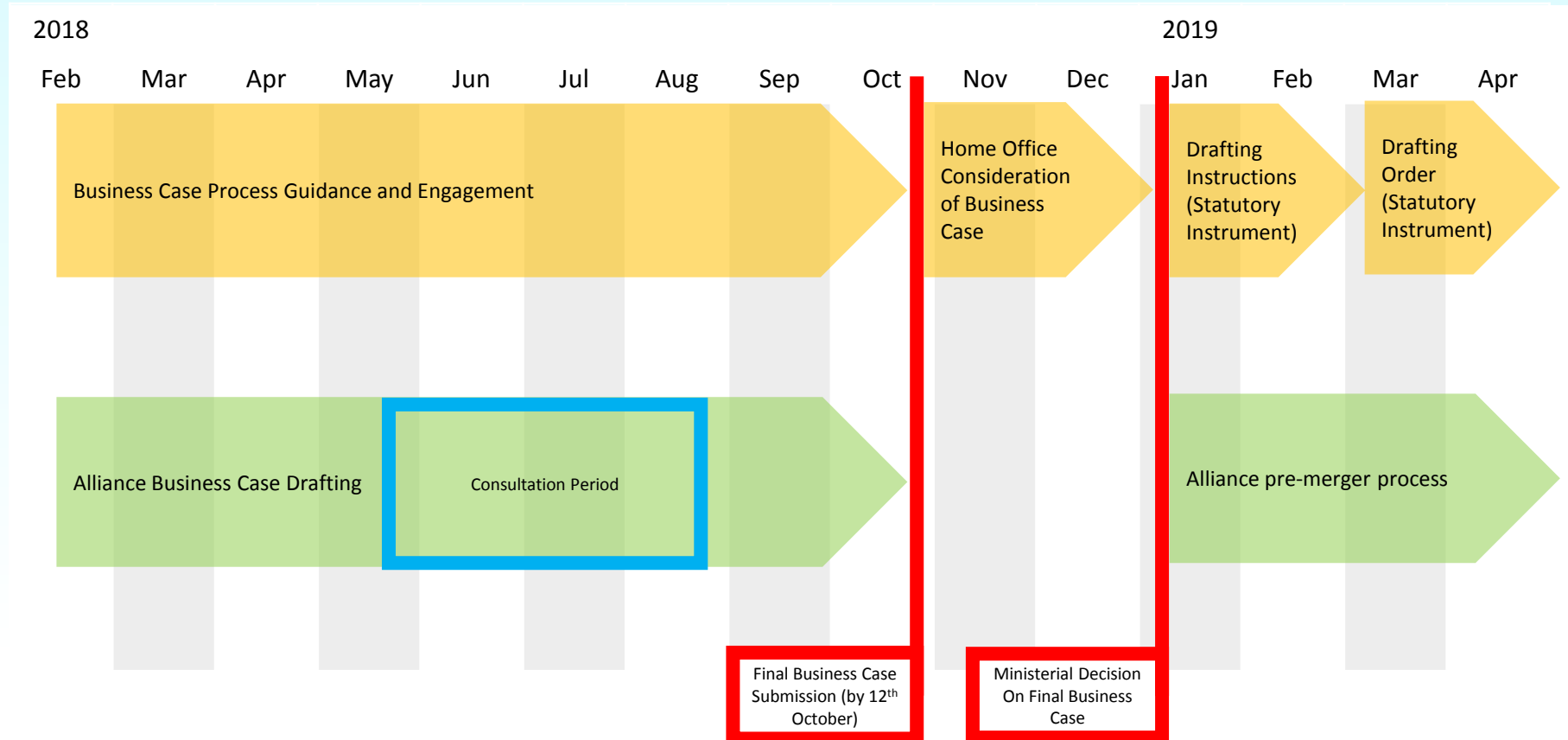
Section 32 order must be laid by 7th November 2019 at the very latest

- ▶ To comply with Electoral Commission guidelines ahead of May 2020 PCC elections
- ▶ Plan to table in early September 2019 to allow some contingency

Home Office to receive Full Business Case by 12th October 2018

- ▶ This provides sufficient time to draft legislation, including minimum contingency time

Timeline 2018



- Assumptions:**
- That no amendments or significant clarifications are required to the Business Case.
 - That consultation with Parliamentary Counsel and/or JCSI lawyers are not required, that the Alliance agrees the SI and that the SI is not prayed against.

Assessment Criteria

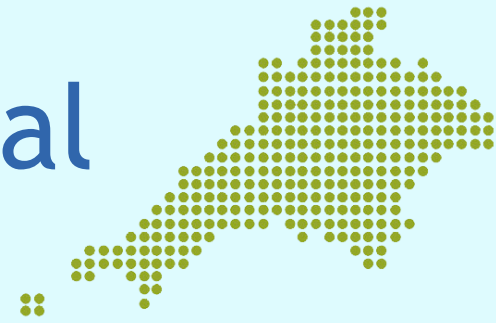


Criteria for assessing the merger proposal will mirror the criteria used for fire mergers and PCC-FRA proposals:

- ▶ Does the merger proposal have a clear **economic** basis? (including a clear and viable path for precept equalisation)
- ▶ Will the merger improve the **efficiency** of the police?
- ▶ Will the merger improve the **effectiveness** of policing in the area?
- ▶ Will the merger have an impact on **public safety**?
- ▶ Does the proposal have sufficient **local support**?

These are not statutory tests (as this is a voluntary merger).

Assessment Criteria: Local Support



Groups from which we would need to see sufficient support;

- ▶ The local public
- ▶ Local Members of Parliament
- ▶ Local Authorities
- ▶ Staff and Unions

In addition, we would expect there to be no clear objection from key policing bodies. This would include;

- ▶ HMICFRS
- ▶ NPCC
- ▶ The College of Policing
- ▶ The PCPs

Key Considerations



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Agreement by all four corporations sole

- ▶ Once the Final Business Case is complete, then the four corporations sole need to decide whether or not the case is made for a full merger
- ▶ Only if all four corporations sole agree will the Final Business Case be submitted to the Home Office

Precept Alignment

- ▶ Business Case must show a clear and viable path for precept alignment
- ▶ Will need to liaise with MHCLG on plans

Succession planning

- ▶ What leadership plans are in place to enable a smooth transition?

Shadow State plans

- ▶ What plans are there for a shadow authority, particularly for matters such as precept and planning?



Police and Crime Panel

15 June 2018

Report of the Police and Crime Commissioner

OFFICE OF THE POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT

1. Introduction

This report provides an overview for the Police and Crime Panel of the OPCC's assessment of current performance against the strategic indicators for the Police and Crime Plan 2017-2020 'Safe, resilient and connected communities'.

2. The Police and Crime Plan Strategic Indicators - context

The current reporting arrangements in place for the Police and Crime Panel are based on the strategic indicators set out in the PCC's Police and Crime Plan "Safe, Resilient and Connected Communities".

The Panel have previously indicated that they would like to see the strategic indicator information reported in a more accessible format. A proposed new format was presented at the February 2018 Panel meeting and as a result it was agreed that the new visualised infographic would be used to report on performance against the strategic measures moving forward.

The Panel provided feedback on the prototype, identifying in particular that additional narrative was required to provide context to the infographics. In response to those comments a fuller narrative has been included below for each of the measures. The purpose of this is to provide narrative to support the infographic and the necessary interpretation required to explain the OPCC's judgement.

As part of the work of the OPCC to review the performance framework for the 2018/19 performance year, following the departure of the OPCC Customer Service and Performance Manager, it has become clear to the Commissioner and her team that the red/amber/green definitions used in the previous reporting is not wholly suited to the nature of the measures in the Police and Crime Plan. The previous categorisation of red/amber/green was based on each of the measures having a defined 'attainment' level – which is not the case for some of the indicators such as 'repeat victimisation' – where an increase may be a result of a number of factors, such as increased reporting in complex areas like domestic abuse.

In view of this the Commissioner has amended the categorisation of the red/amber/green as follows for this report and would welcome the Panel's views on this change.

RAG	Previous judgement key	New judgment key
	Currently achieving expected attainment level	Content
	Achievement of attainment level at risk	Requires additional scrutiny
	Not achieving expected attainment level	Of concern – action being taken

In the OPCC's view these new categorisations will provide a better linkage between performance management and scrutiny and better enable the Commissioner and the Panel to assess performance, identify issues of concern and understand where additional action here is required to ensure delivery of the Police and Crime Plan. For example, in the complex area of repeat victimisation - there is a need to look more closely at the underlying performance – to understand whether increases are across the spectrum or just in certain crime categories and to explore whether increases in certain categories are a result of wider factors or is a performance concern.

Where a matter is identified as 'requires additional scrutiny' it will be included within the PCC's Accountability and Scrutiny Plan. That scrutiny will enable the PCC to reach a judgement as to whether performance is acceptable or of concern. The findings of the scrutiny will be brought back to the Police and Crime Panel via this report and will inform future categorisation. Where an indicator is marked as red 'of concern – action being taken' an agreed course of action will be identified and reported on regularly. The Panel's views on this change in categorisation is requested.

3. Performance against the Police and Crime Plan Strategic Indicators - overall

The OPCC's assessment of performance to-date against the headline strategic indicators for the performance year ended 31st March 2018 show most indicators at Green – 'Content'. This is the latest data for all indicators that are available unless stated otherwise.

Summary:

	June 2018 Panel	February 2018 Panel
Green	9	7
Amber	2	2
Red	0	0
Ungraded	0	2
	11	11

During the previous Panel report, crime data integrity was graded as amber. HMICFRS's recent re-inspection of Devon and Cornwall Police and their report published in mid-April 2018 graded the force's crime recording compliance as 'Good', a vast improvement from the baseline grading of 'inadequate' in their 2016 Crime Data Integrity Report. This would have resulted in a 'Green' grading in this Panel, however this indicator will be replaced by an overall public confidence measure to allow for a more rounded view on public confidence. The PCC will continue to hold the Chief Constable to account for crime recording standards, but the strategic indicator for crime data integrity used in the Performance Report will be removed.

Of the two indicators graded amber (requires additional scrutiny) in this report one relates to repeat victimisation, and the other relates to immediate response times.

- Scrutiny of repeat victimisation has been scheduled into the PCC's Accountability and Scrutiny programme.
- The Commissioner's report on attendance times for immediate calls for service has been delayed by the departure of the OPCC Customer Service and Performance Manager but will be published in June 2018. This review is indicating that some areas may require additional scrutiny.

4. Commentary on strategic indicators infographic

Public Confidence – 'Police do a good/excellent job' **GREEN**

(based on 12 months to December 2017, released on the 26th April 2018)

At February's Panel meeting, which covered the 12 months to June 2017, 64% of survey respondents felt that Devon and Cornwall Police were doing a good or excellent job. In the

current report, which covers the year to December 2017, this figure has decreased to 60%, which is just below the national average of 62%. Both nationally, and in Devon and Cornwall this indicator has decreased since December 2015. Results from the OPCC's Public Perception Survey 2017 have shown that although 66% thought the police were doing a good/excellent job, only 6% thought that the police were doing a poor/very poor job. The remaining 28% thought the police were doing a fair job or have had no opinion. The Judgement will remain Green due to the low percentage of people perceiving the police to do a poor job. The previous baseline from 12 months to December 2014 has been changed to 2 years to December 2015 to be in line with the PCC's starting term and the same as the baselines of other indicators. This change has resulted in the baseline increasing from 65% to 68%.

Public Confidence – Overall confidence GREEN

(based on 12 months to December 2017, released on 26th April 2018)

79% of surveyed respondents had confidence in Devon and Cornwall Police when 'taking everything into account', a slight decrease from 83% for the 12 months to June (the equivalent data for the February Panel). The baseline was set as 80%, measured from the 2 years up to December 2015. The OPCC will judge this to be Green due to the high level of overall confidence in Devon and Cornwall Police that respondents had. One caveat of the public confidence indicators is that although the questions ask about "police in this area", changing respondent's views of policing nationally may affect their confidence of Devon and Cornwall Police.

Priority Victim Satisfaction GREEN

(May 2017 to March 2018)

The latest available survey data from Devon and Cornwall's Performance and Analysis Department indicates that nearly 77% of priority victims are satisfied with their overall experience with the police. This represents an increase in victim satisfaction compared against the baseline figure of 73% (which was taken from a 12 month average to the end of 2016). This is a positive trend that the OPCC expects to continue, or at least be maintained.

Repeat Victimization AMBER

(12 months to March 2018)

Repeat victimisation has increased since this figure was last reported on. At February's Panel 30% of victims were classified as being repeat victims. Based on the latest available data, the percentage of victims of any offence that have reported an offence in the previous 12 months has risen to 32%. Repeat victimisation is a complex area and increases can represent enhanced services being provided to vulnerable victims in areas such as domestic abuse and can also be caused by improvements in crime data integrity. The OPCC will grade this Amber at this stage and this area has been scheduled into the PCC's Accountability and Scrutiny Programme as additional analysis is needed to understand what is driving this change in order to make an assessment.

Emergency Call (999) GREEN

(12 months to March 2018)

Based on the latest available data, 95% of 999 calls are answered within 10 seconds. Performance continues to exceed the baseline figure of 91% and is consistent. This is an encouraging trend that the OPCC hopes to see maintained. The OPCC judgement remains Green.

Attendance time for Immediate calls for service: AMBER

(Average (median) time for response – 12 months to March 2018)

The baseline figure of 14 minutes 3 seconds is taken from the 2 year average to the end of 2015. Based on the latest reporting period, the median time to attend an immediate incident is 14 minutes and 14 seconds across the Force as a whole. This is a 5 second increase from the previous Panel, which is most likely a result of the severe weather in February and March.

In isolation this figure appears positive and is well within the current target time for emergency attendance within 20 minutes. However this masks significant variation and this is notable in specific geographic locations, particularly remote rural areas. Due to the complexities that surround this topic, the timescale for completion of this has been extended to June 2018. This is an area that requires further scrutiny and so has been graded as Amber. The OPCC and the Force are continuing their work in this area to conclude whether changes to service standards are appropriate. The Commissioner intends to consult with the Panel on any new measure in this area prior to its adoption to seek their views.

Non Priority Calls (101) GREEN

(12 months to March 2018)

Based on the latest available data, 75% of 101 non-priority calls are passed to someone who can help with the enquiry within 10 minutes. Although performance continues to exceed the baseline figure of 68% there has been a decrease in performance since this figure was reported at February's Panel meeting (80% based on the 12 months to November). The force has had significant investments in technology, such as improvements to IT systems, as well as the use of demand management software to better match resources to demand. These are expected to bring improvements to all of the Contact Management and Communications Unit, and as such the grading of Amber has been changed to Green. As discussed with the Panel previously the OPCC with the Commissioner and Devon and Cornwall Police to develop future performance standards in this area.

Emails (101) GREEN

(12 months to March 2018)

98% of 101 emails are responded to within 24 hours. In fact if the figures for February 2018 and August 2017 are looked at in isolation, then 100% of emails received were answered within 24 hours. These figures are particularly encouraging and show a significant improvement in performance since the initial roll-out of contacting 101 by email. The OPCC continue to judge this as Green. The use of email as a way of contacting the police in a non-emergency situation is proving to be an effective and timely service and will be further promoted by the Commissioner and force over the coming months as a contact method. A new baseline of 98% has been set, measured from the first 12 months of operation that accurate data was available for. (12 months to December 2017).

Value for Money – Officer Cost 2017 GREEN

The baseline of £94.40 per head of population is based on the national average and has been taken from the HMICFRS Value for Money Profile 2017, which was published in November 2017. For the same period, the officer cost per head of population in Devon and Cornwall is £91.40. In monetary terms the officer cost per head of population is £3.00 less per head of population compared with the national average.

Value for Money – Police Staff Cost 2017 GREEN

The baseline of £40.10 per head of population is based on the national average and has been taken from the HMICFRS Value for Money Profile 2017, which was published in November 2017. For the same period, the Police staff cost per head of population in Devon and Cornwall is £36.20. In monetary terms the Police staff cost per head of population is £3.90 less per head of population compared with the national average.

Value for Money – OPCC Staff Cost 2017 GREEN

The baseline of £4.10 per head of population is based on the national average and has been taken from the HMICFRS Value for Money Profile 2016, which was published in November 2016. For the same period, the OPCC staff cost per head of population in Devon and Cornwall is £3.90. In monetary terms the OPCC staff cost per head of population is 20p less per head of population compared with the national average. The most recent HMICFRS Value for Money Profile is not used as national OPCC staff costs are not included within the profile.

4. Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

Information on recent reports from HMICFRS relating to Devon and Cornwall Police are detailed within the Police and Crime Commissioner's Update Report, including the Commissioner's formal published response to those reports.

5. A new performance information framework for 2018/19

As reported at the February 2018 Panel meeting the OPCC Chief Executive is reviewing the existing performance information arrangements. It is intended that a broader dashboard of information will be submitted to the Police and Crime Panel from September 2018 which will include activity related to Pathfinder (the deferred caution scheme), citizens in policing and victim care.

Contact for further information

Frances Hughes

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

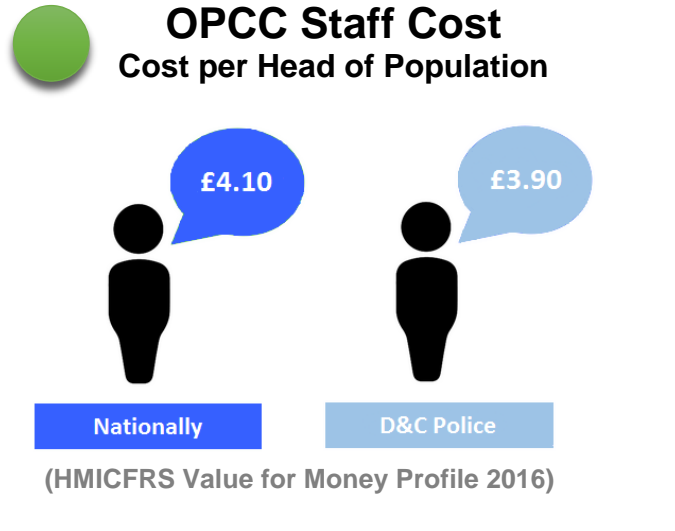
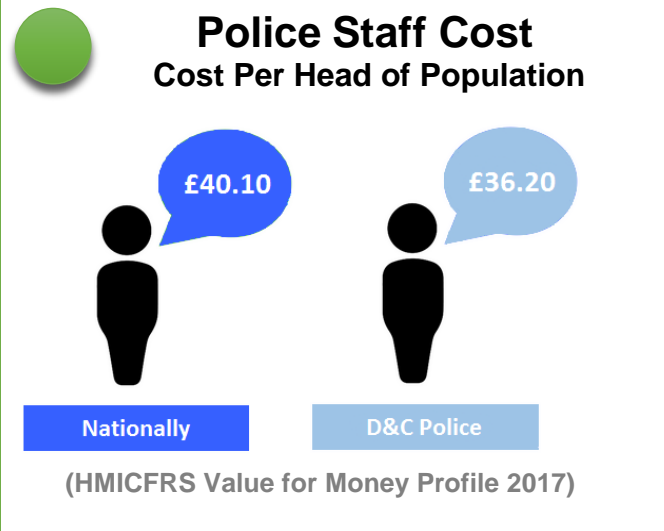
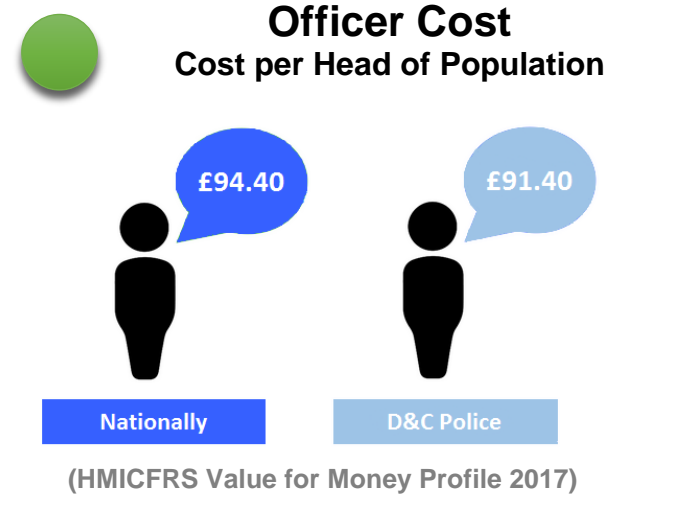
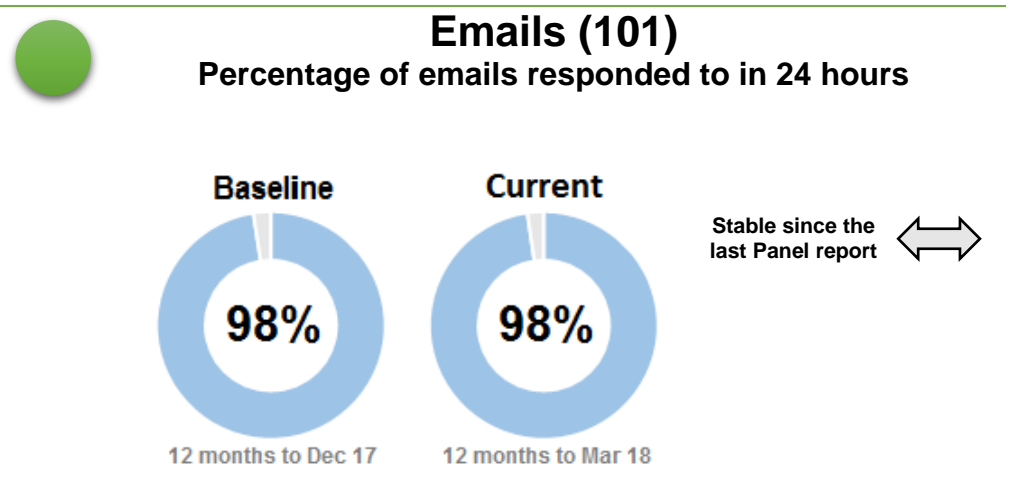
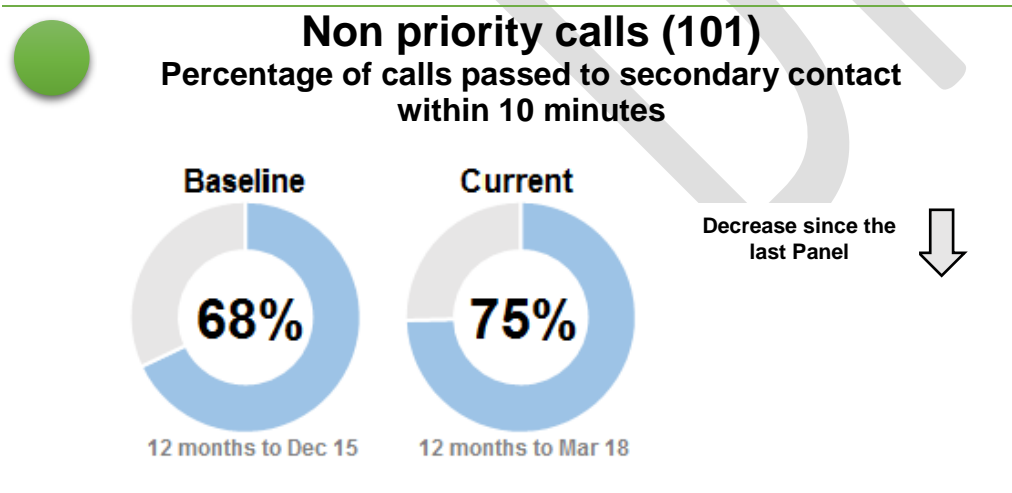
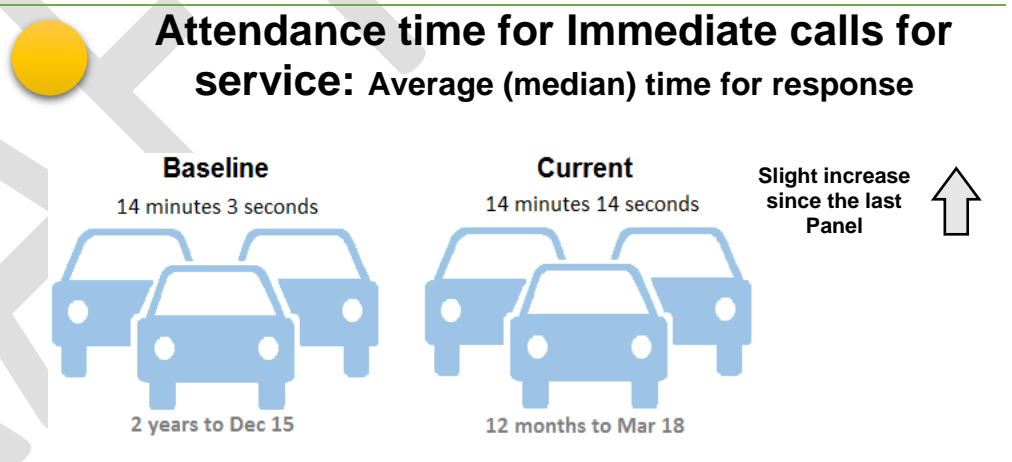
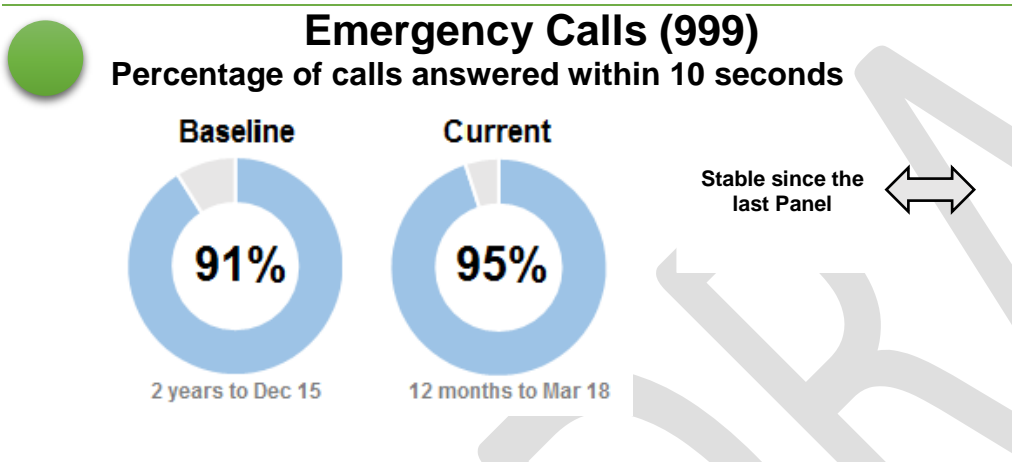
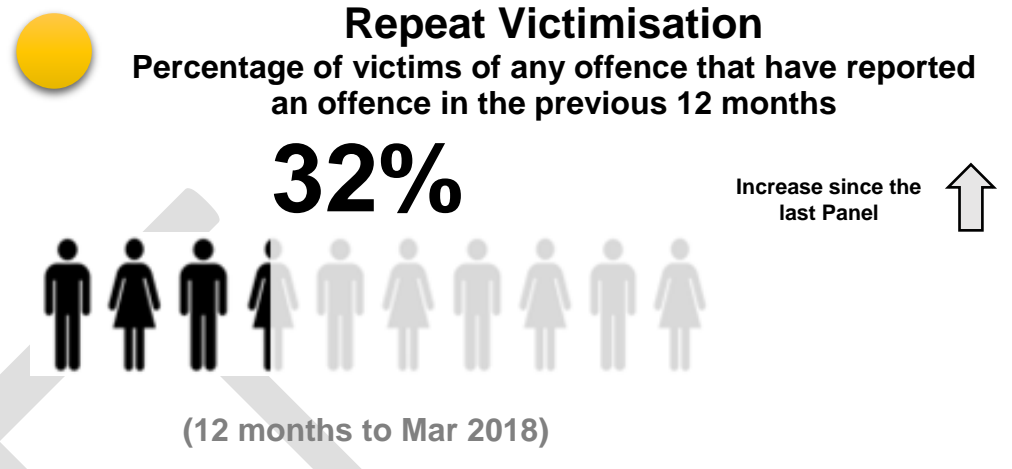
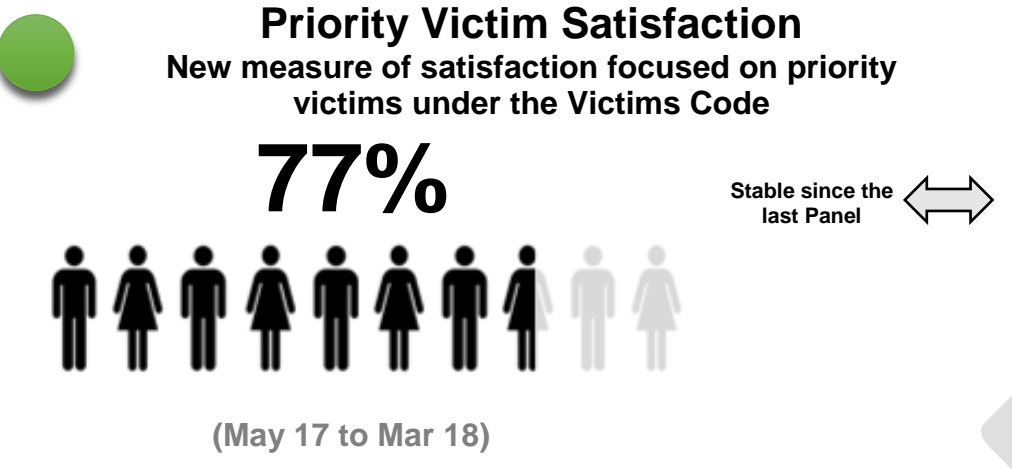
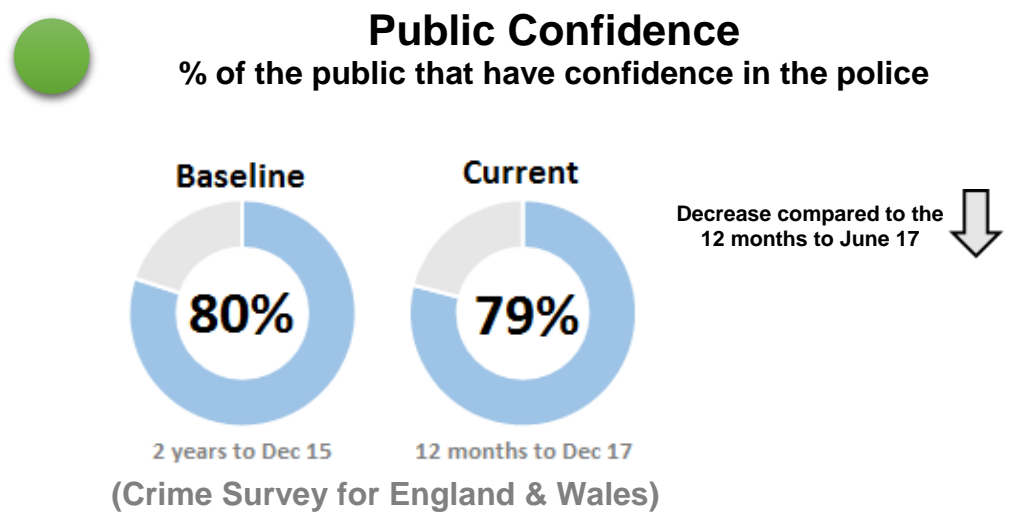
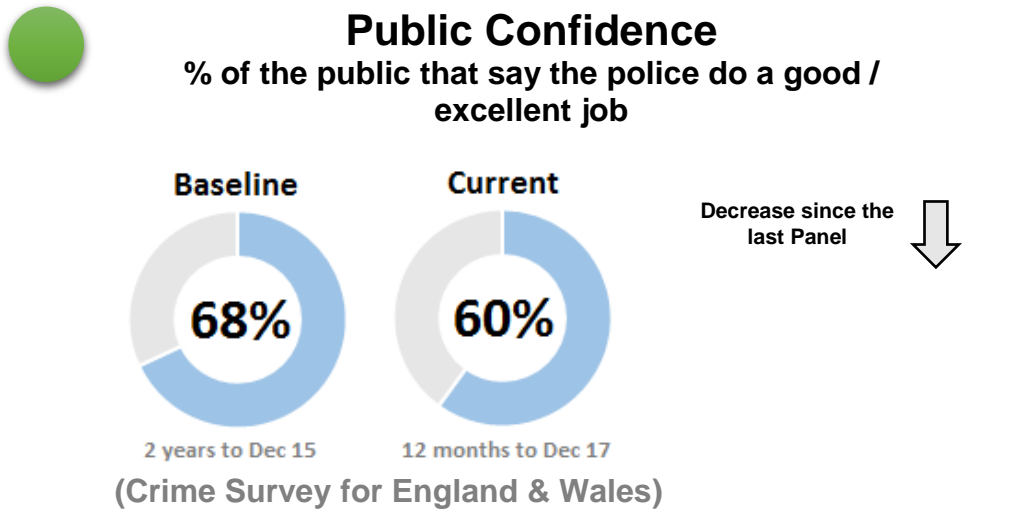
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Report prepared 29 May 2018

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Performance Report – June 2018



Judgements key: ● Content ● Requires additional scrutiny ● Of concern/ action being taken

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Devon and Cornwall Police and Crime Panel

15 June 2018

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

Exploring the potential merger with Dorset Police

This is the subject of a separate report on this agenda.

PCC's Small Grant Scheme

The PCC's Small Grant Scheme intends to support communities to help resolve local issues themselves and to make Devon, Cornwall and the Isles of Scilly a safer place. £80,000 has been allocated to be granted in 2018 and an additional £80,000 in 2019 to local communities with identifiable anti-social behaviour (ASB) issues.

This year's scheme was launched on 21 May inviting bids of between £250 and £2,500 to address the more challenging forms of anti-social behaviour in public spaces which have a significant impact on community safety.

The Small Grant Scheme is only available to community groups and other local organisations that can show that they are undertaking or wish to undertake actions that can have a positive impact in reducing and preventing repeated anti-social behaviour. Bidders will need to show they are working with, and have the support of, their local Town or Parish Council, or Ward Councillors in larger urban areas.

Applications will be considered by a panel consisting of OPCC staff, police staff and Councillor advocates. A scoring matrix has been agreed to select the applications that best evidence their need and their ability to tackle and prevent repeating anti-social behaviour in the area that they represent. Councillor advocates from the areas applying will not be scoring their own area applications.

The closing date for first year applications is 23rd July 2018. The panel will meet at the end of July and funds will be paid in September 2018.

PCC's Connectivity Innovation Fund

Connectivity is a key area of focus within the Police and Crime Plan. To support the delivery of the Connectivity Framework. The Chief Constable and the Commissioner have agreed a framework 'Connect to Protect' setting out how the police will develop stronger links with local communities. The framework includes 10 minimum standards. A summary document setting out the framework and standards is being developed to support this. In addition, the PCC has established a Connectivity Innovation Fund for policing teams.

The Fund will provide small amounts of money to support ideas and initiatives that will carry forward the connectivity message in line with the Police and Crime Plan. This fund was designed to encourage and support the many good ideas we hear from amongst police officers and staff for reaching out to the communities they work with. Therefore applications to this fund were limited only to members of Devon and Cornwall Police.

Applications were open during April and May with 45 separate bids received from across the organisation. A panel of OPCC and Force staff and officers considered all submissions and agreed to support 25 applications to progress to the next stage. Unsuccessful applicants were signposted to other options for support where available. A final decision on awards will be made at the end of June.

Road Safety

The Commissioner and Chief Constable have agreed to focus on roads policing and road safety within their respective organisations in recognition of the importance of this issues to communities throughout Devon, Cornwall and the Isles of Scilly.

Work is being taken forward in a number of areas to enhance the policing approach to road safety across the peninsula.

- working with the Chief Constable to develop a roads policing strategy for Devon and Cornwall Police,
- investing in enhanced capacity within policing to support road safety
- supporting efforts to enhance community speedwatch within Devon, Cornwall and the Isles of Scilly

As the national lead for Police and Crime Commissioners on road safety the Commissioner is also working closely with the NPCC lead Chief Constable Anthony Bangham and with the Department for Transport to consider how we can deliver improved road safety.

New Policing Road Safety Strategy

A new policing strategy for road safety is under development and is due for completion in July 2018. The strategy is being developed through an examination of local data and

evidence, workshops with internal staff and partners and consideration of national and local best practice. Fundamental to the strategy is the 'partnership' nature of delivering safer roads and a recognition that 'road safety' is the responsibility of all elements of policing – not just the dedicated roads policing unit. There is considerable good work taking place in Devon and Cornwall Police already but there is a need for greater clarity of purpose, consistency and co-ordination and the strategy will set the ground for this. The strategy will be supported by a detailed action plan.

The current vision being considered is:-

'For Devon and Cornwall and the Isles of Scilly to have the safest road systems in the U.K. free from death and serious injury where people and communities have confidence in their safety.'

The following principles will underpin the strategy:-

- The Safer systems methodology will be adopted where enforcement, education and engineering/technology initiatives will be developed to ensure safe roads, safe speeds, safe vehicles, and safe road users. This requires a strong collaborative approach with partners.
- In line with the Force mission all aspects of policing will be expected to contribute recognising that road safety is a cross cutting issue.
- A commitment to working in partnership with stakeholders and communities.

In June we will start phase two of this work, to scope options for a new Devon and Cornwall wide 'top level' Strategic Road Safety Forum which brings together senior leaders from across partners to aid collaborative working on road safety and drive forward progress. The PCC has agreed to provide the support for such a new Strategic Forum within her team for the next two years.

Enhancing proactive work – a new No Excuse Team in Devon and Cornwall Police

Following the February 2018 Panel meeting , the Commissioner has prioritised with the Chief Constable the recruitment of additional officers into a high visibility 'No excuses' team on road safety following best practice. This will enable the targeting of our most prolific and potentially dangerous drivers and demonstrates our commitment to making road safety a priority. The teams carry out highly visible, targeted roads policing enforcement operations.

New national road safety study

The OPCC understands the Department of Transport is shortly to make a number of important national road safety announcements. These are yet to be confirmed at the time of preparing this report.

The Police and Crime Panel will be provided with an update at the meeting regarding latest developments.

Community speedwatch

The Commissioner is committed to working with communities to support the establishment of community speedwatch where needed and to assist in its operation. There are currently 33 Active Teams with 6 more in the process of setting up.

The Commissioner and partners through the Peninsula Road Safety Partnership have commissioned a local study which is due to report in June 2018 into current community speedwatch arrangements. One of the aims of that study is to determine the required structures and resources that are needed to support the establishment and operation of community speedwatch schemes so that we can help schemes to flourish.

There are many factors that make a community speedwatch scheme a success – these include committed volunteers and local support from policing and wider partners. There is also a capital cost – in terms of the provision of equipment that is needed for the schemes to operate. The Commissioner has agreed to provide a significant capital investment to support that equipment and will be making up to £100,000 available from the capital reserve over the next two years to fund community speedwatch equipment. .

National portfolio

The Commissioner has held discussions with the National Police Chiefs' Council Lead Anthony Bangham who has responsibility for the development and implementation of the recently published National Roads Policing Strategy 2018 – 2021. This has resulted in contact with various force areas suggested as providing best practice initiatives which will be considered for implementation locally. Further discussions and meetings with Chief Constable Bangham are planned to assist in the PCC's development of her National Road Safety portfolio.

Accountability and Scrutiny Programme 2018/19

To support the Commissioner in her duty to hold the Chief Constable to account, the OPCC will be working with the Centre for Public Scrutiny to develop an Accountability and Scrutiny Programme for 2018/19. The Centre for Public Scrutiny will also be facilitating discussions between the commissioner and her office, and the chief constable and his staff to develop robust scrutiny practice, process and culture with a focus on: positive organisational learning; and openness and transparency. Scrutiny training will also be delivered to key personnel to assist them in their role to support the commissioner.

Use of Force Scrutiny Panel

As per the previous panel's update, the joint Devon and Cornwall and Dorset Use of Force Scrutiny Panel held its second meeting in February 2018. The Panel was created to scrutinise Devon and Cornwall Police and Dorset Police in instances where officers resort to the use of force in the course of their duties. This is an issue of particular importance to the Commissioner and to the public given that suitable assurance in this area is important for building confidence in policing and ensuring legitimacy.

The focus of this second scrutiny panel was mental health. As such the Panel, which included independent members and experts from health, explored instances when the police in Devon, Cornwall and Dorset had used force which had been categorised as involving individuals with mental ill health. The purpose of that scrutiny was to reveal any areas of good practice; identify any areas that the police may wish to consider for development; and provide an assurance to the public that the police have been using force legally, appropriately and proportionally. The Panel also examined and discussed the existing processes and forms in place for recording use of force and performance data on overall use of force incidents.

The work of this scrutiny panel will be a key component of the PCC's Accountability and Scrutiny programme for 2018/19. The next meeting of the panel will take place on 31 May 2018.

Out of Court Disposals Scrutiny Panel

The Police and Crime Commissioner is responsible by law for holding the Chief Constable to account on behalf of the residents of Devon, Cornwall and the Isles of Scilly for delivering a police force that works well and meets the needs of its communities. To do this the commissioner 'scrutinises' certain issues and activities including the use of Out of Court Disposals (OoCDs). The commissioner's office is in the process of establishing a new OoCD Scrutiny Panel.

The scrutiny of OoCD's is about reviewing cases and working practices, to support the police to learn and achieve consistent and accurate outcomes. It is important that the public and criminal justice partner organisations understand and have confidence that Devon and Cornwall Police are using their powers legally, proportionately and appropriately. It's also healthy for any organisation to pause to reflect on their practice, and learn. The aim of the OoCD Scrutiny Panel is to independently review both youth and adult cases that have been resolved through the use of OoCDs and to publish their findings in the public domain. The panel also has a role to:

- identify and recognise good practice
- identify any areas of improvement relating to the use of OoCD's
- explore the quality of decision making relating to OoCD's
- make recommendations to those individuals within organisations who have the power to make changes
- provide a mechanism within the scrutiny process to ensure that victims have their voices heard

PCC's Councillor Advocate Scheme

The Councillor Advocate Scheme is a key element of the Connectivity Framework – *Connect to Protect*. It is designed to boost information sharing and help to build positive relationships and links between councillors, local police and the OPCC.

To date 71 individuals have registered for the councillor advocate scheme. The scheme aims to improve the connectivity between councillors, the police and the commissioner. It works to ensure that:

- councillors feel more informed about crime and policing in their local area;
- a practical and positive route exists to enable councillors to bring overall views from their communities to the police;
- 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;
- consistent, accurate and honest information relating to crime and community safety is cascaded to the public;
- councillors feel more equipped to inform the public about crime and policing, educate their communities about crime and support/encourage greater reporting of issues to the police and other appropriate partner organisations; and
- the time of police officers is used to its optimum by enabling the cascade of information to be efficient and without duplication

The scheme works on a practical level by improving the consistency and frequency of communication, and offers advocates:

Face to face discussions:

- Access to a quarterly meeting with the police at a local level
- Access to councillor advocate themed seminars each year
- Access to a named contact within the commissioner's office

Written materials:

- A bespoke advocate information directory
- Quarterly key topic briefing documents specifically for advocates
- Quarterly newsletter from the commissioner
- Monthly Citizens in Policing newsletter
- Notification of press releases issued by the police and the commissioner

Campaigns and events:

- Access to police campaign materials (e.g. posters and leaflets)
- Prior notification of and invitation to police arranged community engagement activities

How the commissioner is listening to councillor advocates

The first series of councillor advocate seminars was held in April with one event in Devon (6 April) and one in Cornwall (19 April). The theme for the first seminars was Project Genesis / changes to neighbourhood policing and was chosen specifically in response to issues raised with the commissioner by councillors. At the seminars some councillors raised concerns relating to reductions in numbers of Police Community Support Officers (PCSOs). The councillors expressed a need for assurance around monitoring the impact of this decision and requested that the commissioner scrutinises

the implementation of Genesis and ongoing performance relating to neighbourhood policing, in order to hold the Chief Constable to account for this.

The advocates also talked about Devon and Cornwall Police communications and there was a general view that police communications often focus on the work of neighbourhood teams, but that this can create an imbalance in public perception. Councillors stated that more could be done to promote the work of other police teams/departments, particularly those working on less visible issues such as cyber-crime and the exploitation of vulnerable people. As such, councillors requested that the commissioner explores with the chief constable, if communications from Devon and Cornwall Police could be developed further to educate and inform the public about the much broader, diverse and in some cases complex aspects of policing.

In response to this feedback the commissioner requested that 'councillor advocate feedback' be added as an agenda item to her Joint Management Board with the chief constable. The issues raised will be discussed in that forum and the outcome communicated back to the advocates.

The OPCC is in the process of establishing a steering group to help guide the future development of the scheme. The office will also be re-publicising the scheme over the coming months.

For further information please email
councilloradvocateopcc@devonandcornwall.pnn.police.uk

Independent Sexual Violence Advocacy

The OPCC is pleased to announce the award of the Independent Sexual Violence Advocacy (ISVA) contract to First Light, the organisation currently responsible for operating the Cornwall & Plymouth Sexual Assault Referral Centres (SARC's). Bidders were subject to independent evaluation by panel members comprising representatives from the OPCC, NHS England, Local Authority representatives from Cornwall, Plymouth, Torbay and Devon as well as a service user, all of whom came to the same conclusion with regards to the preferred bidder.

The new contract will commence on the 1st October 2018 and will complement the new SARC contract which will be operated by North Devon Health Care Trust, who currently run the Exeter SARC, from the same date.

Tackling Pathways to Offending: the Pathfinder Pilot and the Transforming Justice Project

In late 2016 the Commissioner was successful in securing over £750,000 funding from the Home Office Police Transformation Fund to support her work on reducing offending levels. This funding has supported:

- the development and launch of the innovative Pathfinder deferred caution scheme

- transforming justice, transformational work to reduce offending and reoffending in Devon and Cornwall in order to reduce crime, prevent further victims and create safer communities, which is being progressed jointly with the LCJB.

Pathfinder Deferred Caution Scheme

The scheme is approaching its first anniversary of operation following its launch in June 2017. It is continuing to operate well and deliver positive and often life changing results for the individuals involved. A new automated referral process commenced in March 2018 which will reduce the administrative burden on officers. As a result of this new process the Pathfinder team are already seeing a notable increase in referrals into the scheme. The Pathfinder Keyworkers also now have powers to caution so this means there is no 'backflow' to officers, saving time for front line officers, and ensuring the case is resulted quickly and efficiently.

The randomised control trial for the scheme also commenced in March 2018 and will run until the end of the year. This randomised control trial – which is being led by Professor Larry Sherman from the University of Cambridge - will allow us to independently assess the true impact the Pathfinder scheme, by allowing a comparison to be drawn with individuals who are not referred into the programme. The evaluation will include reoffending rates, crime harm index, victim and offender satisfaction rates and the cost benefits of intervention. An interim evaluation is expected in March 2019 with a full evaluation in February 2021.

A victim satisfaction evaluation report will also be available in March 2019.

Transforming Justice

Since December 2017 a series of productive workshops have been held with partners exploring the three priority areas which had been identified. Following on from those workshops the OPCC have been continuing to develop proposals in those key areas – which are being taken forward in connection with the Local Criminal Justice Board

- improved provision of rehabilitative and resettlement services for prisoners to include accommodation;
- a whole system approach to women, to include their children, with trauma informed services,
- rough sleepers with complex needs.

Accommodation: work is focused on two specific areas 1) housing solutions for short term prisoners leaving HMP Exeter and HMP Eastwood Park who have no suitable accommodation in place and who have a local connection to Devon and Cornwall. 2) Accommodation support for offenders who are at risk of being returned to prison *for breach of licence* by virtue of their lack of accommodation.

Women offenders: In March 2018 the project provided £15,000 to Resilient Women, Co-Lab, Exeter to support them in their work developing a women-centred approach in criminal justice and the provision of specialist services for women. This funding was provided to enable them to hold weekly sessions alternating between a multi-agency

drop in space and targeted learning workshops for women, offering whole system support (e.g. housing, health, debt, DVSA, parenting). The funding will also support the availability of such services to women engaged with the Pathfinder Deferred Caution Scheme.

Pre and post release support services: the OPCC team are working with partners to establish a regular pre-release coordinated event at HMP Exeter 2 weeks before offenders are due to be released. Under the scheme all services that a prisoner will need to make contact with upon release will be present or contactable by telephone. The purpose of this preparatory work is to seek to ensure that a prisoner has all the services they require in place, prior to their release, including accommodation, work or an application for Universal Credits (as applicable) and any other services they may need post release – thus reducing the likelihood that they may reoffend at an early stage.

Work of the Local Criminal Justice Board

At the start of 2018 the Commissioner took over the chair of the Local Criminal Justice Board. Considerable progress continues to be made across a number of areas within the LCJB, linking heavily to the Transforming Justice Project led by the OPCC during 2017 which was funded by a successful bid to the Home Office Police Transformation Fund.

Transforming Justice in Reducing Offending Board and Commissioning:

In partnership with the OPCC Transforming Justice project, the LCJB has set up a Reducing Offending Board. Birdie Oaks-Richards, Governor of HMP Dartmoor, chairs the meeting, bringing together the CJS agencies, local authorities, health and the voluntary sector under one coherent strategy. The aim is to reduce offending and have a positive impact on those at risk of offending. Alongside the Board, we are developing a cross sector CJS commissioning group, which will bring together the CJS, Health and Local Authorities across the Peninsula to co-design contracts which have an impact on crime and justice. We are in the process of developing a common set of principles, terms of reference and a calendar of opportunities for the commissioning work.

Working with the Voluntary, Community and Social Enterprise Sector (VCSE)

In partnership with Safer, Stronger Consortium in Cornwall, the LCJB is developing a working agreement between the CJS and VCSE organisations operating across Devon and Cornwall. The agreement will set out a future model for working including representation at meetings, principles that govern information sharing and co-design and policy development whilst having a focus on how to get the best outcomes for the communities we serve.

Mental Health and the Criminal Justice System

The LCJB recognises the challenges faced by offenders and their families who come into contact with the CJS because of or with mental ill health. The LCJB Mental Health Partnership has developed a three stage plan based on prevention, intervention and partnership. The plan has actions crossing CJS and Health agencies and good

progress is being made. Amongst some of those projects; we are working with one of the local judges on reducing the amount of time it takes to get a psychiatric reports to court to inform sentencing and are helping Approved Mental Health Practitioners set up a process where they can make court applications by video, saving our rural colleagues valuable time in the community. The plan spans two years and has served to improve our joint working relationships.

Reform of complaints handling – postponement of the pilot of an enhanced role for PCC

In December 2017, the Police and Crime Panel were informed of the intention to pilot with Dorset OPCC a new process for handling police complaints. The pilot related to the potential for PCCs to take a more active role in complaints under the Policing and Crime Act 2017. It was proposed that the two OPCCs would work together to pilot a shared 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 was due to commence in March 2018 but has been temporarily paused due to delays in implementing the required provisions of the Policing and Crime Act 2017. The proposed date for a statutory instrument to enact the new requirements has been moved from June 2018 to Spring 2019. It is possible that the timetable may move back further due to Parliamentary scheduling pressures. We are also awaiting clarification from the Home Office about official pilot status and there is no firm date for the production of official guidance from the Home Office or the Independent Office for Police Conduct (IOPC) on the proposed changes to the misconduct system

Given these uncertainties, the decision has been taken to pause the pilot until a clearer picture emerges on time scales and national guidance for implementation.

Estates Update

Police HQ Middlemoor - Northside

Public consultation for the development of a retail park on the Northside plot at Middlemoor was undertaken on 21 May with 173 people visiting the event throughout the day.

Questions and issues that couldn't be answered on the day were taken away for further consideration and response.

Police HQ Middlemoor - Southside

The sale of the surplus land on the north side will allow the Force to fund a new criminal justice centre and operational policing hub on the south side of Middlemoor.

Plans are to build a new criminal justice centre incorporating 40 cells, co-located with an operational policing hub that will provide staff with better equipped facilities in order to fulfil their duties more efficiently, and meet the needs of the growing economy and increasing population.

A turf cutting ceremony marking the beginning of the construction work is scheduled to take place on 26 June.

Bodmin Police Station

Aldi have been granted Planning Permission to develop the adjoining land, which has resulted in a number of concerns being raised both operationally and strategically regarding the recent proposal to create an operational hub in Cornwall.

We are working with the operational staff at Bodmin to open a dialogue with the Aldi site contractor to address the concerns relating to the Highway, delivery and other associated construction related activities. In addition, we have contacted the relevant officers at Cornwall Council's Planning and Highways teams to ascertain the current position regarding the proposed residential scheme.

The NPEG (National Police Estates Group) benchmarking data for 2017/18 is due to be submitted on the 20 July, so work is being undertaken to review our existing information and provide an accurate assessment. This will be made available later in the year and publicised on the NPEG website, which goes live on the 31 May 2018.

Grenfell Inquiry

The Grenfell hearing commenced on 21 May and the first few days have concentrated on the experience and memories of the families and friends of the 71 people who lost their lives. Over the course of this inquiry, further details will be heard about the cause of the fire which is expected to generate questions from across both forces about the integrity of our estates so the Estates team are ready to respond to any issues which arise.

MACE are continuing to survey our existing buildings which have been prioritised on a risk basis and remediation works are planned to commence on our two highest risk buildings located at Charles Cross and Crownhill in Plymouth in Q3 2018/19 with completion anticipated in March 2019. These works will comply with the findings contained within the Hackitt review, which were published in May.

CCTV

Since the February Panel meeting the Commissioner has awarded capital funding support to Wadebridge town council to help with the installation of a networked town centre camera system. The system will be connected into Cornwall Fire and Rescue control room where the cameras will be monitored. Bodmin has also received funding support to increase the number of cameras in the town. The number of towns connected into the Tolvaddon control room is now 11, with several more towns in Cornwall working with the OPCC office and Cornwall Fire to cost camera systems and upgrades of existing infrastructure.

In Devon, during June, the OPCC is holding meetings with all of the district councils, towns who have expressed interest (23 to date, in addition to major conurbations) and

CCTV providers to explore options and costs for installing or upgrading CCTV systems within the towns. The options will include the provision of monitoring services from the major CCTV control rooms/hubs.

In Exeter, the OPCC is working with the city council to rebuild and further develop the existing system. This will include creating the capacity needed to offer monitoring services to Devon towns.

In Torbay work is starting on a comprehensive upgrade of the CCTV systems in Torquay, Brixham and Paignton, including the main control room in Torquay. The Commissioner is supporting this project with grant funding of £60,000.

Formal launch of new Restorative Justice service in Devon, Cornwall and the Isles of Scilly - visit of HRH The Princess Royal to Make Amends

Along with other dignitaries, the Commissioner welcomed HRH The Princess Royal to Torquay in June to visit Make Amends – the provider of restorative justice services to victims of crime across the Devon and Cornwall.

The PCC commissioned Make Amends in October 2017 to deliver RJ services across the peninsula. The funding provided ensures that frontline police officers and their colleagues in other parts of the criminal justice service can support victims by giving them the chance to meet or communicate with their offenders to explain the real impact of crime upon them.

The visit by The Princess Royal was in her capacity as the Patron of the charity.

PCC engagement events in 2018/19

The Commissioner or members of her team currently plan to attend 44 events between May and November 2018. This figure is likely to increase as the year goes on.

We continue to develop our joint approach to engagement, either where a joint approach is important to deliver a cohesive message or to support other smaller partner organisations which do not have sufficient resource to go it alone.

The 2017 experiment to work closely with the Force diverse communities' teams at events such as Exeter Respect, Cornwall Pride and North Devon Sunrise was a success and will be strengthened. This has led to new events in 2018 such as Plymouth Respect and the Every Woman's Hope Festival in Truro.

Discussions continue with partners to help develop a 'Pride' type event in Torbay.

We are excited at the prospect at being joined at events by representatives of neighbourhood policing, the Victim Care Unit, and 101 call handlers. Our work with the Force to improve connectivity with communities will work best if it is supported by those working in roles which have most contact with the public so this is a big step forward.

Plans were already in place to be joined at events by our excellent rural Specials, by members of DACCWA (watch associations) and by Crimestoppers. This is a new development and one we are looking forward to greatly.

The OPCC engagement team continues to help resource the three Blue Light Days for people with a learning disability. There are new venues for both Plymouth and Devon this year and the latter's move to Westpoint is likely to see the event gain significant momentum.

The engagement team is currently working with Torbay Neighbourhood Watch to support plans for a number of events over the summer, and with Bicton College to offer work experience placements to students on its public service course.

Event survey

For 12 weeks during the summer of 2018 the OPCC engagement team will conduct a public survey into the proposed merger between Devon and Cornwall Police and Dorset Police. This will run alongside the themed survey into road safety which will use a coin drop to encourage public involvement.

The question asked will be:

Which two of the following are of the biggest concern to you?

Road condition

Speeding

Distraction driving (mobile phone use)

Drink/ drug driving

Inexperienced motorists on rural roads

Other

The question is the same as the one being asked in the national Rural Crime Survey and results will be passed to the Strategy Team for consideration at the end of October.

PCC's newsletter

In early May the decision was taken to change the format of the Commissioner's newsletter and how it is distributed. This was largely taken due to the new GDPR regulations.

From June the newsletter will not be produced every two months and will be distributed via the Force's Devon and Cornwall Link Up.

This has significant benefits both ways. It means that the newsletter will now be distributed to approaching 40,000 potential readers but also gives the OPCC the chance to promote the Link Up service which is an increasingly influential way for the police to contact the public with specific local news.

Personnel changes

OPCC staffing changes

The new Head of Estates for Devon, Cornwall and Dorset Laura Haynes began work in April. Laura joins the OPCC from a housing association background and will be working with OPCC Treasurer Nicky Allen on delivering the Estates Strategy including the major redevelopment work at Middlemoor for the new Criminal Justice Centre and land for commercial development.

The Chief Executive has appointed Patrick Phelvin as the new OPCC Head of Communications and Engagement. Patrick has a wealth of experience in communications and media relations having worked previously for Devon Live. Patrick is due to start work at the OPCC on 11th June.

Morris Watts has temporarily joined the OPCC to undertake a specific piece of work in developing a Road Safety Strategy. Morris has a strong police and community sector background.

Earlier this year, Emily Owen from the Commissioning and Partnerships Team joined Devon and Cornwall Police as Victim Care Unit Manager to cover for maternity leave. Sarah Pengelly has joined the OPCC temporarily over the summer to fill Emily's role. Sarah will be managing the PCC's Small Grant Scheme and providing other support to the OPCC. Sarah has extensive experience in the community, the voluntary sector and of working with minority communities in South Devon.

National developments

New Home Secretary

Following the resignation of Amber Rudd, the Prime Minister appointed The Rt Hon Sajid Javid MP as the new Home Secretary. Mr Javid, Member of Parliament for Bromsgrove, was formerly the Secretary of State for Housing, Communities and Local Government. Mr Javid took up post on 30th April.

Frontline Review

The Home Secretary has announced a review of Frontline Policing. At the time of preparing this report, full details were not available. However the Policing Minister has outlined the aims of the review as looking to:

- harvest new ideas for change directly from the frontline, identifying systemic issues which act as barriers in their day-to-days roles.
- improve access, availability and experience of support and development services under three pillars; leadership, performance management and welfare.

The Police and Crime Commissioner welcomes this announcement and stands ready to contribute to the review.

PCC meeting with Devon and Cornwall MPs

The PCC and Chief Constable held one of their regular roundtable meetings with Devon and Cornwall MPs in Westminster on 22nd May. This provided the opportunity to update MPs on key developments affecting the Devon and Cornwall Police including the potential merger with Dorset Police, latest HMICFRS inspections and the Neighbourhood Policing Review. MPs were keen to hear of the renewed focus on road safety including the work the OPCC is supporting to develop a Road Strategy.

Twelve of the 18 Devon and Cornwall MPs were present for the briefing. An information pack was also provided to those who were unable to attend due to other Parliamentary business.

PCC gives evidence to Home Affairs Select Committee

The PCC appeared before the Home Affairs Select Committee on 1st May to provide evidence to the Policing for the Future Inquiry. The PCC represented the Association of Police and Crime Commissioners in her role as deputy lead for the Local Partnerships and Policing portfolio.

The Committee was taking evidence on neighbourhood policing and the PCC appeared alongside representatives from the Metropolitan Police, the Police Foundation and a retired senior police officer.

The Committee asked questions about the roles of neighbourhood policing in rural areas, the challenges of meeting the competing demands of the public's desire of visible policing coupled with the need to adequately counter the threat of terrorism, serious, organised crime and online crime.

The transcript from the session is available here

www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/inquiries/parliament-2017/policing-for-the-future-inquiry-17-19/

Home Office consultation on police pursuits

The Home Office has published for consultation its findings of its review of the legislation, guidance and practice surrounding the police's pursuits of suspect vehicles. The review announced by the Policing Minister in September 2017 supports the Government's wish to get ahead of and tackle emerging threats like motorcycle-related crimes, including those involving mopeds and scooters.

The consultation, available here www.gov.uk/government/consultations/police-pursuits sets out and seeks views on a number of proposals, including:

- Judging whether a police officer's driving is careless or dangerous against the standard of a careful and competent police driver of a similar level of training and skill, rather than any careful and competent driver, as now;
- Requiring that specific driving tactics employed by the police are authorised appropriately and are both necessary and proportionate to the circumstances;

- Making clear that the police are not responsible for the standard of driving of a suspect being pursued; and
- Clarifying the various emergency service exemptions to traffic law to reduce the potential for confusion.

The consultation is open until 13th August.

Assaults on Emergency Workers (Offences) Bill

This Bill would give greater protection to police officers and other emergency responders by increasing sentencing for those who assault emergency workers. The Commissioner has been working with our 18 MPs to raise awareness of this legislation and to encourage their support.

Last year there were over 700 assaults on police officers and staff recorded in Devon and Cornwall. Whilst these will vary in severity, this is unacceptable. Aside from the injuries and impact this has on the victims and their family, it also places pressures on the rest of the workforce whilst their colleagues recover and spend time away from the frontline. This Bill completed its passage through the House of Commons in April 2018 and has now passed to the House of Lords for consideration.

Service Animals (Offences) Bill

This Bill provides better protection in law for police dogs and other service animals should they be attacked in the course of duty. The Commissioner wrote to the Secretary of State at the Ministry of Justice calling on the Government to back the Bill, commonly known as Finn's Law. A number of well documented cases, including that of Police Dog Finn outline the need for new legislation to protect our valued police dogs to receive proper protection in law should similar incidents occur again.

This Bill is expected to have its second reading debate on 15 June 2018.

HMICFRS reports

The Commissioner has published her formal responses to two HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) inspection reports. These are the Crime Data Integrity re-inspection and PEEL Effectiveness. Both responses were sent to the Police and Crime Panel in May.

Regulation requires the Commissioner to submit formal responses to HMICFRS reports about Devon and Cornwall Police, having first invited the Chief Constable's comments, to the Home Secretary, HMICFRS and Police and Crime Panel within 56 days of the report's publication. These responses should also be published.

The Commissioner's responses to the Crime Data Integrity re-inspection and PEEL Effectiveness reports are provided again here at Appendix A and B respectively.

Contact for further information

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Report prepared 24 May 2018

**RESPONSE OF THE POLICE AND CRIME COMMISSIONER OF DEVON,
CORNWALL AND THE ISLES OF SCILLY TO HER MAJESTY'S INSPECTORATE OF
CONSTABULARY AND FIRE & RESCUE SERVICES'
CRIME DATA INTEGRITY RE-INSPECTION 2018 OF DEVON AND CORNWALL
POLICE**

In October 2016, Her Majesty's Inspectorate of Constabulary (HMIC) conducted a crime data integrity inspection of Devon and Cornwall Police.

This report was published in February 2017, see here: [report](#) and concluded that the crime-recording arrangements in Devon and Cornwall Police were not acceptable and was given an overall judgment of: inadequate.

The report made a series of recommendations and areas for improvement aimed at improving crime-recording in Devon and Cornwall.

The re-inspection took place in the summer of 2017 and was published on 10th April 2018 – see [report](#). The re-inspection focussed upon reports of violent crime and sexual offences. It does not include an audit of reports of other crime, and did not report on the Force's overall crime-recording accuracy.

HMICFRS findings

OVERALL JUDGMENT:

GOOD

How effective is the force at recording reported crime?

Good

How efficiently do the systems and processes in the force support accurate crime recording?

Requires improvement

How well does the force demonstrate the leadership and culture necessary to meet the national standards for crime recording?

Outstanding

CHIEF CONSTABLE'S COMMENTS

The Chief Constable is pleased to note the findings of the Crime Data Integrity re-inspection and the grading of 'good' and acknowledges the significant improvement made both in crime recording accuracy and timeliness. This is a direct result of the hard work and commitment, from officers and staff across the Force, to improve standards.

The report commends us on the substantial progress that has been made, how hard we have worked and the sustainable improvements made across the board in crime recording. As such, they consider that we now provide a considerably improved service

to victims of crime, which fulfils our Mission to detect and prevent harm, as well as protecting the vulnerable. The report also highlighted an improved service to the victims of crime and local communities; a priority shared by all of our officers, staff and partners.

A particularly pleasing result is the grading of 'outstanding' within the report in regards to the leadership and culture within the Force, acknowledging that officers are 'placing the needs of the victim at the heart of their crime recording decisions' and that the service we provide to victims of sexual offences has improved.

The report notes the Force has fully implemented all of the recommendations made in the 2016 report. We continue to progress improving the recording of crimes reported by third party professionals (e.g. social services and health professionals) directly to its safeguarding teams and to improve recording of equality information so that the Force has a better understanding of, and can respond effectively to, all of its communities.

New governance is now in place to progress the next phase of activities as part of normal business arrangements. This includes a monthly meeting led by the Deputy Chief Constable and attended by the Police and Crime Commissioner and her team, which reviews internal audit outcomes, actions and further progress.

POLICE & CRIME COMMISSIONER'S RESPONSE

The Commissioner welcomes the result of the re-inspection of Crime Data Integrity in Devon & Cornwall Police.

This assessment demonstrates that the police have made good progress in improving the crime recording practices and the PCC echoes the Inspectorate's view that the police have been providing a considerably better service to victims of crime. The PCC has made it clear in her Police and Crime Plan that reporting crime is an area of priority for Devon and Cornwall. In particular it is essential that victims of the most serious crimes such as those crimes that are generally under-reported such as domestic violence, sexual assaults and hate crime have the confidence that the police will take their matter seriously. The public must feel sure that the courage of a victim to report a crime will be met with the correct response by the police in regards to accurate, timely crime recording processes.

The findings from the HMICFRS re-inspection illustrate that victims can have greater confidence that Devon and Cornwall Police will record crime effectively.

The way and speed in which the Force has made a step change in instilling the importance of accurate, consistent crime recording practices is exceptional. This is to be commended.

The Commissioner note the HMICFRS's comments that the Force has implemented all of the recommendations made in its 2016 report but notes that the Force still has work to do to improve the service to ensure that crimes reported directly to its public protection teams are recorded and that some mandatory training had yet to be completed by all required officers.

The PCC maintains a close interest in the area of crime recording and remains assured that the Chief Constable has in place the necessary processes and procedures to ensure that any future dips in performance are quickly identified and appropriate action taken.

The Force has established a Crime Recording Monitoring Group which meets every two months to ensure that NCRS (National Crime Recording Standard) compliance is regularly reviewed and any areas of concern are looked into. This group will also receive quarterly crime audit reports from the Force Crime Registrar. The Office of the Police and Crime Commissioner is represented on this group and the PCC is informed of its work.

The Force has demonstrated that with strong leadership and focus, it can turn around a poorly performing area of service. The PCC is assured that the Chief Constable will continue to drive improvement in crime recording, embed the learning from the 2016 report and sustain good levels of compliance to ensure victims receive good levels of service. The PCC will continue to hold the Chief Constable to account for crime recording standards. This is exercised formally through the Joint Management Board which meets monthly.

The Police and Crime Commissioner would like to put on record her thanks to the senior leadership team of Devon and Cornwall Police for the way they have swiftly addressed the failings identified in the 2016 report. The public should have confidence that the police now have a far improved understanding on the complexities of crime recording rules and staff and officers are accurately applying this at all levels within the organisation.

RESPONSE OF THE POLICE AND CRIME COMMISSIONER OF DEVON, CORNWALL AND THE ISLES OF SCILLY TO HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES'

PEEL: POLICE EFFECTIVENESS 2017 - DEVON AND CORNWALL POLICE

As part of HMICFRS' annual inspections of police effectiveness, efficiency and legitimacy (PEEL), it assessed how effective Devon and Cornwall Police is at keeping people safe and reducing crime. This inspection focused on five areas of policing:

- preventing crime, tackling anti-social behaviour and keeping people safe
- investigating crime and reducing re-offending
- protecting those who are vulnerable from harm, and supporting victims
- tackling serious and organised crime
- specialist capabilities

This report was published in March 2018, see here: [report](#) and concluded that the overall effectiveness of Devon and Cornwall Police was: **requires improvement**.

HMICFRS findings

OVERALL JUDGMENT:

How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?

REQUIRES IMPROVEMENT

Good

How effective is the force at investigating crime and reducing re-offending?

Requires improvement

How effective is the force at protecting those who are vulnerable from harm, and supporting victims?

Requires improvement

How effective is the force at tackling serious and organised crime?

Good

How effective are the force's specialist capabilities?

Ungraded

CHIEF CONSTABLE'S COMMENTS

The Chief Constable is pleased to note the 'good' gradings for dealing with serious and organised crime, and local policing, preventing crime and reducing antisocial behaviour.

The report included a 'requires improvement' grading for crime investigation, which reflected both local and national issues with investigative capability and capacity which are being progressed.

The Force was also graded 'requires improvement' for vulnerability. Whilst the report reflects the work in the control room, in the assessment, from public protection, from sexual offences and domestic abuse teams and first responders as being good, it does not consider vulnerability as widely as we do. The inspection has focused very narrowly on domestic abuse to determine a judgment on vulnerability, which does not reflect our broad Mission and commitment. It also failed to consider the reality of our Force Mission that we put assets, the precious assets, in the areas of the highest risk and medium risk and try and safeguard people.

Devon and Cornwall Police will be taking a range of actions in respect of the specific areas for improvement identified in the report:

In respect of the specific areas for improvement the following activity is planned.

National Recommendation. By September 2018, all forces with a shortage in qualified detectives and/or other investigators should develop an action plan.

A 100 day action plan has been developed to drive forward action in this area. The focus of this work includes

- Identifying opportunities for short term resources to be provided that will improve PIP 2 (Professionalising Investigation Programme) capacity
- Considering the future workforce mix for investigations and identify opportunities to maximise effectiveness of Police Staff Investigators
- Identifying immediate changes to ICIDP (Initial Crime Investigators Development Programme) process to encourage applicants
- Identify changes to the duty scheme for investigation that will improve the wellbeing of staff and evaluating their impact on recruitment and retention
- Improve current resource levels through the utilisation of a transferee process
- Considering medium to long term options for building PIP 2 resilience

National Recommendation. By September 2018, all forces should review how they are implementing changes to pre-charge police bail, working with the National Police Chiefs' Council lead.

An Investigation Standards action plan is being put in place, overseen by a new Investigation Standards Board which will drive forward local progress in line with national developments. Work under the action plan to address this recommendation includes implementing a UNIFI solution to improve management of cases that are Released Under Investigation, provide effective performance data to enable local areas to manage performance more effectively and improving supervision of workloads.

D&C Area for Improvement: Preventing crime and tackling anti-social behaviour

- ***The force should take a more structured, consistent approach to problem solving to enable it to tackle crime and anti-social behaviour more effectively.***

The Force has a structured, consistent approach to problem solving which is being bolstered through the recruitment of a Head of Profession and nine Specialist Problem Solvers across the Force. Governance is provided by way of the Genesis Board, led by the Assistant Chief Constable for Local Policing and Connectivity.

This problem solving approach has been complemented by the publication of a single Strategic Alliance Problem Solving and Prevention Strategy. In order to embed all of these structures and processes in a consistent fashion a series of day long problem solving training inputs are currently being delivered to all neighbourhood teams with problem solving activity being captured centrally.

D&C Area for Improvement: Investigating crime

- ***The force should ensure that it completes all investigations to a consistently good standard and in a timely manner.***
- ***The force should ensure that there is regular and active supervision of investigations to improve quality and progress.***
- ***The force should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure that investigations are not delayed.***
- ***The force should ensure that it swiftly locates and arrests those who are circulated as wanted on the Police National Computer, those who fail to appear on police bail, named and outstanding suspects and suspects identified through forensic evidence.***
- ***The force should improve the quality of investigations involving vulnerable people, ensuring that the workloads of specialist investigators are manageable and that such investigations are subject to regular and active supervision.***

The Force has established an Investigation Standards Board to drive improvements in investigations following the findings from the PEEL effectiveness report in these areas. This has established an immediate 100 day action plan to address the issues raised by HMICFRS. It is anticipated that these actions will identify future areas for improvement which will be taken forward under the governance of the Board. The service to vulnerable victims will be considered as part of the work of this Board.

In the medium to long term, the work of a dedicated project team to review and deliver a new crime management process for the Force will contribute to this area.

The issue of fugitive management is being progressed as part of change management as part of the Strategic Alliance. Ahead of implementation, a series of actions have been identified to be carried out immediately through the 100 day plan including the development of a PNC (Police National Computer) circulation implementation plan and a risk assessment process for all suspects.

D&C Area for Improvement: Vulnerability

- ***The force should improve its understanding of the reasons for the declining domestic abuse arrest and charge/summons rates and how it uses voluntary attendance in domestic abuse cases, to ensure victims are protected.***
- ***The force should improve its initial investigation of cases involving vulnerable victims, by providing responding officers with access to body-worn video-recording equipment, to record evidence of injuries and crime scenes.***

The force is carrying out a review of its current approach to responding to Domestic Abuse to understand the impact on the safeguarding of victims. Additional action is also being taken which includes focus groups to look at appointments and barriers to arrest; utilising recent CPS/Police guidance on troubleshooting and the regional CPS review of VAWG (Violence against women and girls) cases; reviewing scope for ICT solutions around risk management in such cases.

The delivery of Body Worn Video is a high priority for Devon and Cornwall Police and the body worn video roll-out programme has received significant support and investment from the Chief Constable and the Commissioner. An ambitious time line has been set for rollout to frontline teams and several hundred frontline staff will be trained and equipped by late summer. Contracts have been awarded for the equipment and training will commence at the start of June with Patrol, Neighbourhood and investigation Teams.

POLICE & CRIME COMMISSIONER'S RESPONSE

Preventing crime, tackling anti-social behaviour and keeping people safe

The HMICFRS report is wide ranging and covers a significant breadth of work conducted by Devon & Cornwall Police. The Commissioner considers that the report is generally positive with the two important areas of crime prevention and tackling serious and organised crime as being graded as good. The need for additional action, in particular in the area of investigation is of great importance to the Commissioner and she will be closely monitoring the progress made in this area over the coming months.

The Commissioner welcomes HMICFRS's recognition that the Force has made a substantial step in putting prevention at the centre of its approach which represents a notable improvement over the last twelve months. This renewed focus on prevention is the clear direction set out in the Police and Crime Plan. The Commissioner shares HMICFRS's view that once the Neighbourhood policing model is established and embedded, this should see opportunities for developing further the problem-solving approach which the new Neighbourhood model will need to draw upon.

Neighbourhood Policing remains an issue raised regularly with the Commissioner by members of the public, local authorities and other partners and stakeholders as an area of high importance. It is essential to continue developing the relationships between the police and local communities which serve as the bedrock to community safety. This review is important for Devon and Cornwall Police – an area where Neighbourhood

policing has a long history and is fundamental to the style of policing the public expect and greatly value across our urban, rural and coastal communities.

Connectivity is a key priority in the Police and Crime Plan backed by the joint commitment by the Chief Constable and the Commissioner to enhance engagement with communities and deliver consistency and transparency by setting service standards for what the public can expect. We are driving forward a number of new initiatives to enhance that connectivity, including an innovative Councillor Advocate Scheme whereby nominated elected members are provided with additional briefings and information for sharing amongst their respective councils.

The Commissioner considers that the outcomes of the neighbourhood policing review and the delivery of the Police and Crime Plan will provide a strong platform for continued good performance in this area.

Investigating crime and reducing re-offending

The Commissioner is pleased that the HMICFRS report recognises the good response that victims of crime receive to their initial call for assistance. The Commissioner also particularly welcomes the opinion that victims, including victims of fraud, now the most prevalent crime, are well served with the victims' needs actively considered.

The HMICFRS identify a number of areas for improvement in the area of investigation and the Commissioner welcomes the establishment of a new Investigation Standards Board and Action Plan to drive forward the required improvements at pace.

Devon and Cornwall Police has an insufficient number of detectives to respond to the demands placed upon the service. The Chief Constable has briefed the Commissioner on this matter and it is an issue that is receiving attention from the Force at the highest level. This is not a matter isolated to Devon and Cornwall as other Forces in England and Wales face similar challenges. Indeed HMICFRS has suggested the matter is a "national crisis" and as such it will not be a problem that can be resolved quickly.

The Commissioner welcomes the focus the Chief Constable has given this matter by setting out the immediate steps that will be taken to look to address the shortfall in line with the national plan to develop investigative resilience.

The Commissioner is concerned at the view expressed by HMICFRS that the Force had not sufficiently improved its use of the Police National Computer to identify, track and apprehend offenders or wanted suspects of risk to the public. The Commissioner notes that Devon and Cornwall Police is not alone in this area and several other Forces have also been asked to improve their performance in the use of PNC. The Commissioner has sought assurance from the Chief Constable on how this gap will be closed and an associated timeframe. The Commissioner expects the Chief Constable to give this urgent priority given the importance placed on protecting the public coupled with the fact

that this matter was originally raised with Devon and Cornwall Police by HMIC in 2016. The Commissioner will be monitoring this activity closely, alongside progress on the other recommendations made in investigation and will receive regular reports on progress through the PCC/Force governance processes that are in place.

Protecting vulnerable people and supporting victims

The Commissioner is pleased that HMICFRS recognises the Force has developed a good understanding of the nature of vulnerability across Devon and Cornwall, provides a good initial response to calls for assistance and has a good grasp of how people with mental health issues should be supported.

However the Commissioner has asked the Chief Constable to explain why Devon and Cornwall Police does not compare favourably for domestic violence arrests and what action is being taken to address this. Domestic violence and abuse are important areas in the Police and Crime Plan and in the police Mission to detect and prevent harm. The Commissioner will monitor progress on this issue closely over the coming months.

The Commissioner recognises the issues raised by HMICFRS that the workloads of some officers and staff are very high and that this can lead to a sub-optimal outcome for victims and have an impact on the health and wellbeing of the workforce. Devon and Cornwall Police is not alone in seeing increasing demands across all of its areas. The Commissioner is pleased that the Force has taken a number of positive steps to assist the workforce through support groups and it signposts assistance when necessary.

However, it is clear there remain pressures and the summer demand on police services in Devon and Cornwall is such that it places additional strain on officers and staff. The wellbeing of staff is an issue that both the Commissioner and the Chief Constable take very seriously and investment has been made in this area through a number of initiatives such as Activate 2020 and the mental health peer support network.

The additional funding for officers that the Commissioner has made available in the 2018/19 budget will go some way to assist. Whilst welcomed, it is only a small step. As mentioned earlier in the need for more detectives, the Commissioner is well aware there is no easy or quick fix for this situation.

Specialist capabilities

Whilst this area of the report has not been graded, the PCC is pleased that the HMICFRS is satisfied that the Force has the adequate arrangements in place to meet its national policing responsibilities.

Concluding remarks

The Commissioner would like to provide her thanks to the Chief Constable and his officers and staff for their hard work and commitment to protecting the public and keeping people safe in the face of unexpected demand and increasing public scrutiny.

There are a number of areas for improvement highlighted in the report and recommendations in the national overview report applicable to Devon and Cornwall Police. The Chief Constable has set out the action he intends to take in these areas and the Commissioner will be monitoring progress in these areas over the coming months.

Despite the overall judgment of the report, the PCC remains confident that the Force has the strong leadership, clear direction and improvement plans in place to continue to improve the performance of the Force and the service to victims and the public and ultimately to prevent crime and keep the public safe.

16 May 2018

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Police and Crime Panel

15th June 2018

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 12th May 2016 are shown at Table 1. This paper covers the period up to 21st May 2018.
2. One formal complaint against the Police and Crime Commissioner was received in the last period (17th January – 21st May 2018). A scoping exercise was undertaken by the Chief Executive and a recommendation was sent to the Chair of the Police and Crime Panel for handling the complaint, which was accepted. The complainant has been written to and this complaint has now been finalised.

Table 1

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IPCC by the OPCC
12 th May – 15 th June 2016	0	0	0	0	0
16 th June– 26 th September 2016	0	0	0	0	0
27 th September -23 rd November 2016	1	1	0	1	0
24 th November 2016 – 23 rd January 2017	0	0	0	0	0
24 th January -31 st May 2017	1	1	0	1	0
1 st June-19 th September 2017	3	3	0	3	0
20 th September – 3 rd November 2017	0	0	0	0	0
4 th November 2018 – 16 th January 2018	1	1	0	1	0
17 th January – 21 st May 2018	1	1	0	1	0
			Grand total	7	0

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Report updated: 21st May 2018

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